

**New**

**American**

**University**

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Toward 2031 and beyond



# 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**.

Arizona State University has become the foundational model for the **New American University**, a new paradigm for the public research university that transforms higher education. ASU is committed to **excellence, access and impact** in everything that it does.

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No. 1 university for innovation (ahead of MIT and Stanford)

— **U.S. News & World Report, 2016–2026**

No. 1 in the U.S. (ahead of MIT and Penn State) and top 10 worldwide for global impact in research, outreach and stewardship

— **Times Higher Education, 2020–2025**

No. 1 in the U.S. and No. 2 in the world for sustainable practices (ahead of Stanford and UC Berkeley)

— **Sustainability Tracking, Assessment & Rating System, 2023–2025**

No. 2 in the U.S. for employability among public universities

(ahead of UCLA, University of Michigan and Purdue)

— **Global Employability Ranking and Survey, 2023–2026**

Top 5 in the U.S. for total research expenditures

(among universities without a medical school)

— **National Science Foundation HERD Survey, FY24**

Top 10 nationally for best online bachelor's programs

(ahead of Texas A&M, Indiana University Online and George Washington University)

— **U.S. News & World Report, 2026**

# Mission & Goals



## Demonstrate leadership in enabling academic excellence and accessibility at scale

- 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.
- Ensure that **more than 90%** of students continue studies beyond their first year.
- Enhance the university graduation rate to **greater than 85%** and more than **45,000** graduates annually.
- Continuously enhance quality while maintaining affordability.
- Overcome geographic and financial barriers to education by enrolling **170,000** online degree-seeking students.
- Continuously increase measured student development and learning outcomes.
- Engage millions of learners of all socioeconomic, geographic and demographic backgrounds.



## Expand ASU's role as the leading global center for interdisciplinary research, discovery and development by 2031

- Catalyze Phoenix as a new Mega Science and Technology City.
- 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 **\$1.5 billion** in annual research expenditures.
- Drive regional economic competitiveness through research, discovery and socioeconomically integrated programs.
- Serve as a leading American center for innovation, entrepreneurship and sustainability.
- Create the leading American center for education and learning technology.



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

- Leverage ASU as a public enterprise to strengthen Arizona's interactive network of teaching, learning and discovery resources.
- 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 Universal Learners in every family through personalized learning pathways that promote adaptability to emergent social and technological changes.



### **Design and launch ASU Health as a comprehensive cluster of teaching, learning and discovery health systems for the enhancement of social-scale health outcomes**

- Design and launch the Arizona Alliance for Health and Innovation as a coalition to improve Arizona health outcomes.
- Design and launch the Arizona Health Metrics Scorecard as a foundational Decision Theater for Health model.
- Design and launch transformative learning, workforce, technology and care delivery initiatives, such as Food Is Medicine, ASU clinics and a virtual medical school.



### **Advance the world's first Global Futures Laboratory**

- Expand the role of the Julie Ann Wrigley Global Futures Laboratory as a global leader in delivering solutions to planetary-scale challenges.
- Build capacity to address urgent planetary challenges with speed, scale and immediate impact.
- Design immersive learning spaces rooted in systems thinking to empower learners to tackle complex, global challenges.
- Partner with private-sector leaders to create workforces that align with the demands and opportunities of a sustainable global economy.
- Develop regional Global Futures Laboratory hubs to amplify global reach and local impact, ensuring solutions are globally informed and locally actionable.

Nine **design aspirations** guide ASU's ongoing evolution as a **New American University**. ASU integrates these institutional objectives in innovative ways to demonstrate excellence, access and impact.

**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.

**Practice Principled Innovation**

ASU places character and values at the center of decisions and actions.

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Learn more: [president.asu.edu](https://president.asu.edu)

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