

# Moving Forward

**Accelerating Educational Attainment**

National Council of State Legislatures

**Michael M. Crow**

President, Arizona State University

July 31, 2018

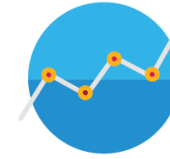
# Higher Education Governance Logics



**Academy Model**



**State Control Model**



**Market Model**



**Enterprise Model**

	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

## Postsecondary Educational Attainment Goals by State

Alaska	65% by 2025	Massachusetts	60% by 2020
Arizona	60% by 2030	Minnesota	70% by 2025
Arkansas	60% by 2025	Missouri	60% by 2020
Colorado	66% by 2025	Montana	60% by 2020
Connecticut	70% by 2025	Nevada	60% by 2020
Georgia	60% by 2020	New Hamp.	65% by 2025
Hawaii	55% by 2025	Oregon	80% by 2025
Iowa	70% by 2025	Rhode Island	60% by 2025
Idaho	60% by 2020	South Carolina	29%* by 2030
Illinois	60% by 2025	Tennessee	55% by 2025
Indiana	60% by 2025	Texas	60% by 2030
Kansas	60% by 2020	Utah	66% by 2020
Kentucky	58% by 2025	Vermont	70% by 2025
Louisiana	42% by 2025	Virginia	70.5% by 2030
Maryland	55% by 2025	Washington	70% by 2023

## 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.

# #1 in the U.S. for innovation

#1 ASU #2 Stanford #3 MIT

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

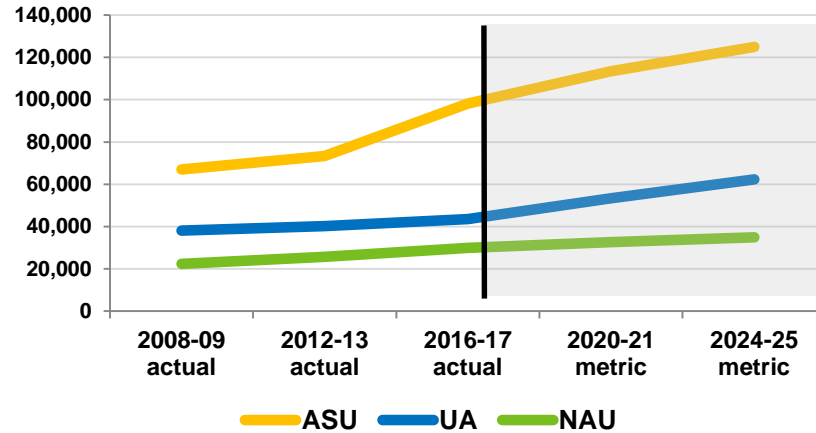


Ahead of Carnegie Mellon, Northeastern,  
Harvard, Duke, Georgia Tech, Purdue, Cornell,  
USC, UT-Austin and Yale

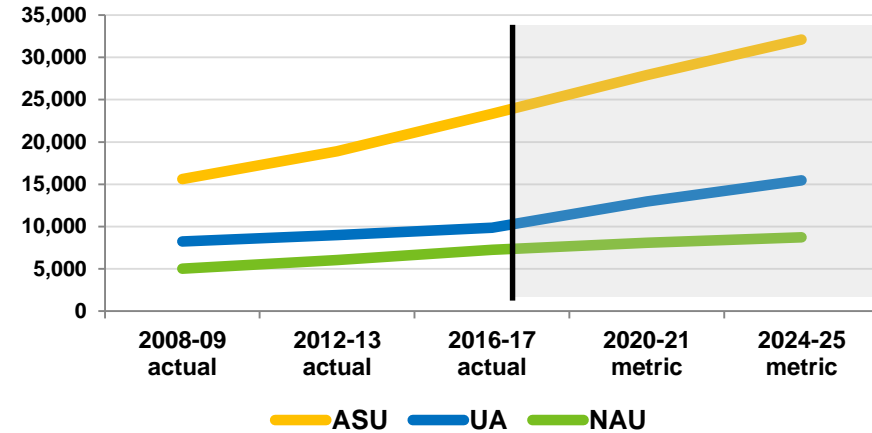


# ASU 2025 Metrics

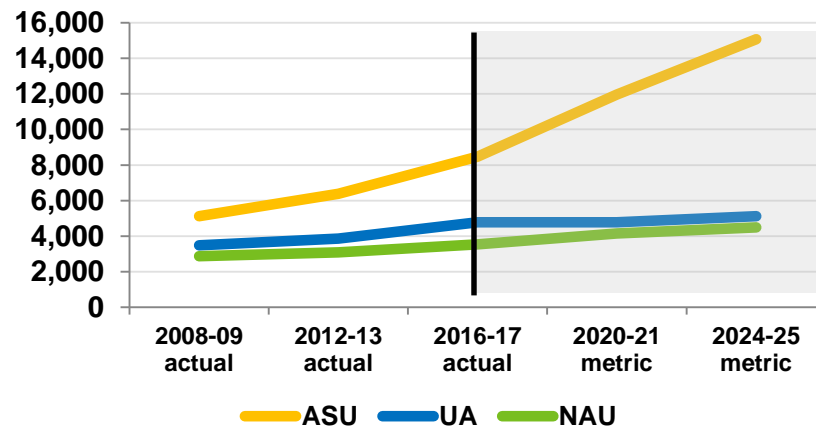
Share of Total Enrollment



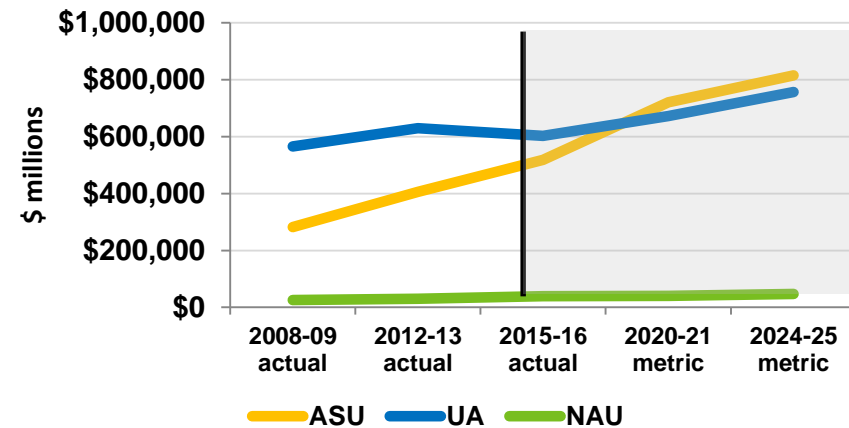
Share of Total Degrees



Share of High Demand Degrees

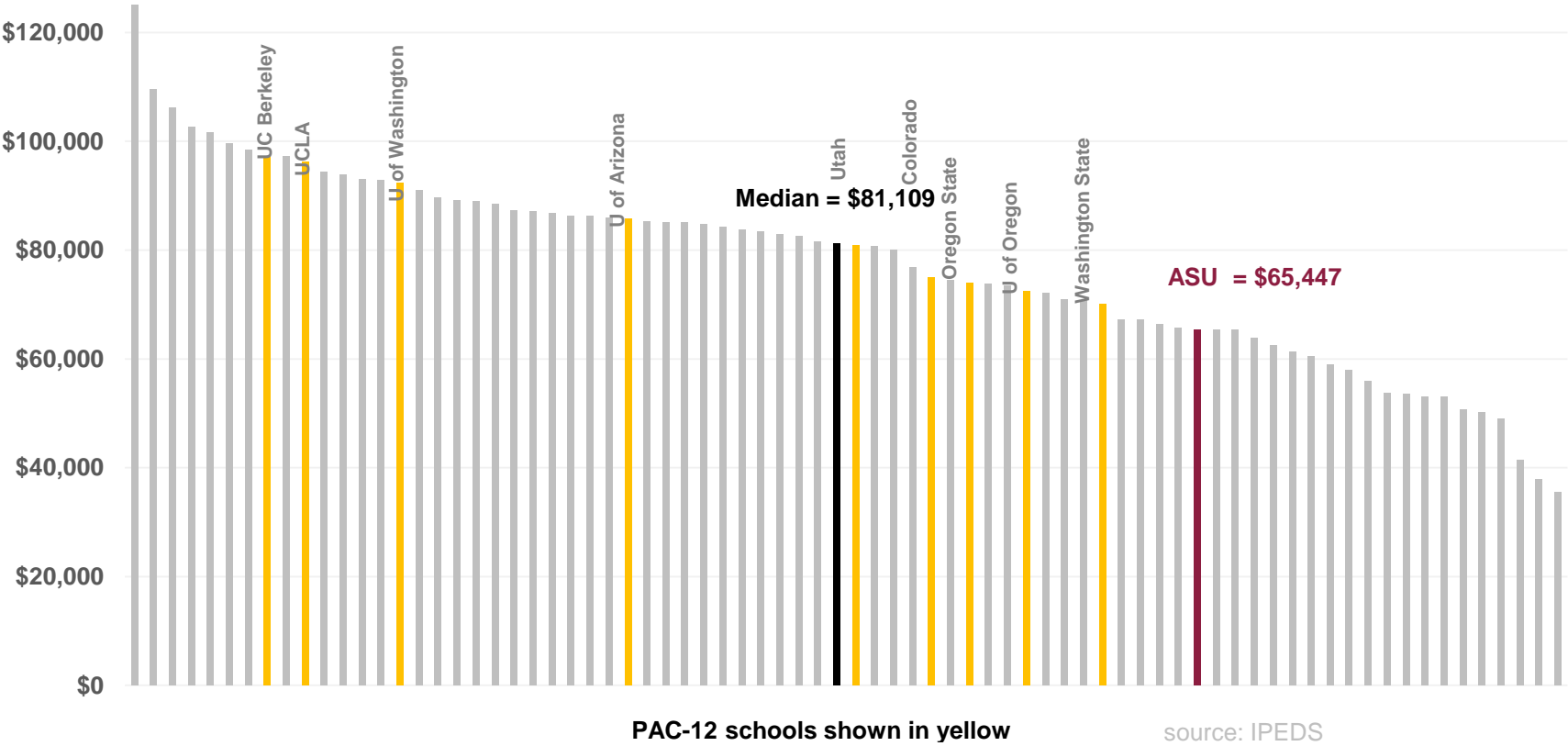


Research Expenditures



# Tuition and State Appropriation per Degree Awarded in FY2016 Public Very High Research Universities

ASU's uses 19.5% fewer resources per degree awarded than the national median. At current levels of degree production, the difference in costs (\$343M) is \$50M more than the FY16 state appropriation.

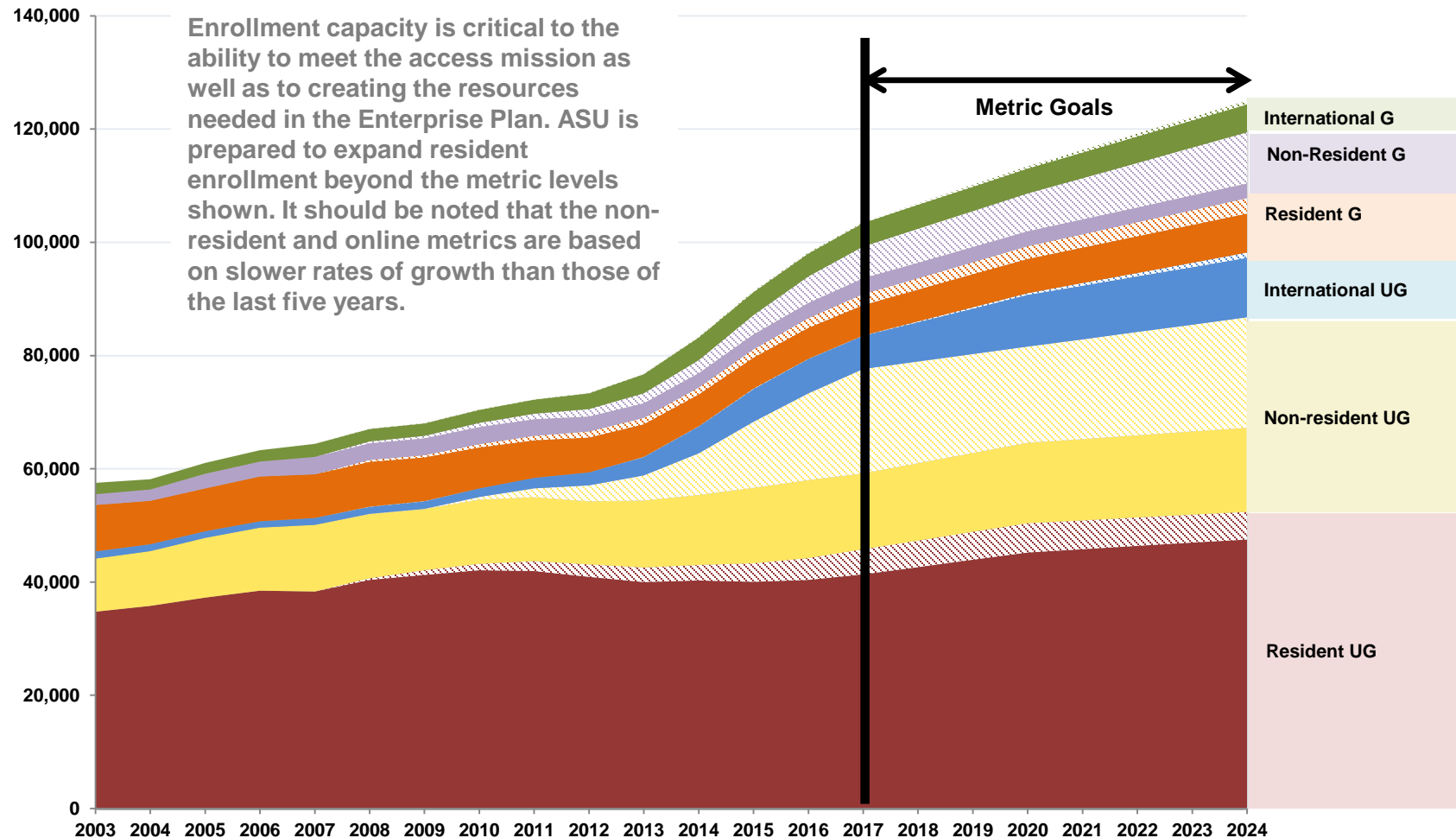


PAC-12 schools shown in yellow

source: IPEDS

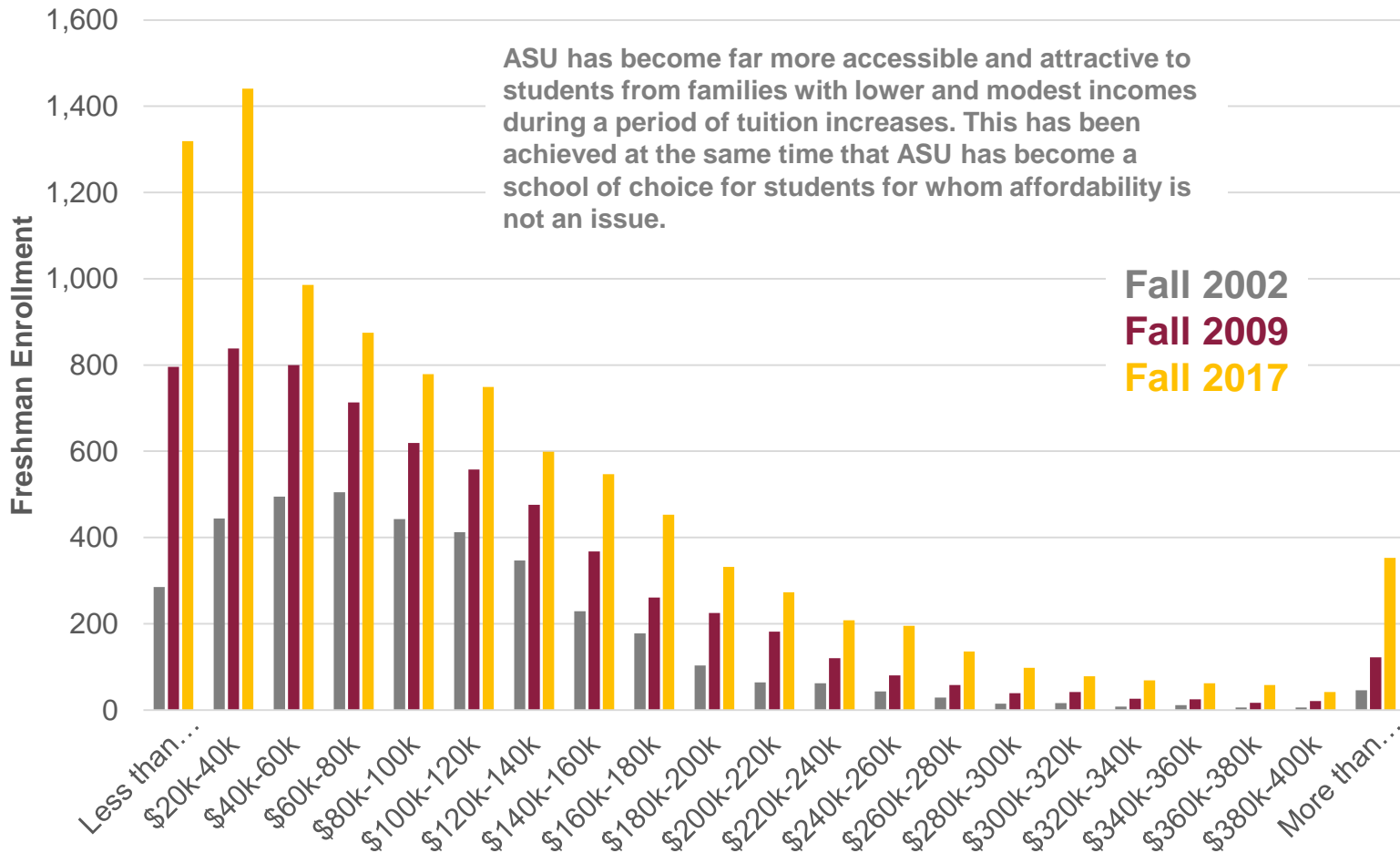


# Tuition revenue from sources other than residents drives the enterprise resource strategy





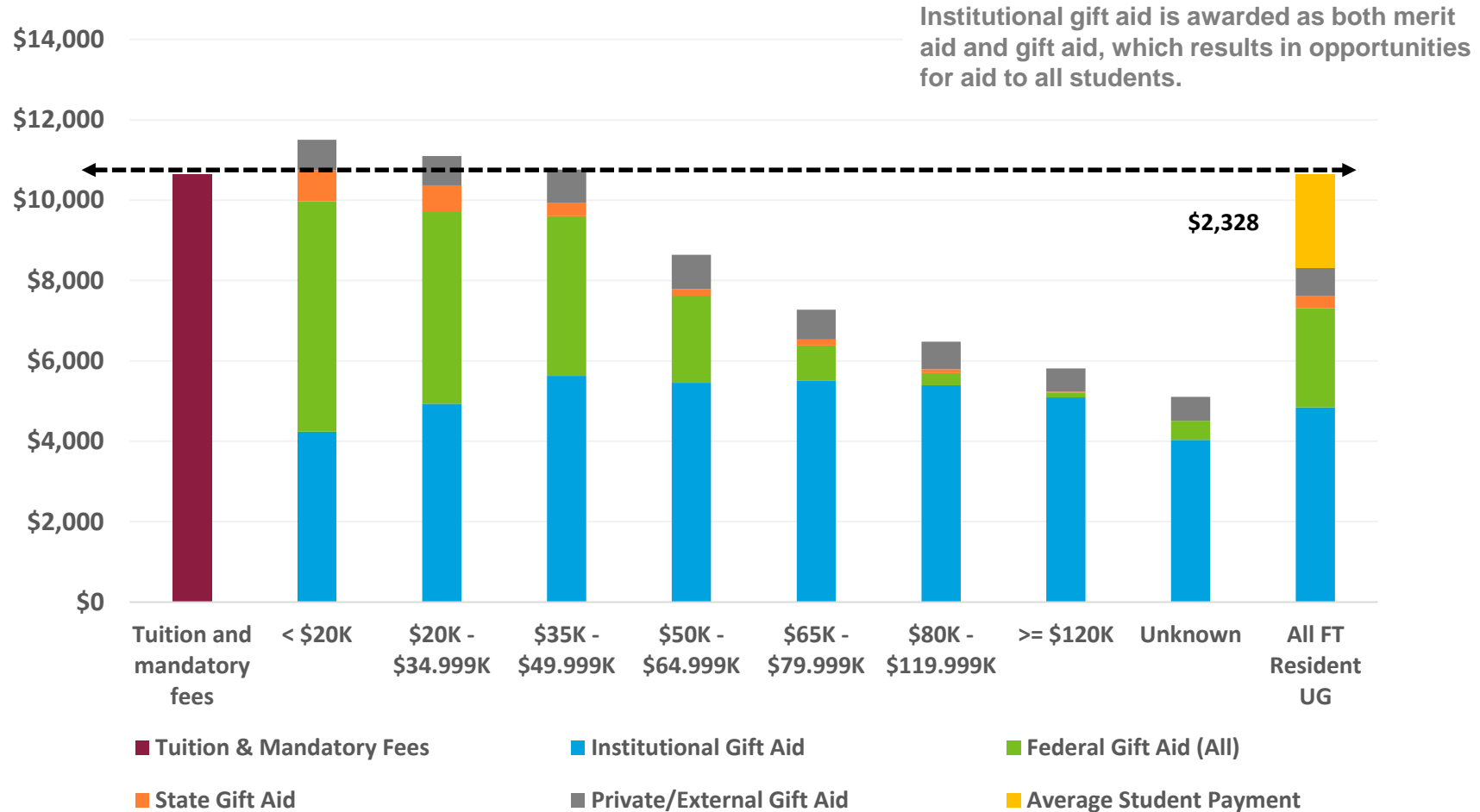
# ASU First-Time Full-Time Freshmen Enrollment by Adjusted Family Income



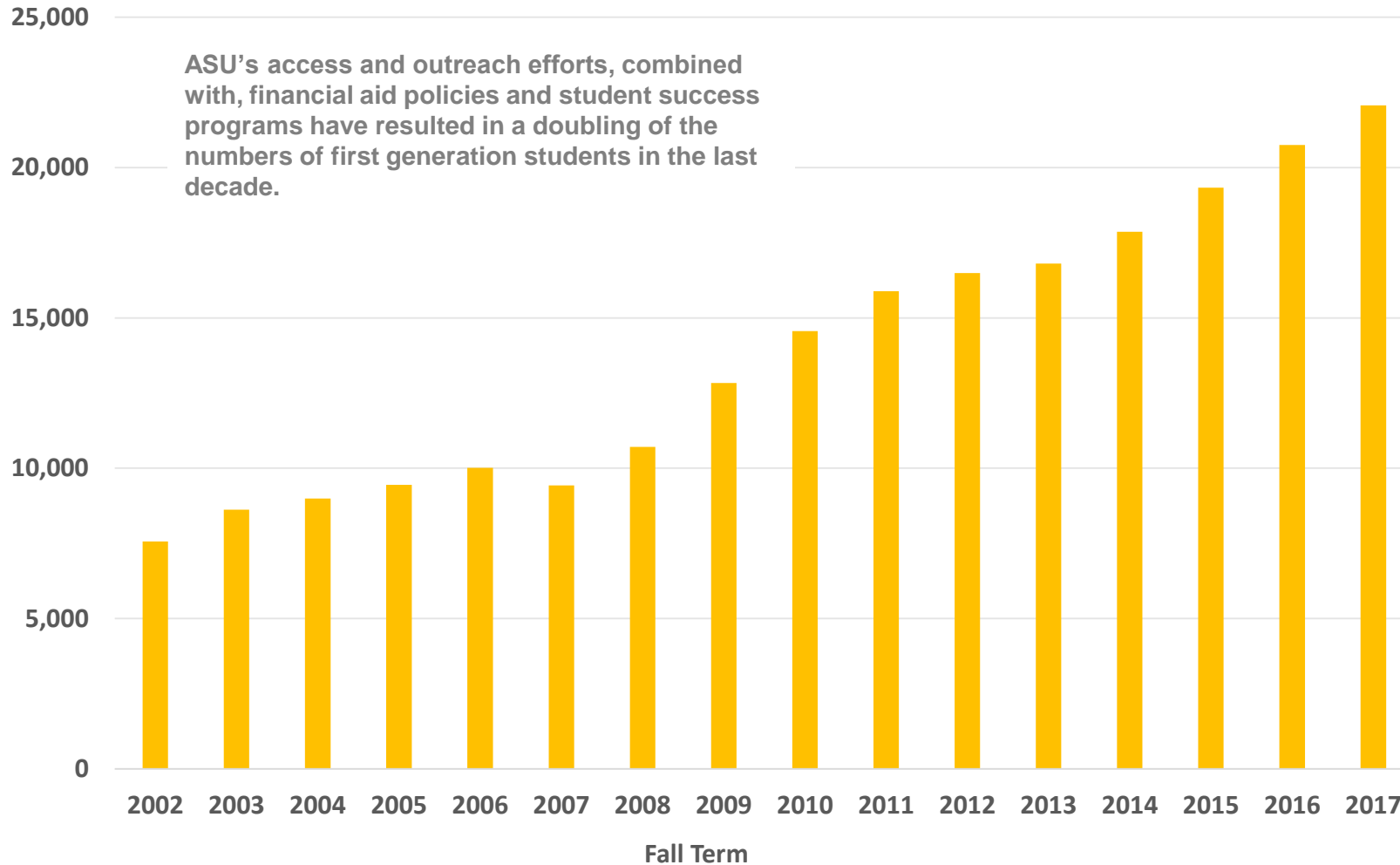
All data adjusted to 2017 dollars using CPI. Analysis limited to dependent students.  
 Source: ASU analysis of FAFSA data



# Arizona Resident Undergraduates in 2016-17 Average Gift Aid Awards by Family Income



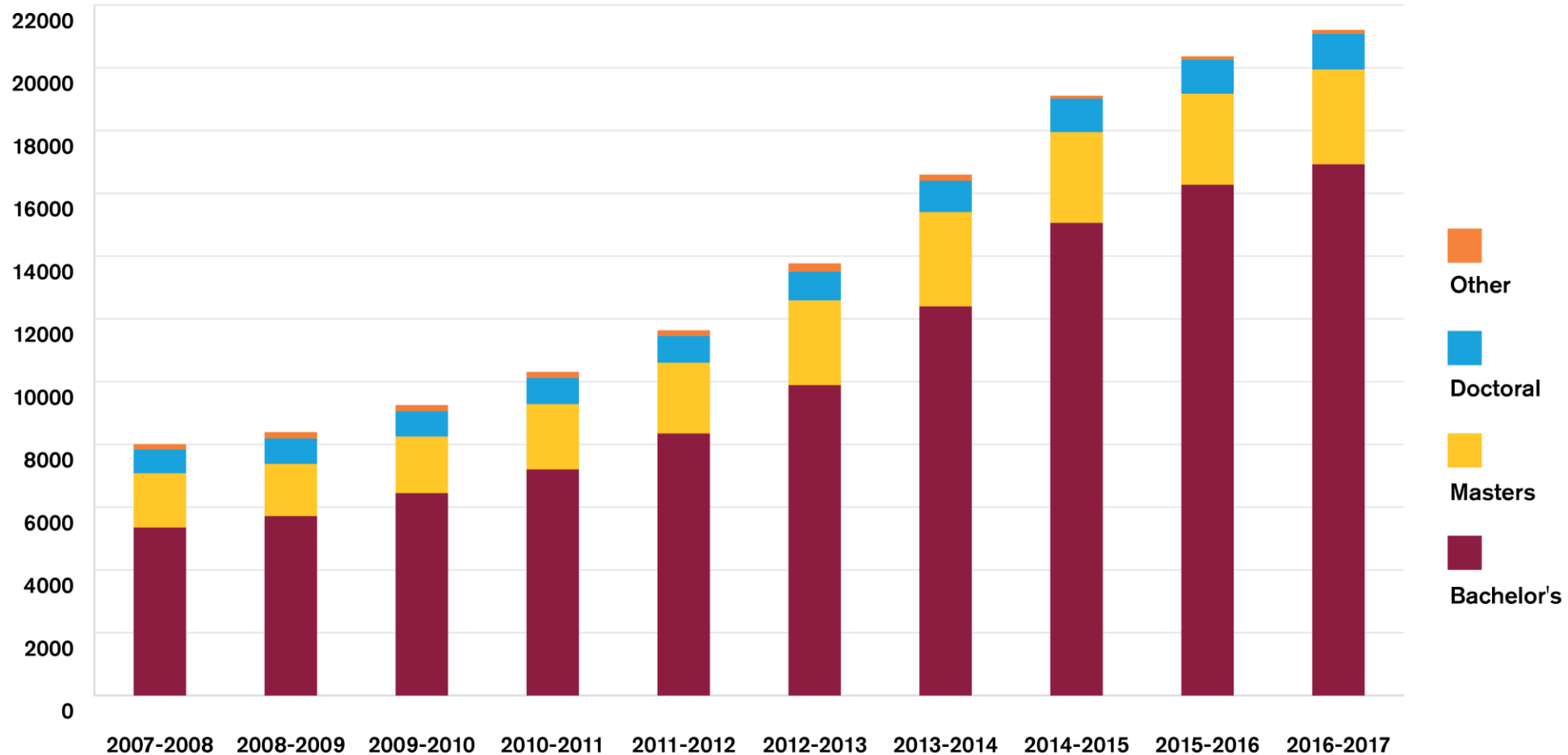
# First-Generation Undergraduates at ASU



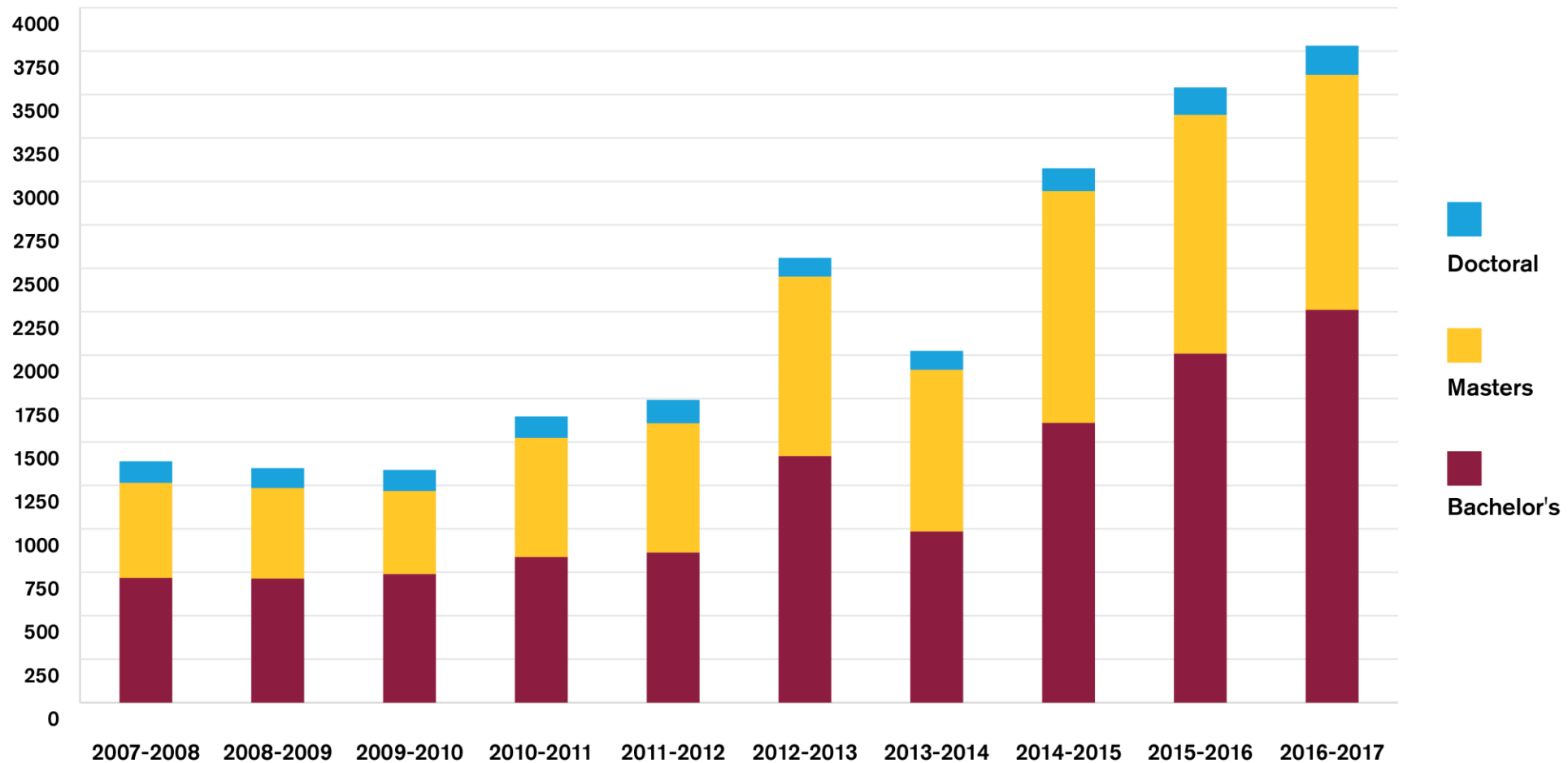
Source: ASU analysis of FAFSA data. UOIA #9390.



# Ira A. Fulton Schools of Engineering 2008-2017 Total Enrollment by Year



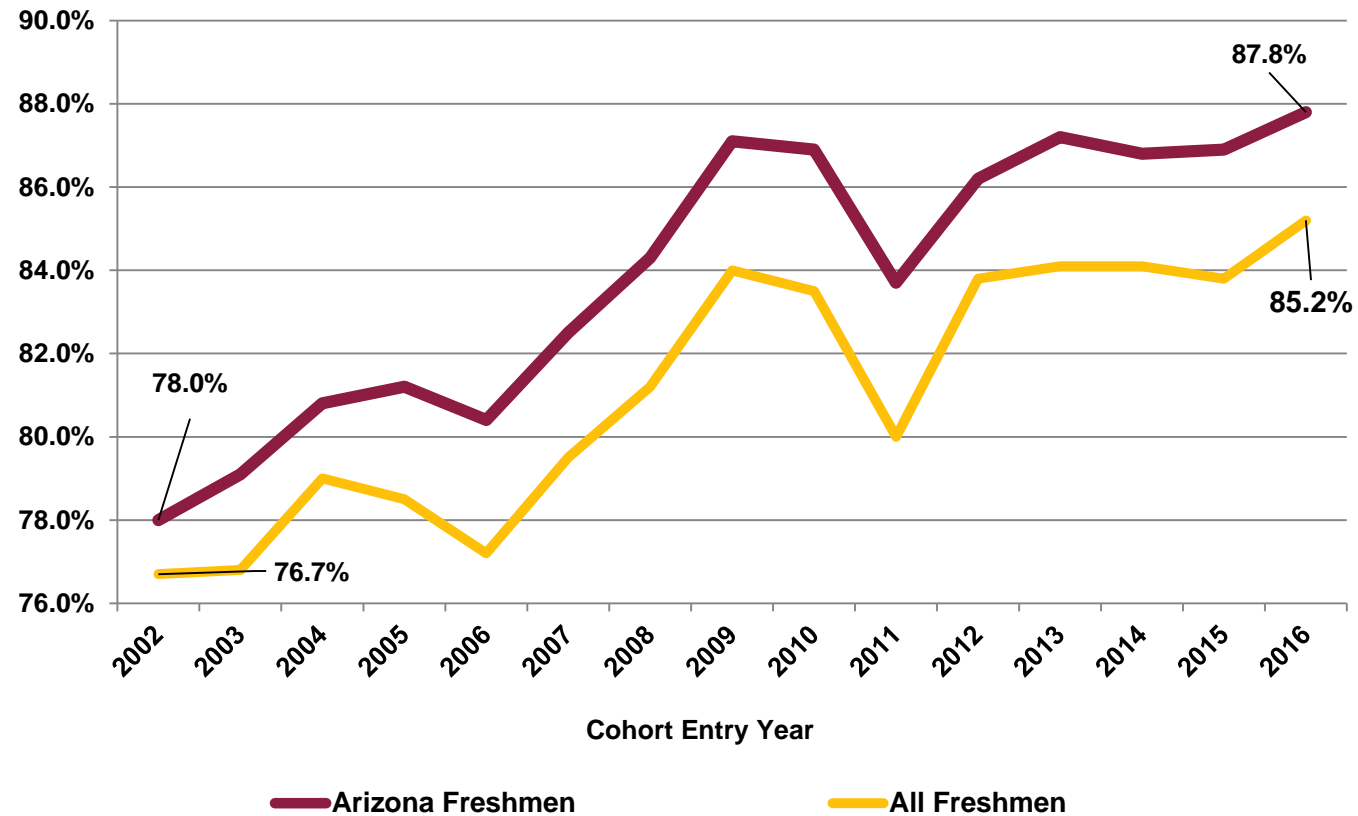
# Ira A. Fulton Schools of Engineering 2008-2017 Degrees Granted



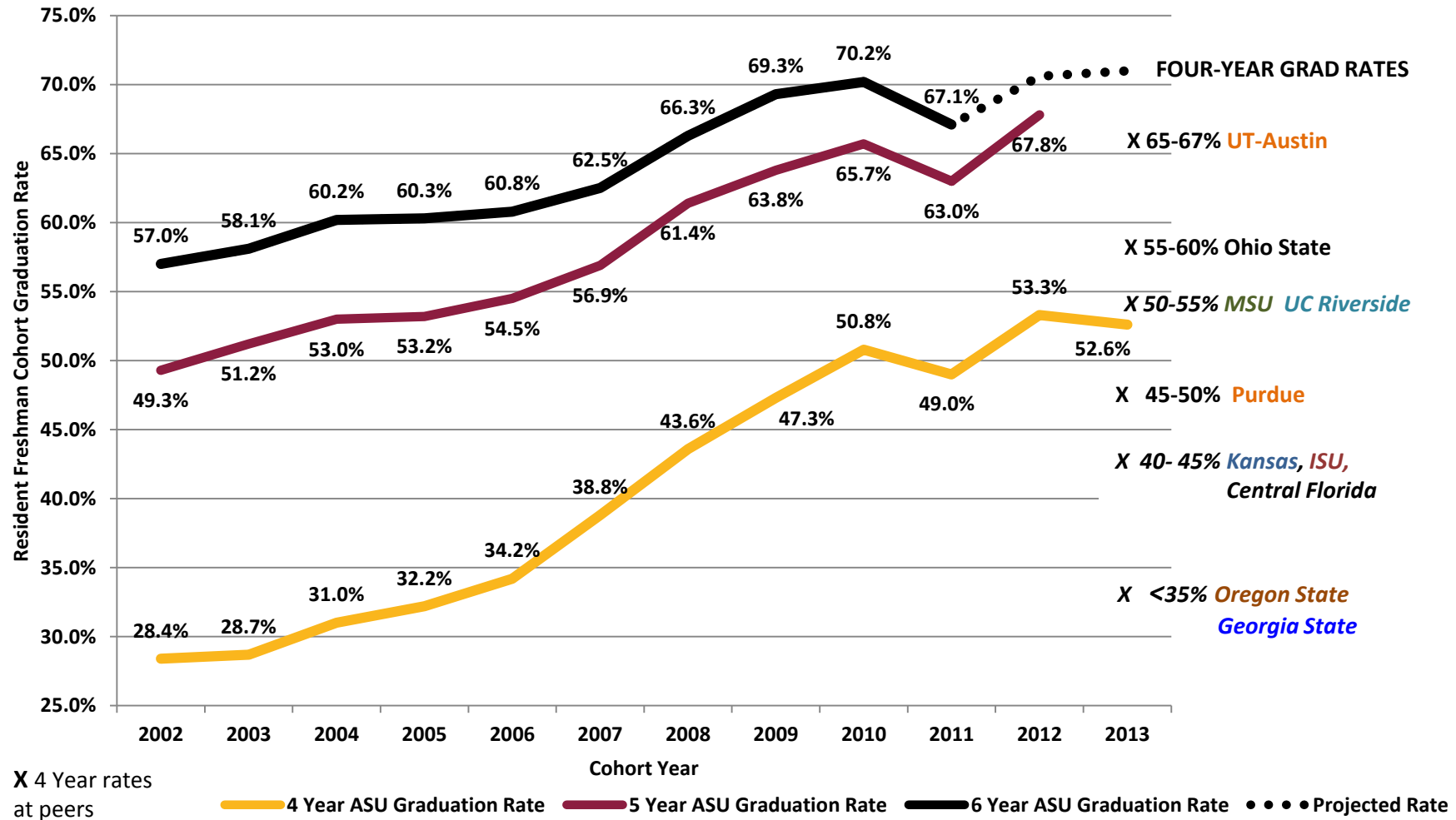
2007/2008 – 2013/2014: Tempe Campus only

**Access and cost effectiveness are meaningful only if they are accompanied by improved performance in student success, research, and reputation**

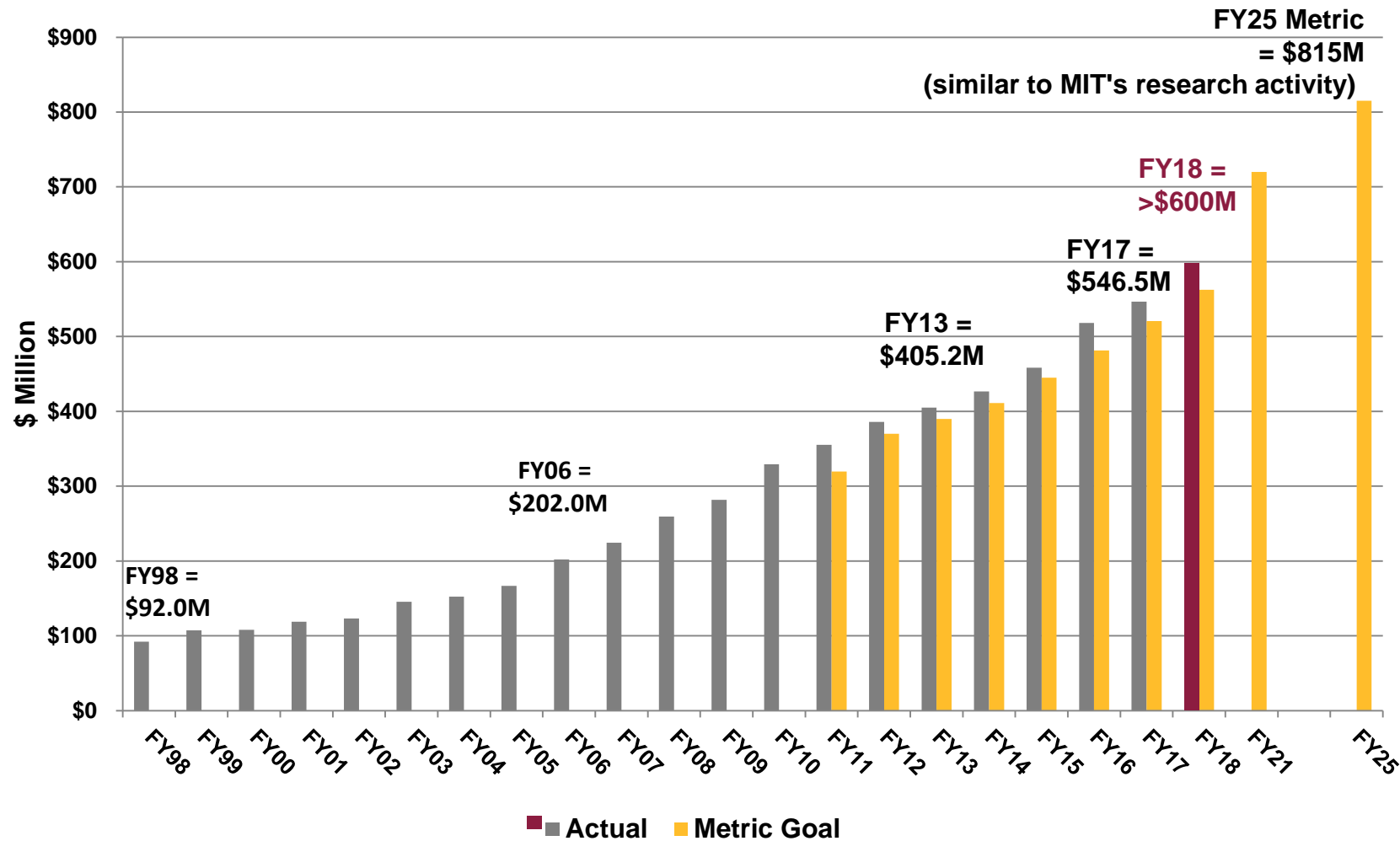
**Freshman First Year Retention**



# Resident Freshman Graduation Rates



# Research expenditures have doubled every six to eight years





# Outcomes

## Anthropology

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1<sup>st</sup>

**Ahead of:**  
University of Michigan  
Harvard University  
Stanford University

## Geological and Earth Sciences

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2<sup>nd</sup>

of 344

**Ahead of:**  
Stanford University  
MIT  
PennState  
University of Michigan

## Social Sciences

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4<sup>th</sup>

of 480

**Ahead of:**  
Berkeley  
Cornell University  
UCLA  
University of Pennsylvania

## State Graduate Debt

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46<sup>th</sup>

**Ahead of:**  
Delaware  
Minnesota  
Connecticut  
Pennsylvania

## Humanities

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4<sup>th</sup>

**Ahead of:**  
Yale  
Harvard University  
Princeton University  
Columbia University

## Political Science

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5<sup>th</sup>

**Ahead of:**  
Berkeley  
PennState  
Duke University

## Electrical, Electronic, and Communications Engineering

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7<sup>th</sup>

of 283

**Ahead of:**  
Stanford University  
Carnegie Mellon University  
MIT

## 10 Year Production Fullbright Student Awards

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9<sup>th</sup>

**Ahead of:**  
Stanford University  
Princeton  
University of Texas at Austin

## Non-Science and Engineering

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7<sup>th</sup>

**Ahead of:**  
Stanford University  
University of Texas at Austin  
Columbia University  
Harvard University

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

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9<sup>th</sup>

**Ahead of:**  
Princeton University  
Georgia Tech  
Carnegie Mellon University

## NASA Funded Expenditures

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10<sup>th</sup>

of 426

**Ahead of:**  
Stanford University  
Georgia Tech  
UCLA  
Columbia University

## Engineering

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19<sup>th</sup>

**Ahead of:**  
Cornell University  
Caltech  
Carnegie Mellon University  
Stanford University



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