Founders’ Day

Michael M. Crow
March 21, 2018
Arizona Biltmore Resort
“You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.”

- Buckminster Fuller
#1 in the U.S. for innovation

#1 ASU  #2 Stanford  #3 MIT

- U.S. News & World Report 2016, 2017, 2018

Ahead of Carnegie Mellon, Northeastern, Harvard, Duke, Georgia Tech, Purdue, Cornell, USC, UT-Austin and Yale
Underperforming Public Agency Model

ASU in 1988

High State Investment
$9,770* per FTE student

No Budget for Improvement
$415 million

Inadequate Student Outcomes
14.2% four-year graduation rate

* = 2017 Dollars
ASU in 1988

**Underperforming Public Agency Model**

**Low Price and Low Aid**
- $2,577* resident undergraduate tuition and fees
- <3% undergraduates received Pell Grants

**Small Contribution to Knowledge Generation**
- $39 million in annual research expenditures

**Low Freshman Diversity**
- 84.9% White
- 9.9% underrepresented minority

* = 2017 Dollars
$39 million in annual research expenditures

4 Wisconsin – Madison
9 UCLA
13 Washington – Seattle
17 Texas – Austin
23 Ohio State
69 Hawai‘i – Mānoa
71 New Mexico State
80 Oklahoma State
94 Mississippi State
105 Arizona State University
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.
Established Public Enterprise Model

ASU in 2018

Low State Investment

$3,141 per FTE student

Budget for Consistent Growth and Quality

$3.1 billion

High Student Outcomes

50% four-year graduation rate
71% for A-students and 46% 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
50/50 freshman class diversity

Large Contribution to Knowledge Generation
$545 million in annual research expenditures
Arizona Resident Undergraduates in 2016-17
Average Gift Aid Awards by Family Income

- Tuition & Mandatory Fees
- Institutional Gift Aid
- Federal Gift Aid
- State Gift Aid
- Private/External Gift Aid
- Average Student Payment

<table>
<thead>
<tr>
<th>Family Income Range</th>
<th>Tuition and Mandatory Fees</th>
<th>Institutional Gift Aid</th>
<th>Federal Gift Aid</th>
<th>State Gift Aid</th>
<th>Private/External Gift Aid</th>
<th>Average Student Payment</th>
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ASU First-Time Full-Time Freshmen Enrollment by Adjusted Family Income

Fall 2002
Fall 2009
Fall 2017
$$545 \text{ million}$$

in annual research expenditures

<table>
<thead>
<tr>
<th>Rank</th>
<th>University</th>
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<td>UCLA</td>
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<td>Anthropology</td>
<td>University of Michigan</td>
<td>Stanford University</td>
<td>MIT PennState University of Michigan</td>
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<td>Political Science</td>
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<td>5th</td>
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<td>HHS (including NIH) Funded</td>
<td>Stanford University University of Texas at Austin Columbia University Harvard University</td>
<td>Princeton University Georgia Tech Carnegie Mellon University</td>
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<td>Fulbright Student Awards</td>
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ASU
Top 25 in the U.S. for technology transfer and commercialization

ahead of Harvard, Johns Hopkins, USC and Duke

- The Best Universities for Technology Transfer 2017, Milken Institute

[Map of the United States showing top 25 universities for technology transfer and commercialization]
Technology Transfer

110 spinout companies have launched based on ASU innovations, attracting $650M in funding.
Changemaker Challenge

Are you dedicated to making a local or global difference through innovation?

You could win up to $10,000!
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
2018: Distinct Life Stages

Pre-K

K-12

Technical School

Undergraduate

Graduate

Age:

0

40

80+

Career
Future: Universal Learning
Universal Learning at ASU

Evolving a model capable of being of service to all learners, at all stages of work and learning, from all socioeconomic backgrounds, through educational, training, and skill-building opportunities.
ASU Thunderbird Investor Network

ASU- and Thunderbird-affiliated Accredited Investors
Faculty & Staff
Alumni
Parents/Grandparents
Donors

ATIN Facilitates Connection

ASU- and Thunderbird-affiliated Start-ups
C-level Alumni
Alumni Board Member
Alumni Founder

alumni.asu.edu/support/invest-asu
facebook.com/presidentcrow

@asuprescrow

@michaelcrow