Arizona State University

Strategic Enterprise Plan:

2021 Update & Operational and Financial Review

Michael M. Crow
February 12, 2021

The ASU Enterprise

ASU is leading the Fifth Wave

First Wave
Greek Academies

1636 Harvard College*
1693 College of William and Mary
1701 Yale College
1746 College of New Jersey (Princeton)
1754 King's College (Columbia)
1755 College of Philadelphia (Penn)
1764 College of Rhode Island (Brown)
1766 Queen's College (Rutgers)
1769 Dartmouth College

Schools founded during the early Republic that established the prototype for the American residential liberal arts college

1783 Dickinson College
1793 Williams College
1794 Bowdoin College
1800 Middlebury College
1832 Wabash College
1833 Oberlin College
1837 Mount Holyoke College
1846 Grinnell College
1860 Bard College
1864 Swarthmore College
1871 Smith College
1885 Bryn Mawr College
1887 Pomona College, etc.

Liberal arts colleges established during the twentieth century as variants of the colonial colleges

1908 Reed College
1932 Bennington College
1946 Claremont McKenna College
1955 Harvey Mudd College
1969 College of the Atlantic
1997 Olin College, etc.

Second Wave
State Colleges

State-chartered colleges and universities, including teacher colleges and technological institutes, some private

1785 University of Georgia*
1789 University of North Carolina*
1792 University of Vermont
1801 University of South Carolina
1816 University of Michigan
1819 University of Virginia*

1848 University of Wisconsin
1851 University of Minnesota
1855 Michigan State University
1855 Penn State University
1856 University of Maryland
1858 Iowa State University
1861 Massachusetts Institute of Technology (MIT), etc.

1862 California State Normal School (California State University system)

1880 University of Southern California
1883 University of Texas, Austin
1885 Tempe Normal School (ASU)
1885 Georgia Institute of Technology (Georgia Tech)
1891 California Institute of Technology (Caltech), etc.

1899 Northern Arizona University
1909 Tennessee Tech
1944 Utah Valley University

1946 Portland State University
1963 University of Central Florida
1966 University of Maryland Baltimore County, etc.

2018 California Community College No. 115

Third Wave
Land-Grant Colleges

Land-grant colleges and universities established as a consequence of the Morrill Act of 1862

1865 Cornell University*
1867 University of Illinois*
1868 University of California*
1869 Purdue University
1870 Ohio State University
1871 Texas A&M University, etc.
1885 University of Arizona

Second Wave schools subsequently designated land-grant universities

University of Wisconsin
University of Minnesota
Michigan State University
Penn State University
University of Maryland
Iowa State University
MIT, etc.

1890 land-grant institutions (HBCUs)

Alabama A&M University
Tuskegee University
West Virginia State University, etc.

Fourth Wave
Research Universities

1876 Johns Hopkins University*
1885 Stanford University*
1890 University of Chicago*

First Wave colleges that evolved into research universities

Harvard University
Yale University
Princeton University
Columbia University
University of Pennsylvania
Brown University, etc.

Second Wave colleges and universities that evolved into research universities

University of Georgia
University of North Carolina
University of Michigan
University of Virginia
Georgia Tech
Caltech
Arizona State University, etc.

Third Wave universities that evolved into research universities

University of Wisconsin
University of Minnesota
Michigan State University
Penn State University
University of Maryland
Iowa State University
MIT
Cornell University
University of Illinois
University of California
Purdue University, etc.

University of Arizona

Fifth Wave
National Service Universities

Fourth Wave institutions combining scale and accessibility with world-class research enterprises

Arizona State University*

Penn State University
University of Maryland system
Purdue University, etc.

* = progenitors

ASU is an emerging National Service University

National Service Universities aspire to **accelerate positive social outcomes** through the seamless integration of **cutting-edge technological innovation and scalability** with institutional cultures dedicated to the advancement of **academic enterprise and public value**.

Our charter drives all 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.

Fulfilling our responsibility and the 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 work

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.

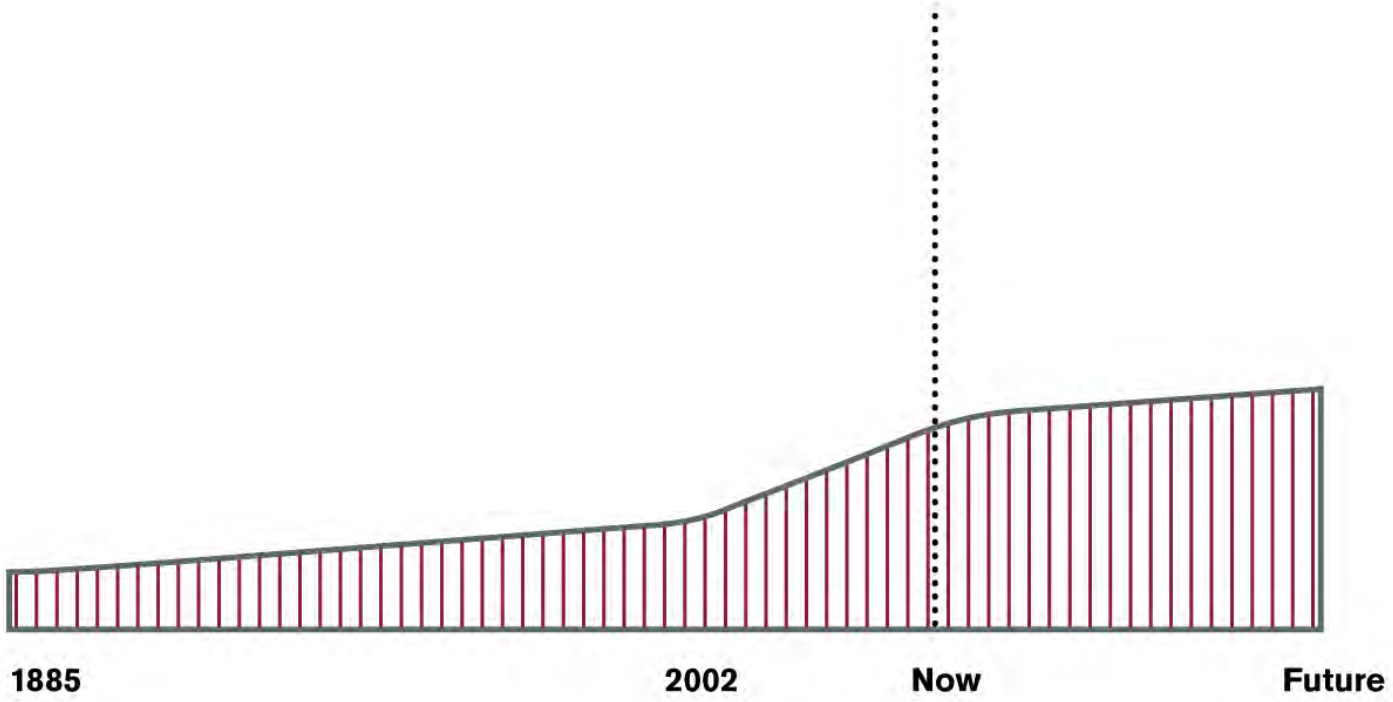
Enable Student Success
ASU is committed to the success of each unique student.

Fuse Intellectual Disciplines
ASU creates knowledge by transcending academic disciplines.

Be Socially Embedded
ASU connects with communities through mutually beneficial partnerships.

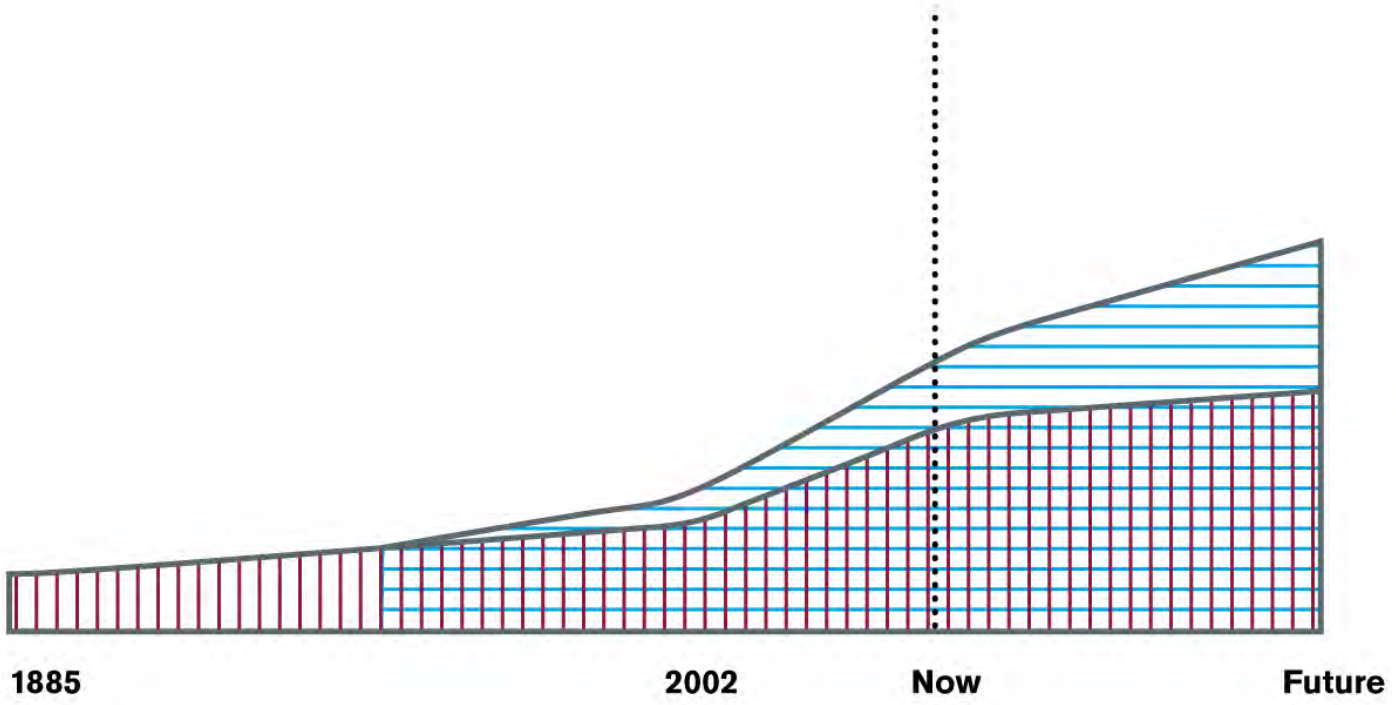
Engage Globally
ASU engages with people and issues locally, nationally and internationally.

ASU’s public enterprise continues to evolve



Academic Enterprise

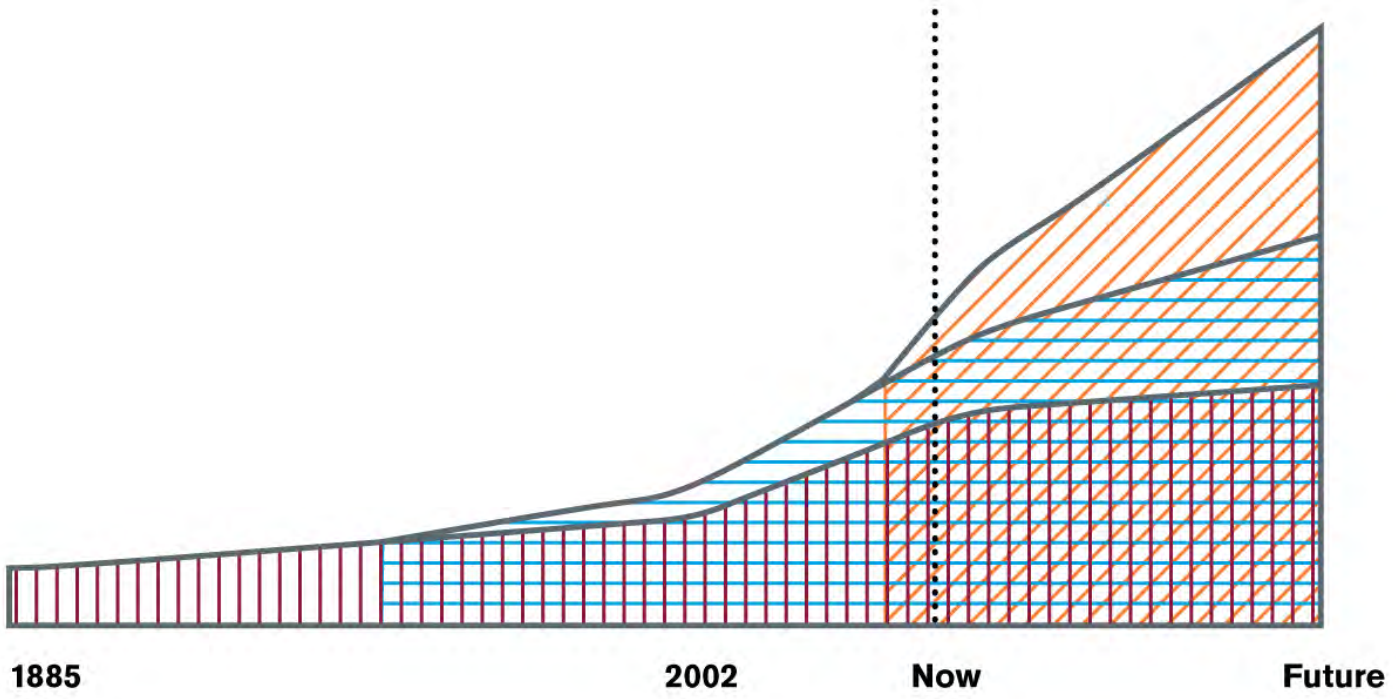
ASU's public enterprise continues to evolve



Knowledge Enterprise

Academic Enterprise

ASU’s public enterprise continues to evolve



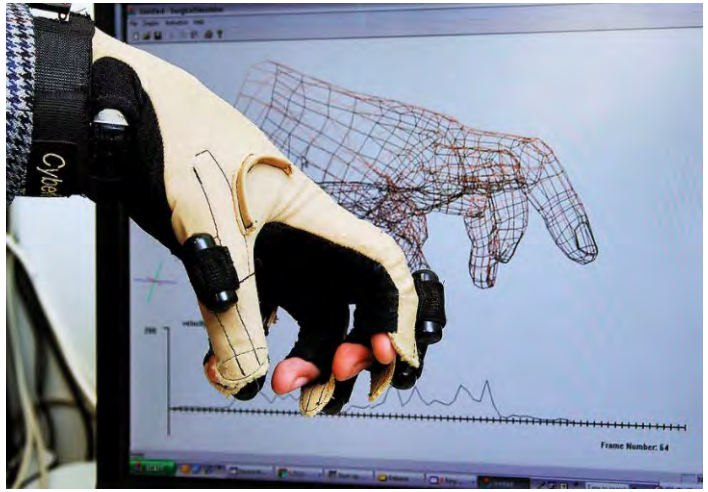
Learning Enterprise

Knowledge Enterprise

Academic Enterprise

Three pillars anchor the public enterprise

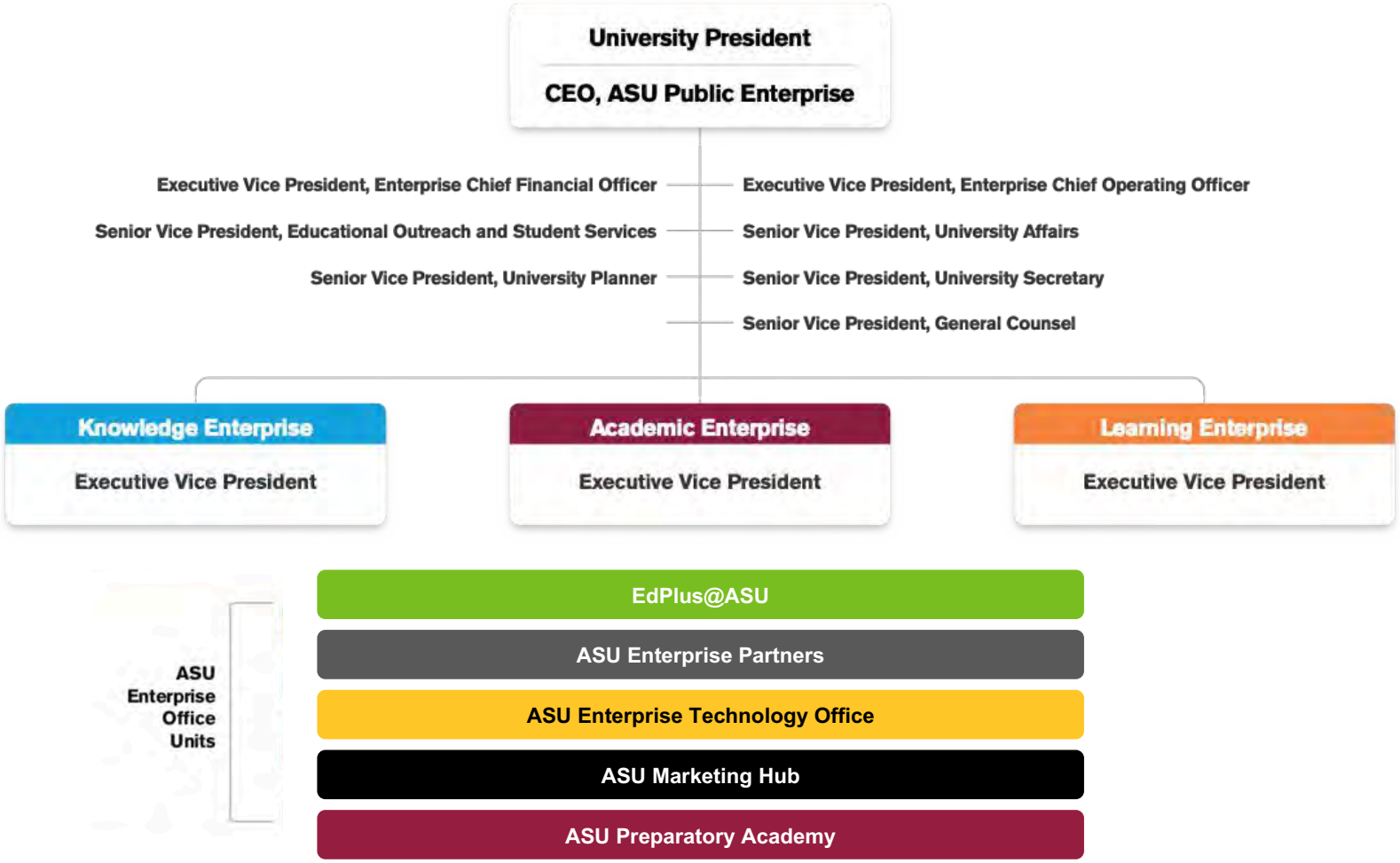
Academic Enterprise



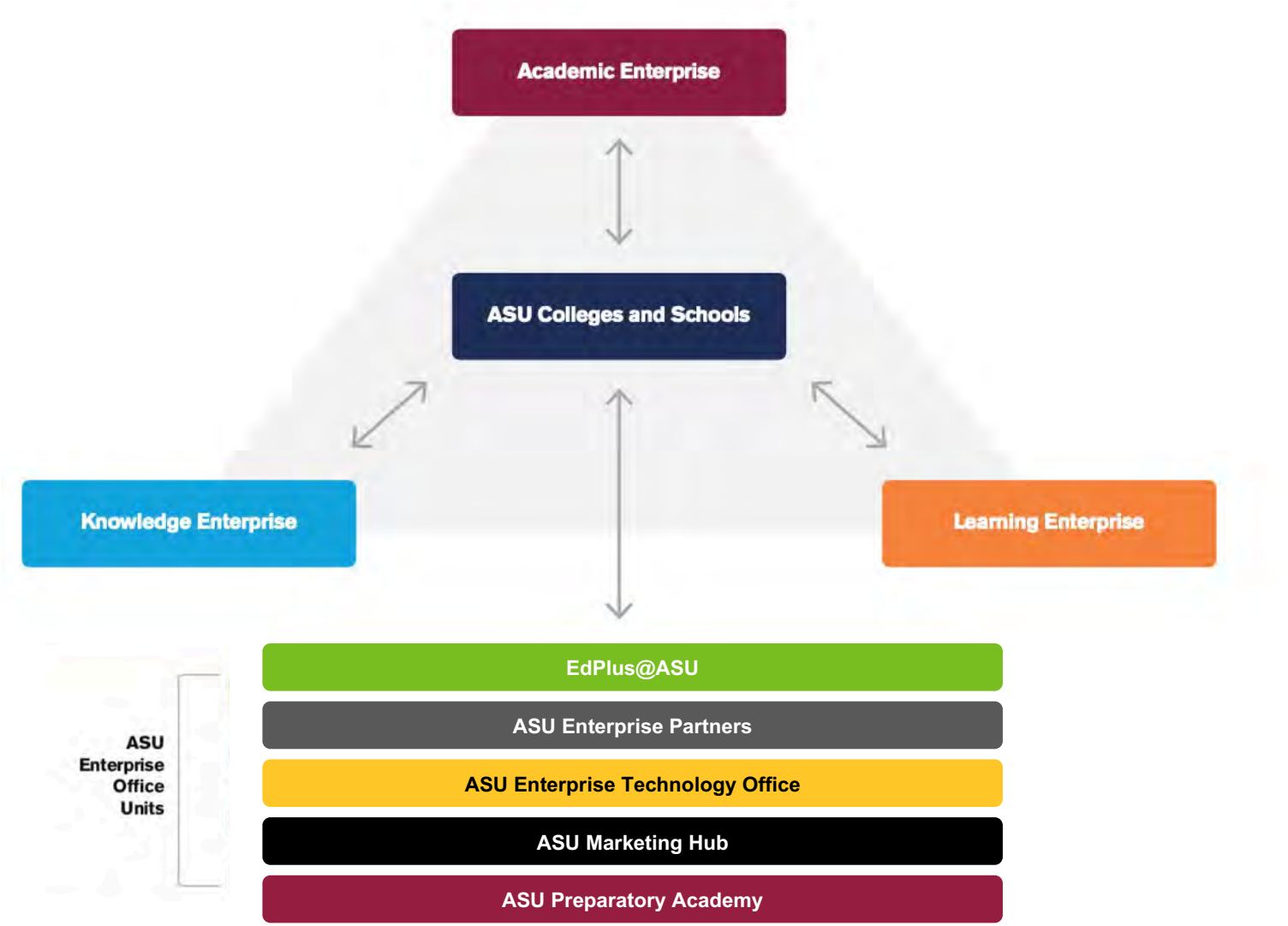
Knowledge Enterprise

Learning Enterprise

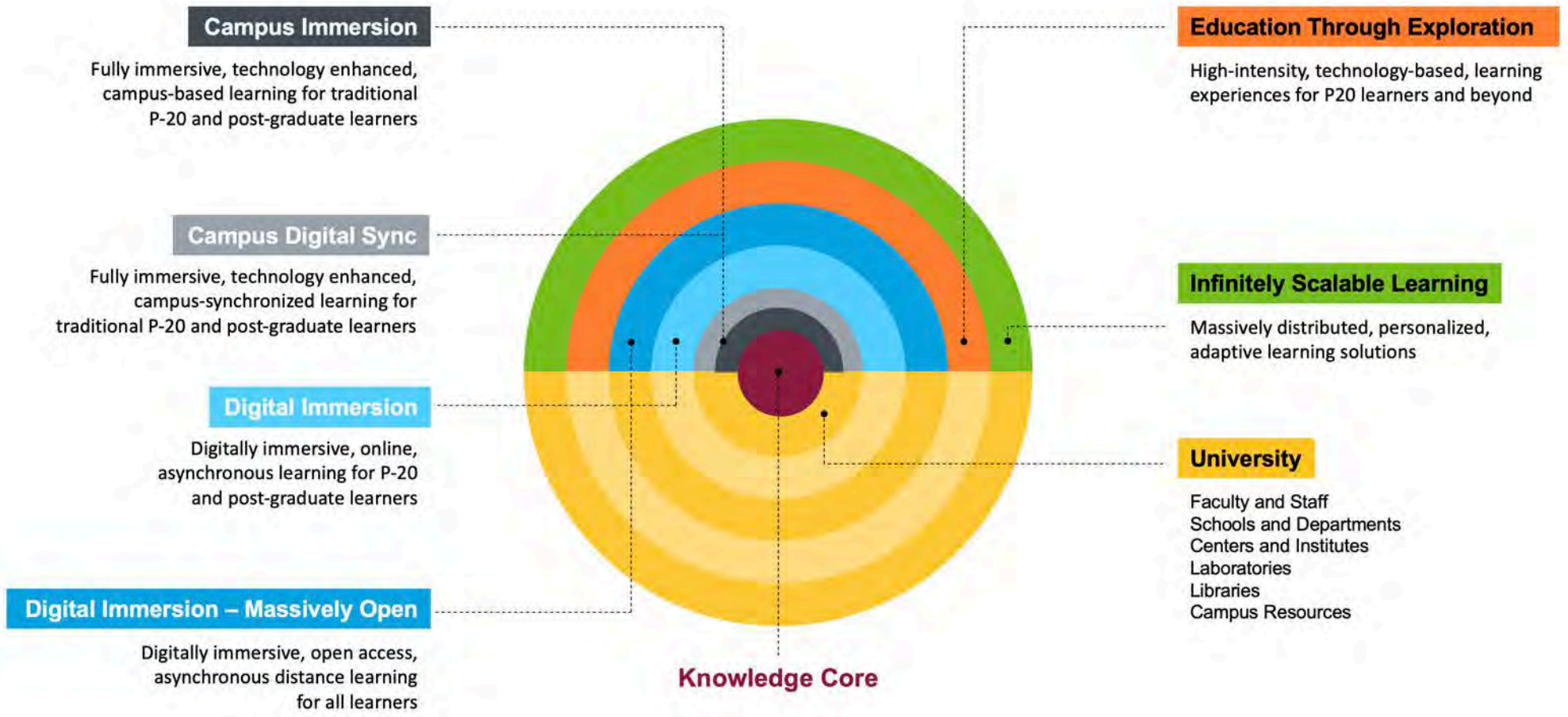
ASU: A public enterprise university in service to the nation



The pillars and our colleges and schools work together



ASU advances across teaching and learning realms



Our design enables our response under all conditions

Fragile

The quality of being easily broken or damaged

—The Oxford Dictionary

Resilient

"the capacity of a system to absorb disturbance and re-organize while undergoing change so as to still retain essentially the same function, structure, identity and feedbacks"

—Walker et al., *Ecology and Society,* 2004

Antifragile

Something that "thrives and grows when exposed to volatility, randomness, disorder, and stressors and loves adventures, risk, and uncertainty"

—Nassim Taleb, author of *The Black Swan,* 2007

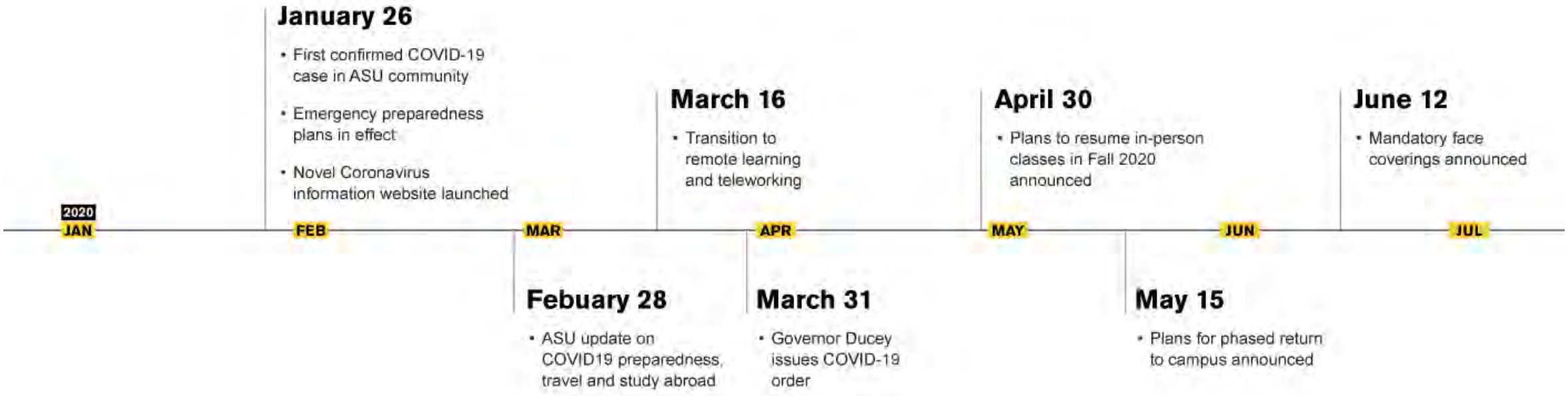
COVID Management

ASU as a resource for fighting COVID-19

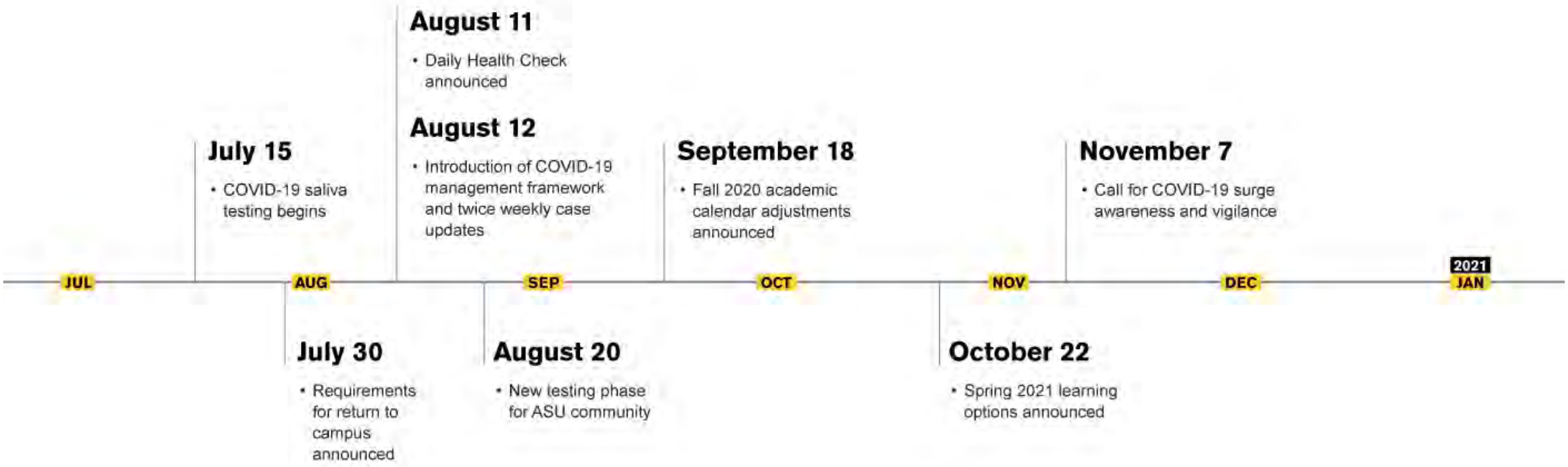
Throughout the past year, during a time of high stress and unique demands, leaders throughout the state have called upon Arizona State University to be of service.

ASU students, faculty and staff have relied on **innovation, ingenuity, hard work and determination** to take on assignments that have helped the state advance through unprecedented challenges.

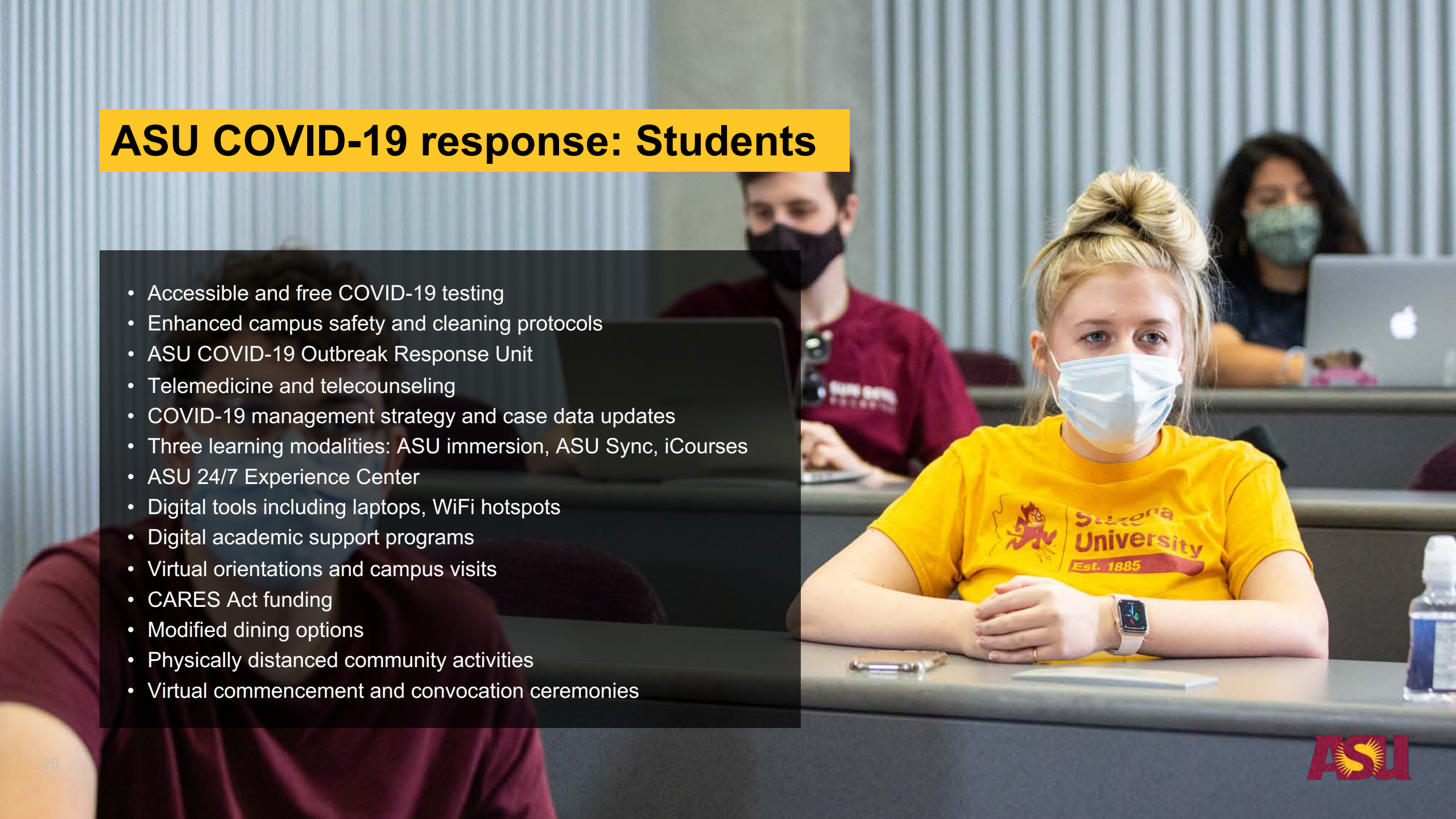
ASU COVID-19 response: 2020 Timeline



ASU COVID-19 response: 2020 Timeline



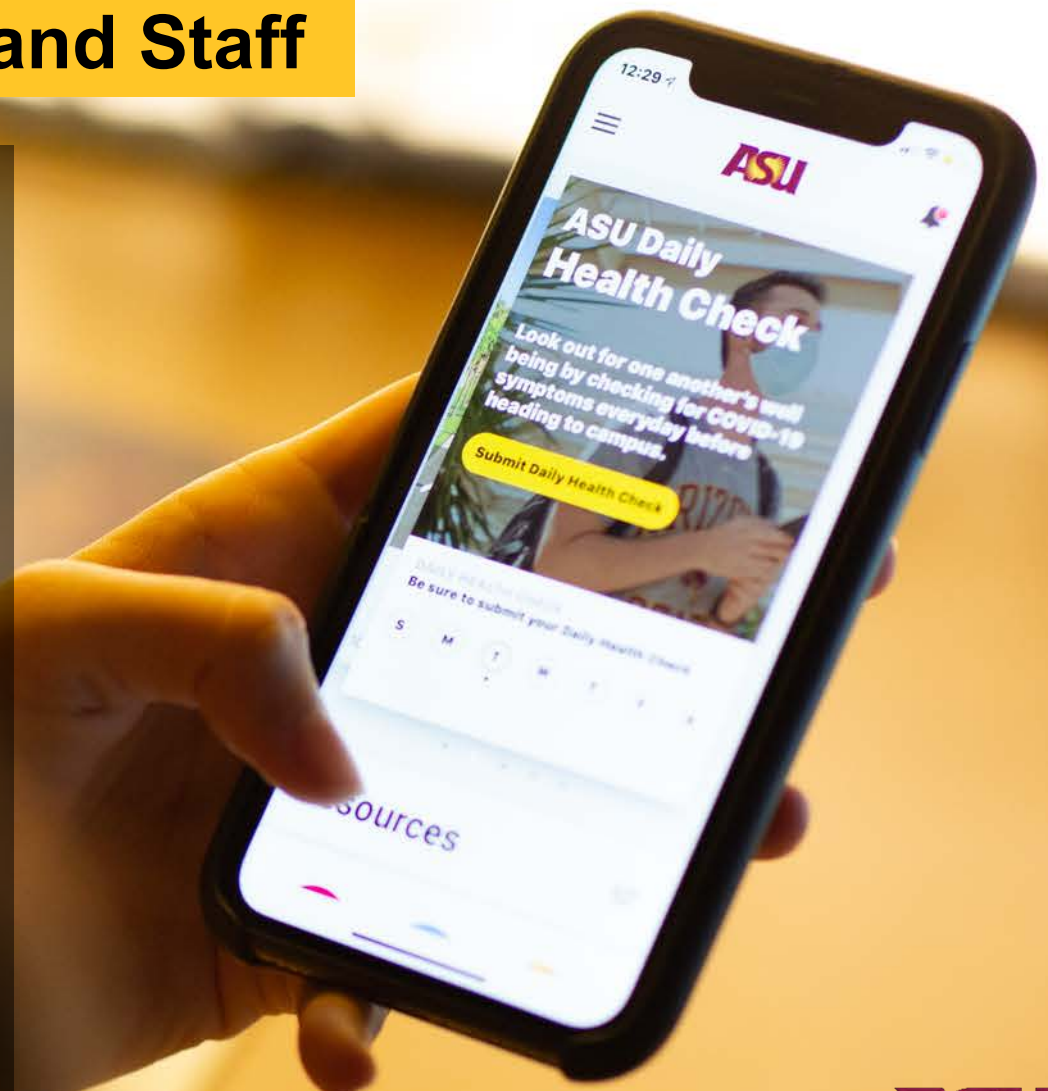
ASU COVID-19 response: Students



- Accessible and free COVID-19 testing
- Enhanced campus safety and cleaning protocols
- ASU COVID-19 Outbreak Response Unit
- Telemedicine and telecounseling
- COVID-19 management strategy and case data updates
- Three learning modalities: ASU immersion, ASU Sync, iCourses
- ASU 24/7 Experience Center
- Digital tools including laptops, WiFi hotspots
- Digital academic support programs
- Virtual orientations and campus visits
- CARES Act funding
- Modified dining options
- Physically distanced community activities
- Virtual commencement and convocation ceremonies

ASU COVID-19 response: Faculty and Staff

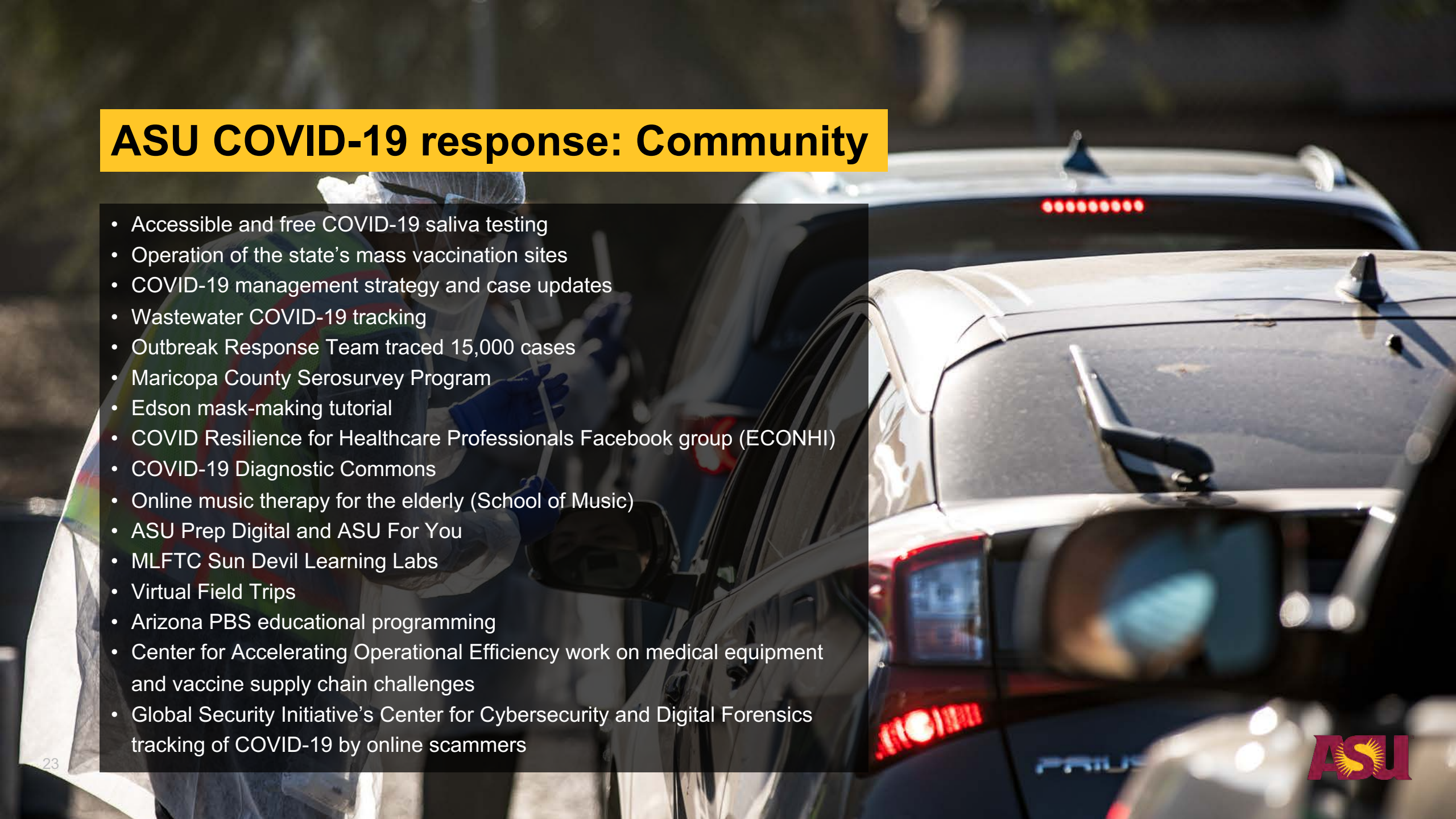
- Enhanced safety protocols
- Accessible and free COVID-19 testing
- Daily health check app
- COVID-19 management strategy and case updates
- Employee Wellness Exposure Management Team
- Employee Assistance Office
- Phased return to work plan
- Online employee webinars
- Workplace accommodations
- ASU Telecommuting Resource Guide
- Classroom safety supplies
- Classroom technology upgrades
- Digital tools including laptops and WiFi hotspots
- ASU Sync classroom orientations, on-demand training modules, and digital tools and templates
- ASU 24/7 Experience Center
- Instructional videos to facilitate remote teaching (Zoom, Slack, etc.)
- UTO key modality data dashboard



ASU COVID-19 response: Research

- Rapid robotic saliva testing
- PPE Response Network
- 100+ research groups mobilized (including COVID-19 vaccine teams)
- Weekly ASU Biodesign media briefings
- Wastewater COVID-19 tracking
- Point-of-care testing device
- Computational Modeling in Social and Ecological Sciences (CoMSES Net), international clearinghouse for computer models
- COVID Testing Commons, one-stop resource for comprehensive testing information
- Global Futures Laboratory

ASU COVID-19 response: Community



- Accessible and free COVID-19 saliva testing
- Operation of the state's mass vaccination sites
- COVID-19 management strategy and case updates
- Wastewater COVID-19 tracking
- Outbreak Response Team traced 15,000 cases
- Maricopa County Serosurvey Program
- Edson mask-making tutorial
- COVID Resilience for Healthcare Professionals Facebook group (ECONHI)
- COVID-19 Diagnostic Commons
- Online music therapy for the elderly (School of Music)
- ASU Prep Digital and ASU For You
- MLFTC Sun Devil Learning Labs
- Virtual Field Trips
- Arizona PBS educational programming
- Center for Accelerating Operational Efficiency work on medical equipment and vaccine supply chain challenges
- Global Security Initiative's Center for Cybersecurity and Digital Forensics tracking of COVID-19 by online scammers

The ASU community stepped up to serve

Video: Thank You, Sun Devils

In response to COVID-19, many ASU students, personnel and alumni went above and beyond their daily work and studies to meet the needs of the university and Arizona's communities at large.

COVID-19 is not going away

These conditions **accelerate** the changes we knew were needed.

We believe there is more value in moving forward from here than going back to “normal.”

Our ASU Sync modality is one way of moving forward through innovation

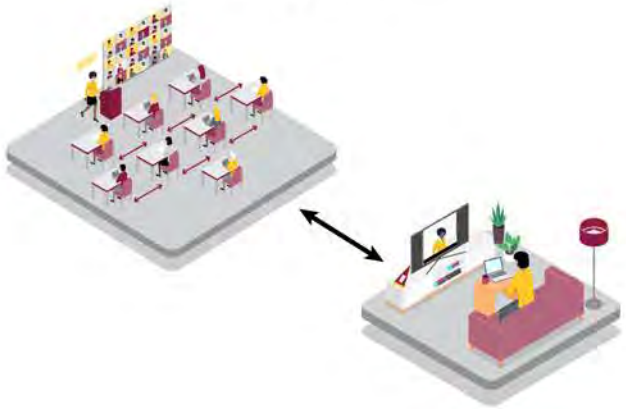
Course options

Learning environments

Full immersion

On-campus, in-person instruction.

ASU Sync



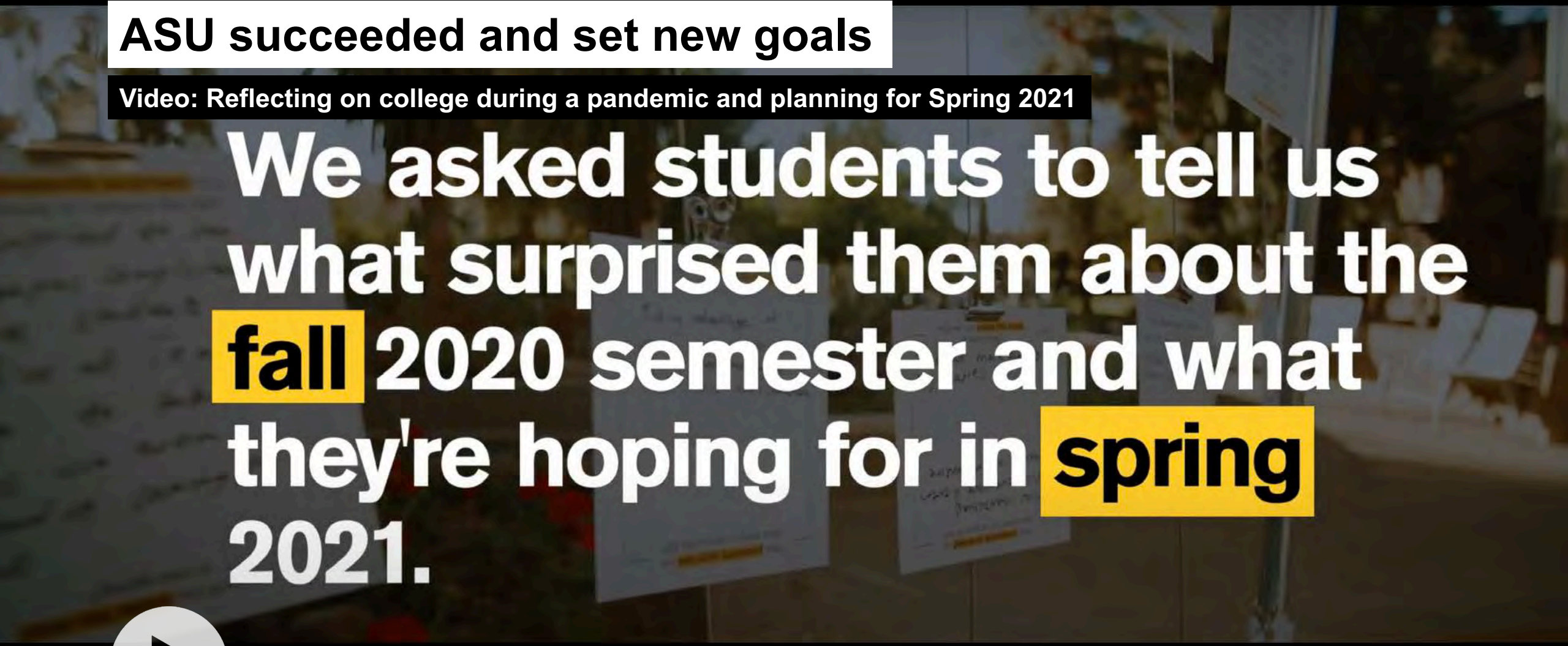
Blend of in-person and ASU Sync experiences. ASU Sync is fully interactive remote learning using live lectures via Zoom.

iCourse

On-campus immersion courses delivered entirely online with lectures available on demand.

ASU succeeded and set new goals

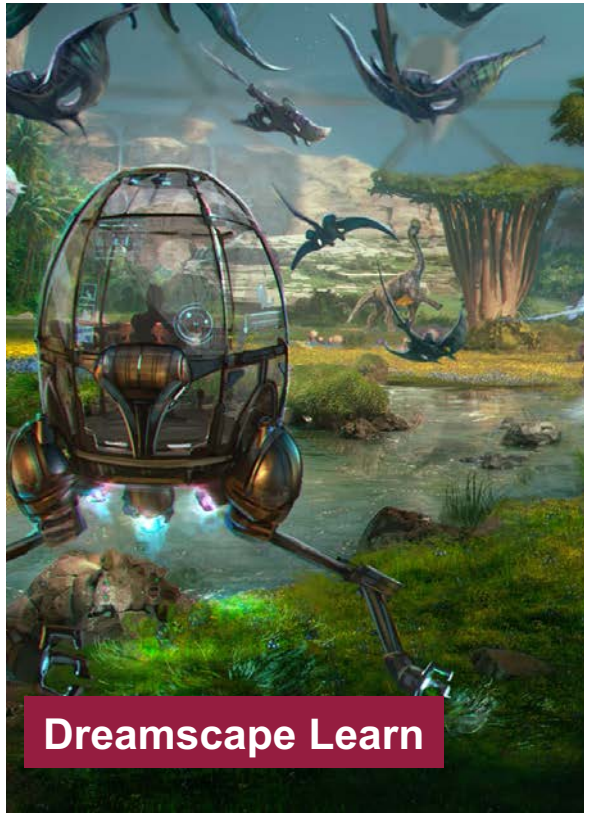
Video: Reflecting on college during a pandemic and planning for Spring 2021



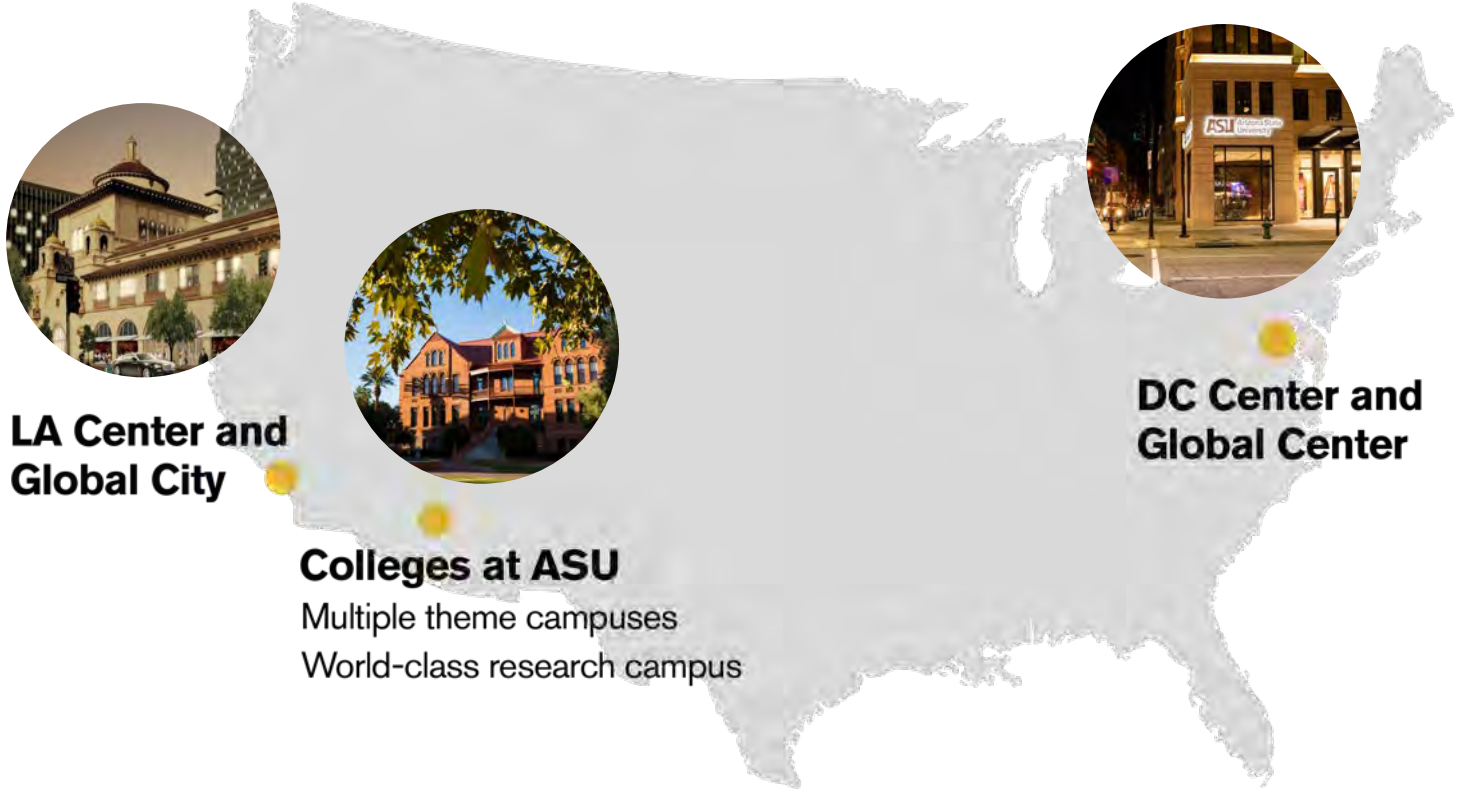
Evolution of the public enterprise

ASU thrives on collaboration


ASU integrates capacity of major affiliates



ASU operates in metropolitan U.S. cities



ASU will open flagship center in Downtown Los Angeles architectural landmark in 2021

Five story, 80,000 square foot center for modern Los Angeles

Herald Examiner Building

ASU academic engagement spans the globe

ASU research engagement spans the globe

Performance and Accomplishments

ASU mission and goals make clear our expectations

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

ASU progress is measured against our 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 first-year 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 **125,000** 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**.

ASU progress is measured against our 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.

ASU progress is measured against our 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 **$1 billion** 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.

ASU progress is measured against our 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.

ASU excellence earns recognition

#1 in U.S. for innovation

ASU Ahead of Stanford and MIT

— U.S. News & World Report 2016-2021

Top 1% of institutions of higher education worldwide

— Center for World University Rankings, 2020

29 top 10 graduate programs in the nation, including law, education, business, public affairs, fine arts and others

— U.S. News & World Report, 2021

Top-producing university for elite scholars for 10 consecutive years

— Frank Office for National Scholarships Advisement

Top 15 in the world for U.S. patents

— U.S. National Academy of Inventors and Intellectual Property Owners Association, 2020

Top 10% Athletics Academic Progress Rate in the Pac-12, highest in ASU history

— NCAA, 2020

#1 in the U.S. and #5 in the world for advancing global impact (poverty, hunger, clean water, energy and gender equality)

— Times Higher Education, 2020

Top 10 "Best Buy" public school

— Fiske Guide to Colleges, 2021

Named a "best college" with "one of the best journalism schools in the nation"

— The Princeton Review, 2020

Top 20 producer of Fulbright U.S. Student and Fulbright U.S. Scholar awards

— The Chronicle of Higher Education, 2020

Top 20 university for undergraduate education

— U.S. News & World Report, 2020

Top 10 in first-year experiences

— U.S. News & World Report, 2020

Top 10 nationally for best online undergraduate programs

— U.S. News & World Report, 2020

Top 10 university for technology company hires

— SHL, 2020

Top 10 best fine arts programs
— U.S. News & World Report, 2020

No. 6 nationally in total research expenditures for universities without a medical school
— National Science Foundation Education Research and Development rankings, 2019

Top 10 school of choice for international students
— Institute of International Education, 2020

Top 10 in the U.S. among prestigious Hearst Journalism Awards
— Hearst Journalism Awards, 2002-2020

Top 10 in the U.S., Canada for preparing students in science and technology
— Popular Mechanics

One of the nation's best colleges for veterans
— Military Times, 2020

#3 in the U.S. and #5 in the world in management education
— Shanghai Academic Ranking of World Universities, 2020

Top 20 in the world in business administration education
Ahead of Stanford, USC and Cornell
— Shanghai Academic Ranking of World Universities, 2020

Top 25 of MBA entrepreneurship rankings
— Inc., 2020

Top 15 school for students studying abroad
— Institute for International Education, 2020

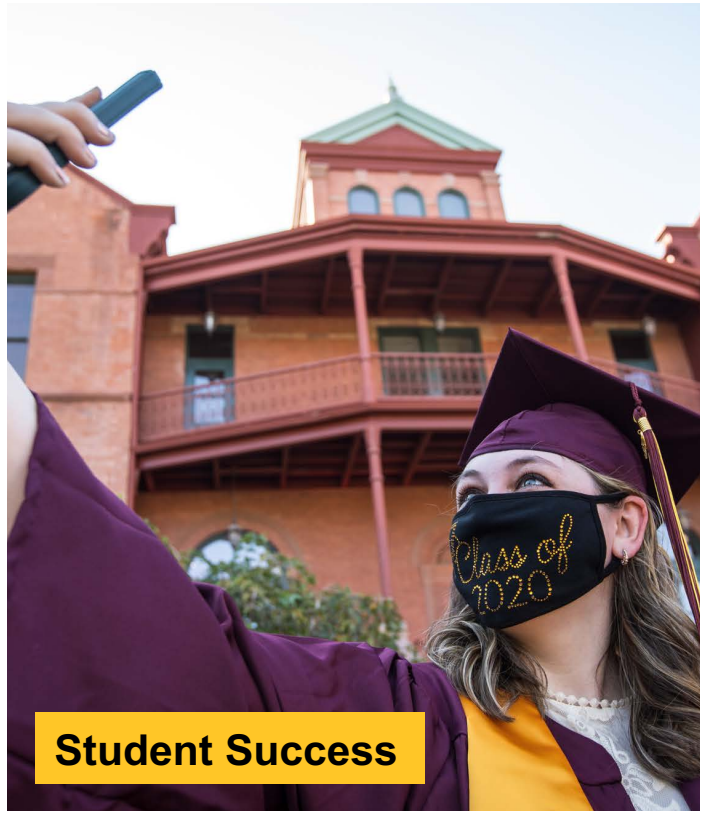
A world leader in executive education
— The Financial Times, 2020

Top 10 producer of Peace Corps volunteers
— Peace Corps, 2020

#4 among North America's greenest colleges and universities
— Sierra Club, 2020

A "world's best full-time MBA program
— The Economist

ASU continues to achieve on all fronts



Student Success

Research

Enterprise Management

Student Success

ASU students demonstrate excellence and innovation in 2020

Udall Undergraduate Scholarship

Three ASU winners

- Outstanding undergraduates pursuing environmental careers and Native American students who want to work in tribal public policy or tribal health
- Nekiyah Draper
- Tahiry Langrand
- Grant Real Bird
- Two additional ASU honorary mentions

XPRIZE Next-Gen Mask

First place winners

- Challenge to create a more comfortable effective and affordable face covering
- Floe Mask anti-fogging mask
- $500,000 prize
- Selected over 1,000+ other teams

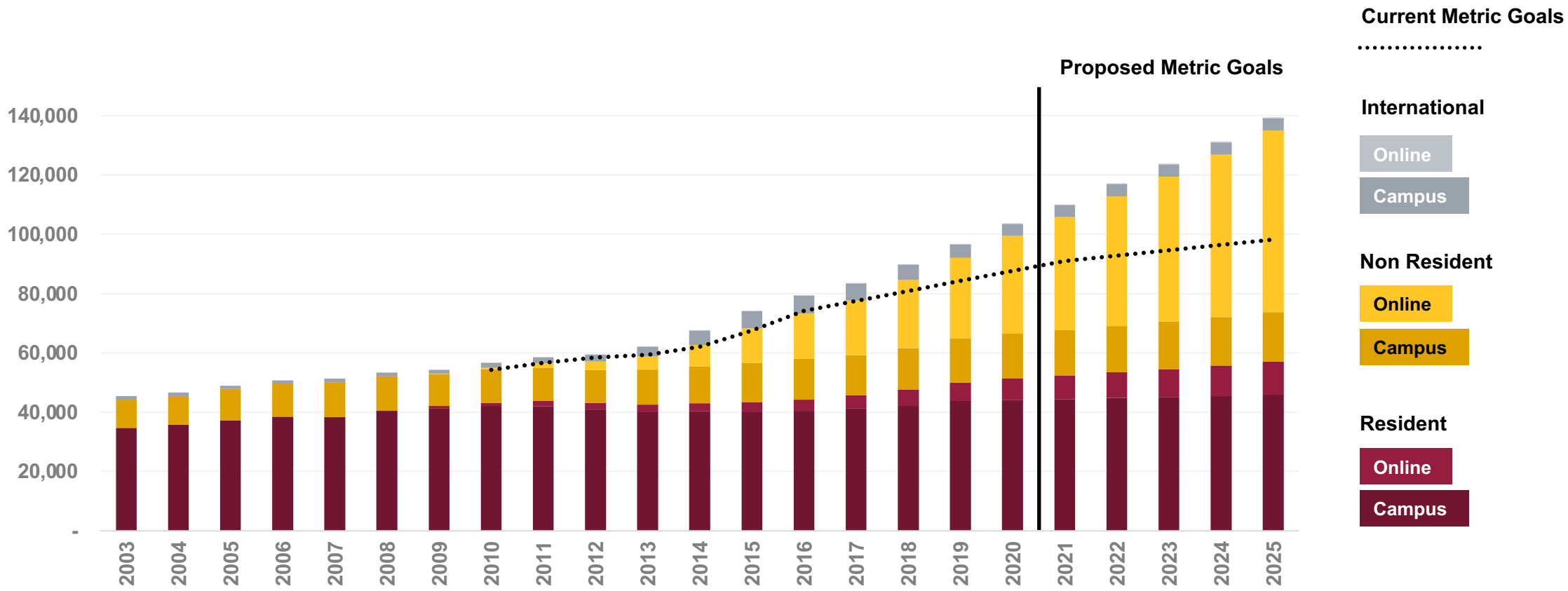
Churchill Scholarship

Two ASU finalists in 2020-2021

- Established by Sir Winston Churchill to fulfil his vision of US–UK scientific exchange
- One year of Master's study at Cambridge
- Maeve Kennedy
- Alexis Hocken
- Barrett Honors College 2020 alumni

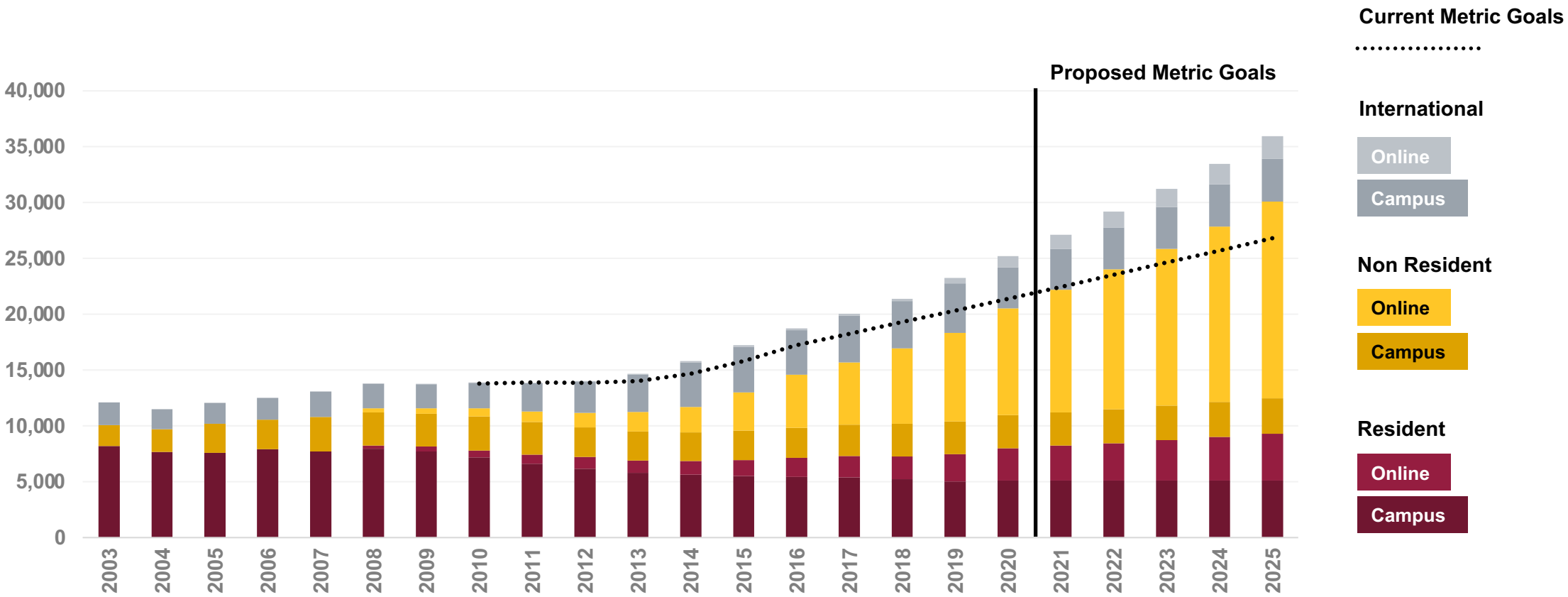
Undergraduate enrollment reaches highest ever levels

Undergraduate enrollment actual, current metric goals, and proposed goals (2003-2025)



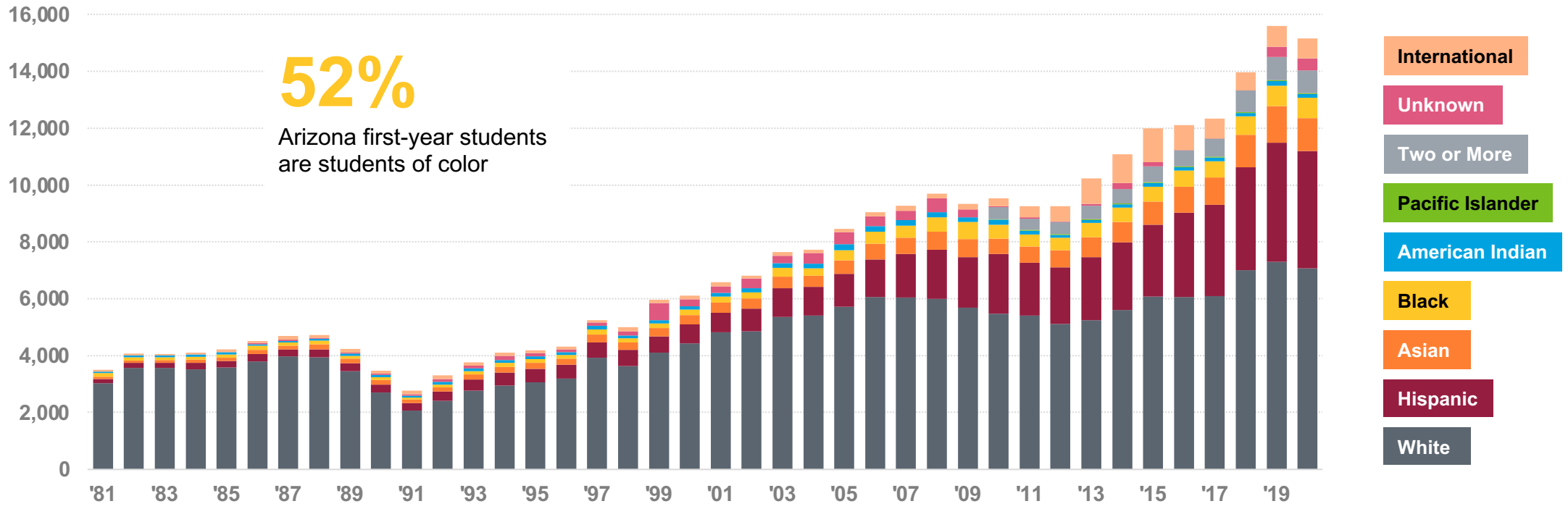
Graduate enrollment has continued to outpace goals

Graduate enrollment actual, current metric goals, and proposed goals (2003-2025)



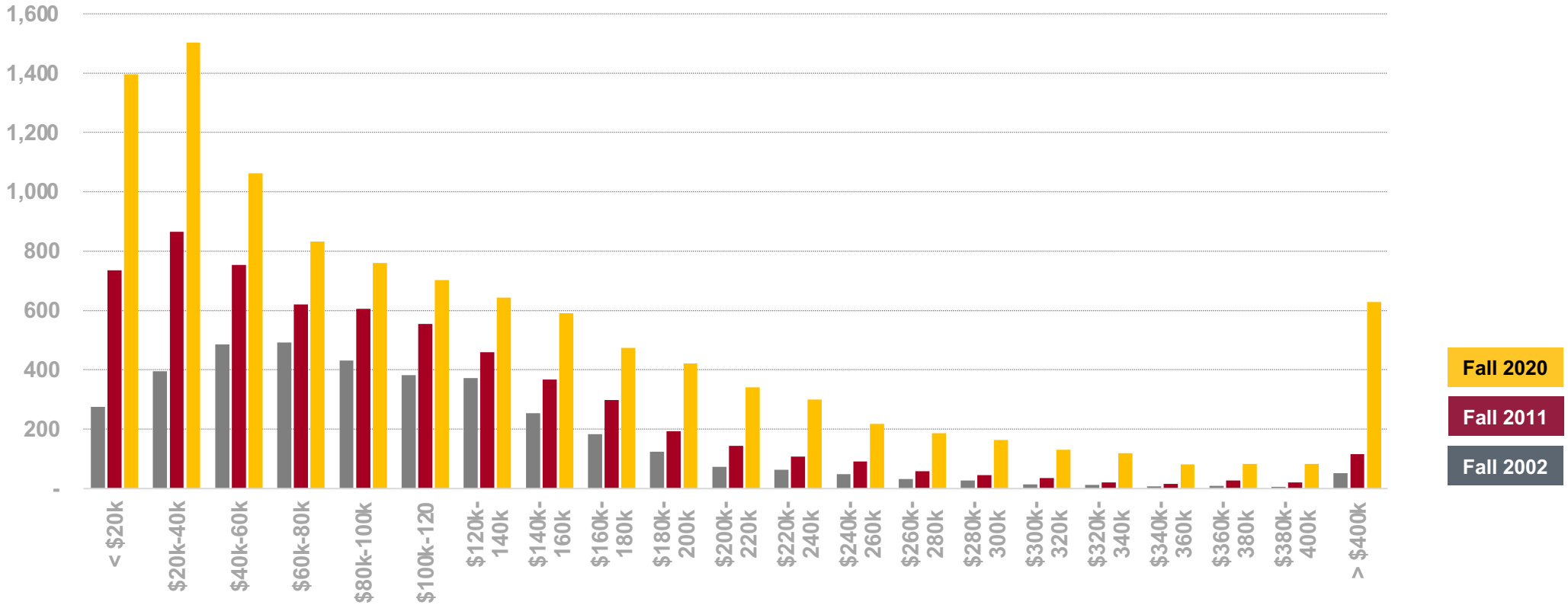
First-year student enrollment has grown across all populations

First-time, first-year enrollment by race/ethnicity (1980-2020)



ASU is now more accessible to low-income students

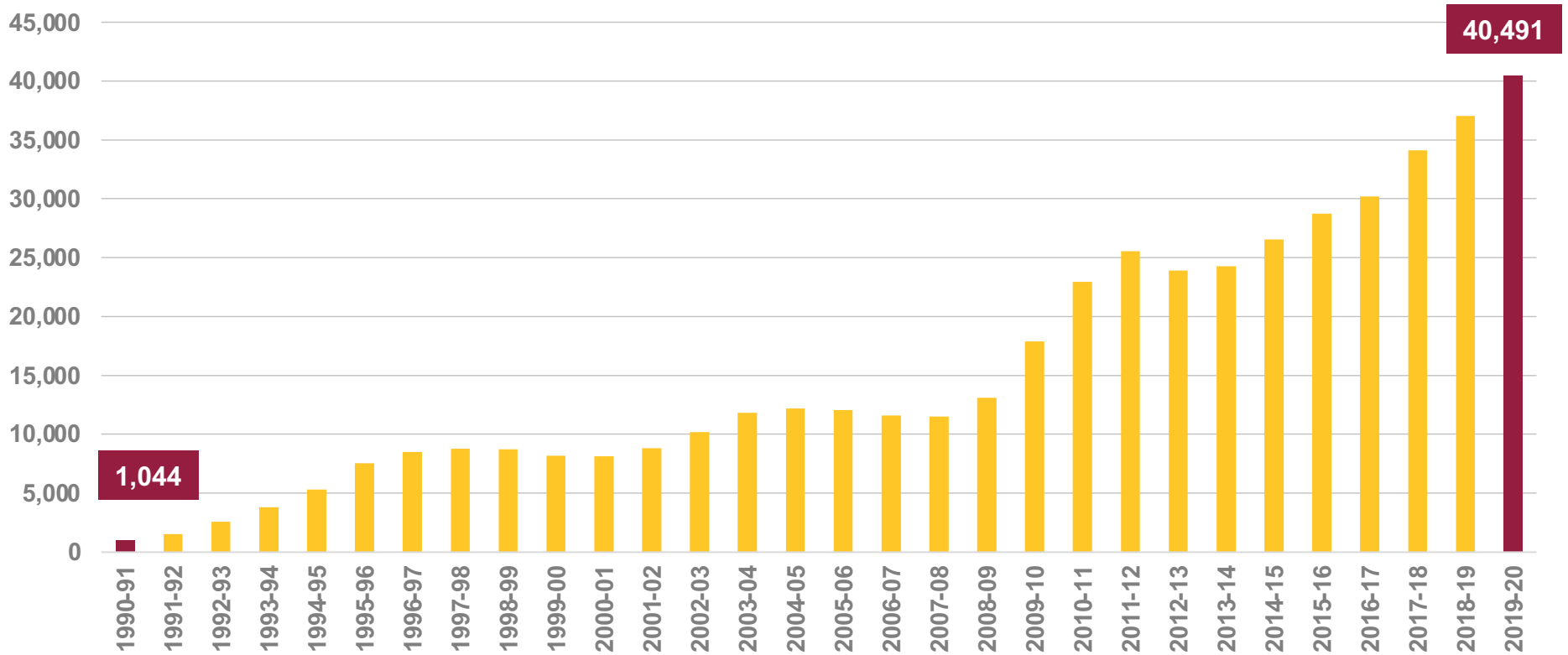
First-year enrollment by income (2002, 2011, 2020)



All incomes adjusted to 2018 dollars using CPI.

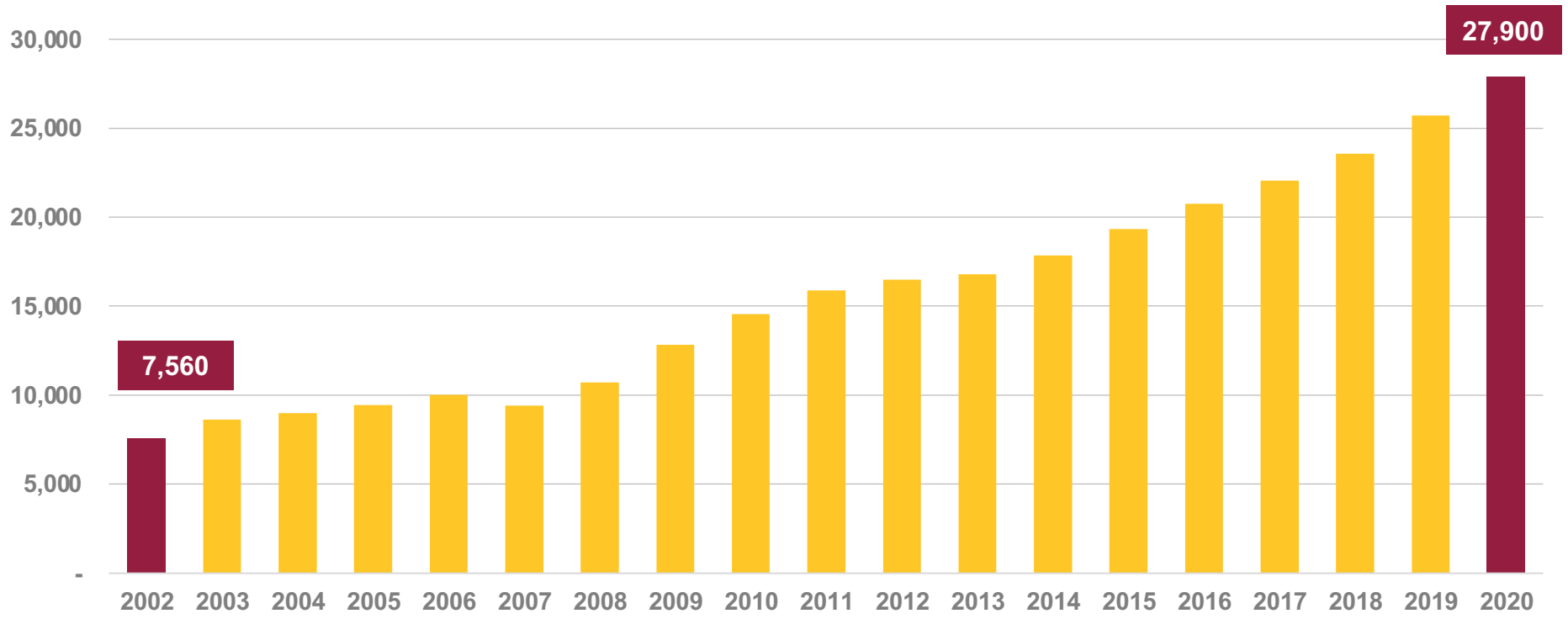
Pell Grant recipient enrollment is more than triple that of the Ivy League

Undergraduate Pell Grant recipients by academic year



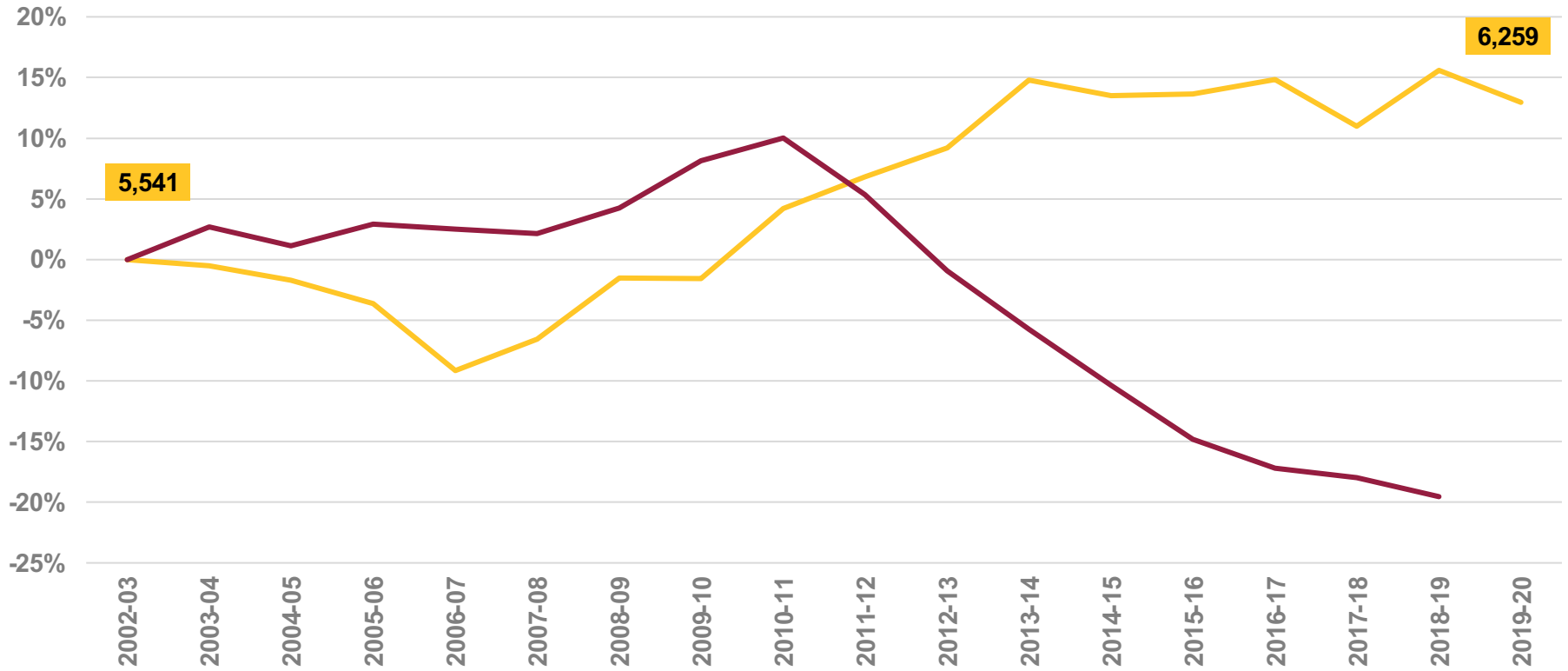
First-generation student enrollment has tripled since 2002

First-generation student enrollment (Fall 2002-Fall 2020)



Arizona community college transfer enrollment has grown

Percentage change in 12-month enrollment compared to 2002-03



Over a period during which community college enrollment has declined, ASU has consistently increased enrollment, with four-year graduation rates of 70% in 2018-19.

New Transfers from AZ CCs

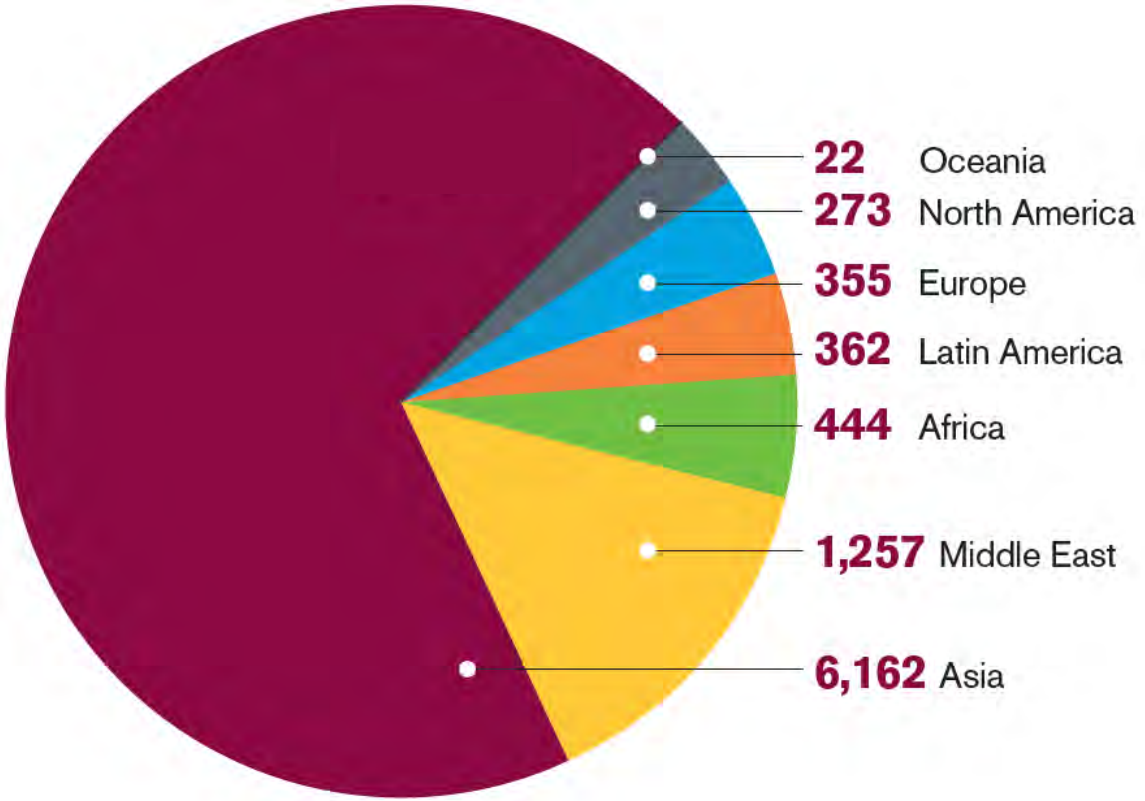
AZ CC Enrollment

ASU has created geographic diversity

Student body includes 8,875 international students from 145 countries

#6

in the U.S. for hosting international students
Institute for International Education 2020

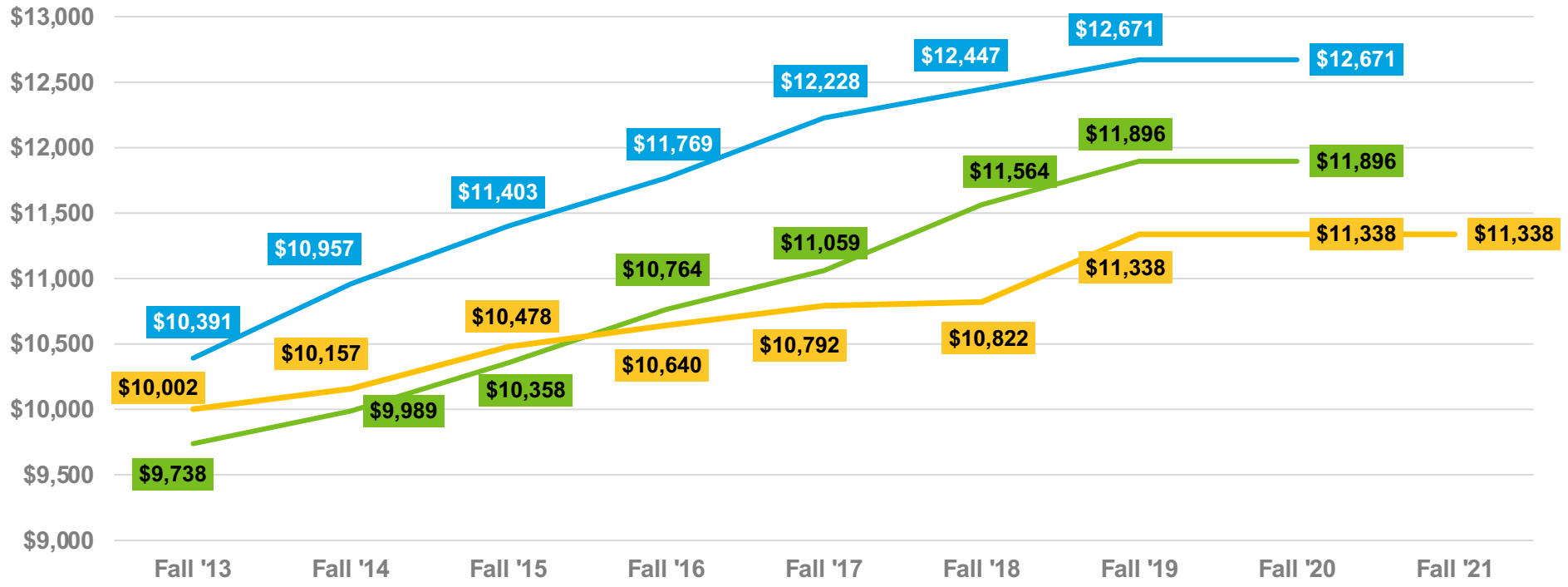


Top 10 countries

China
India
Saudi Arabia
Canada
Republic of Korea
Taiwan
United Arab Emirates
Mexico
Egypt
Kuwait

ASU is committed to low annual tuition adjustments

Tuition and fees for new resident, first-year students (Fall 2013-Fall 2021)



Beginning in Fall 2019, ASU streamlined tuition and fees and included class fees (which averaged $321 in 2018-19) in total.

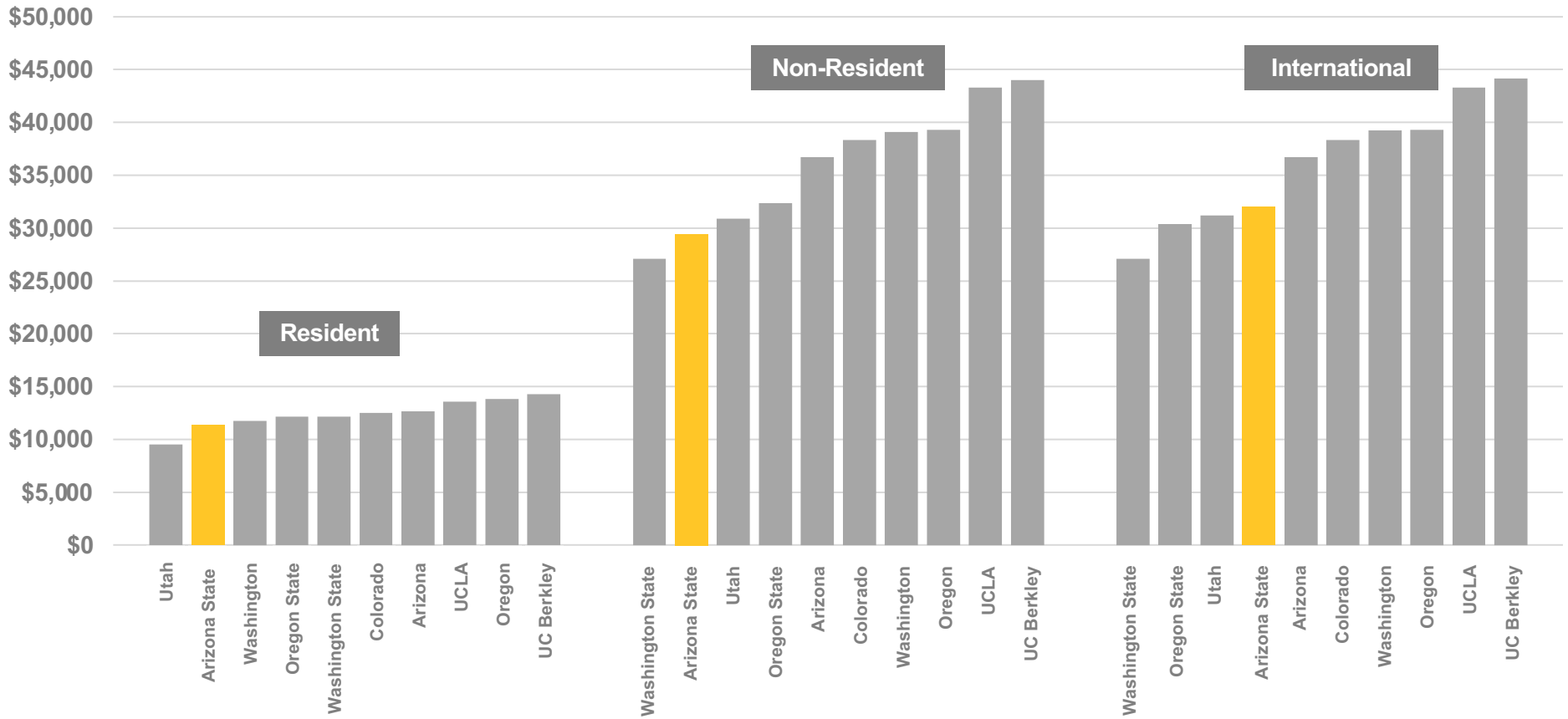
University of Arizona

Northern Arizona University

Arizona State University

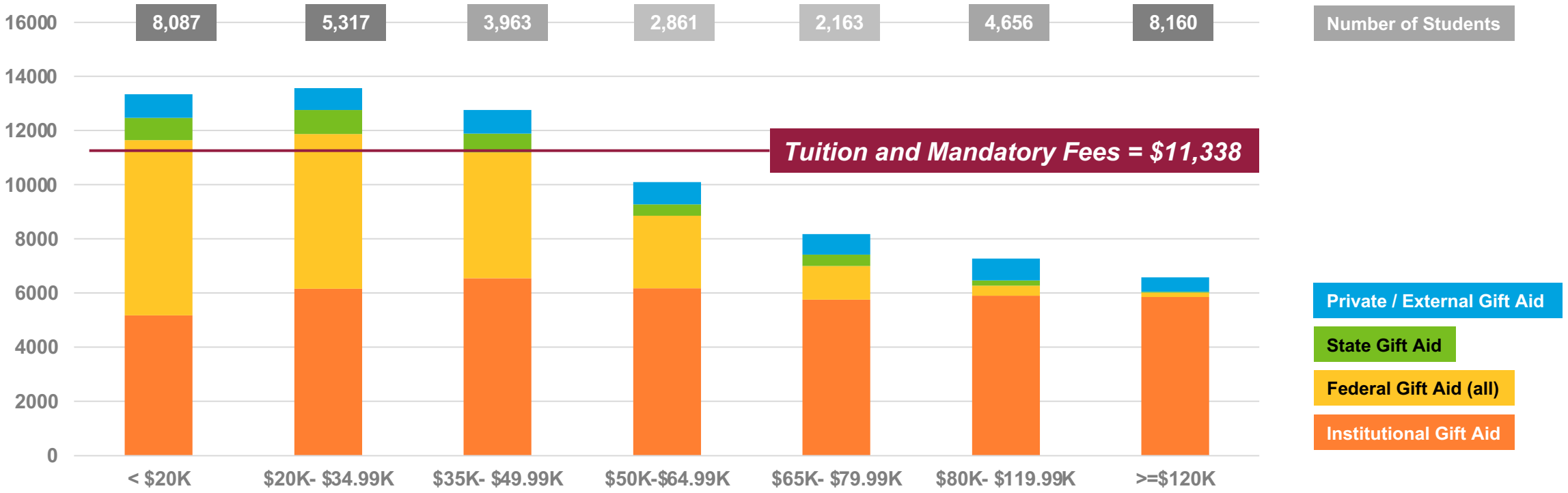
ASU tuition remains low across all groups compared to Pac-12 public universities

Full-time tuition for new resident undergraduate students (2020-21)



ASU is committed to affordability by providing gift aid

Average gift aid awards by family income for 42,034 resident undergraduate students (2019-2020)

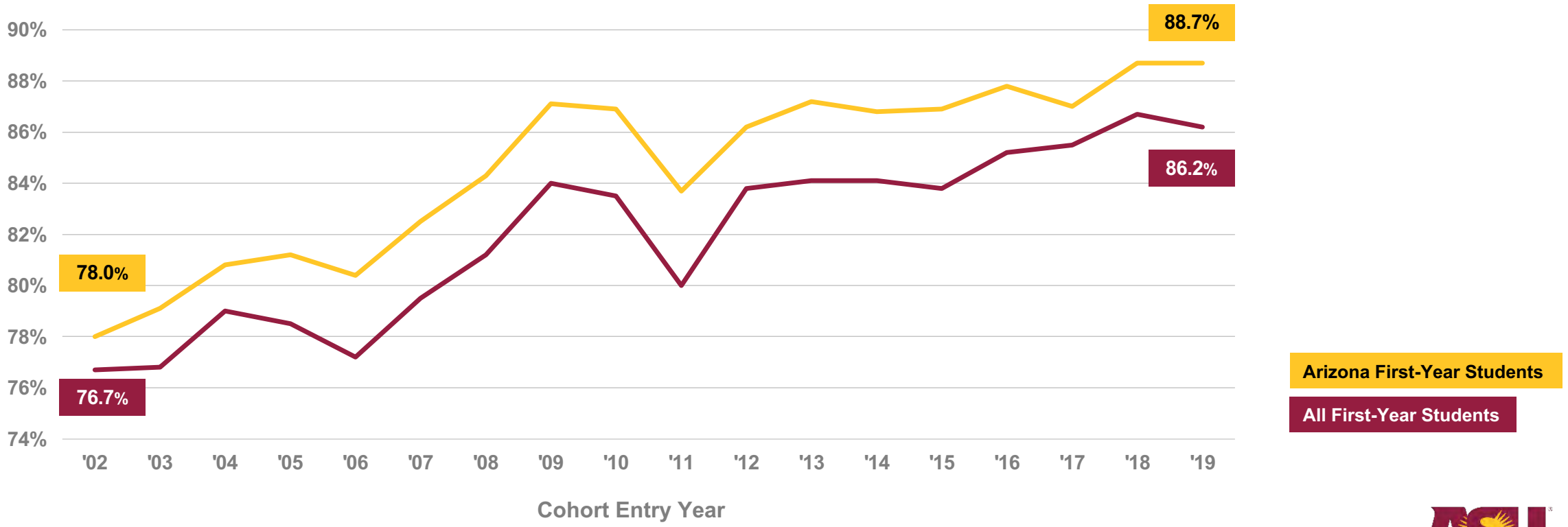


AZ Median Household Income = $58,945 **U.S. Median Household Income = $62,843** **Source:** U.S. Census Bureau, 2019

Chart does not include data for 6,827 students for whom income data is unavailable

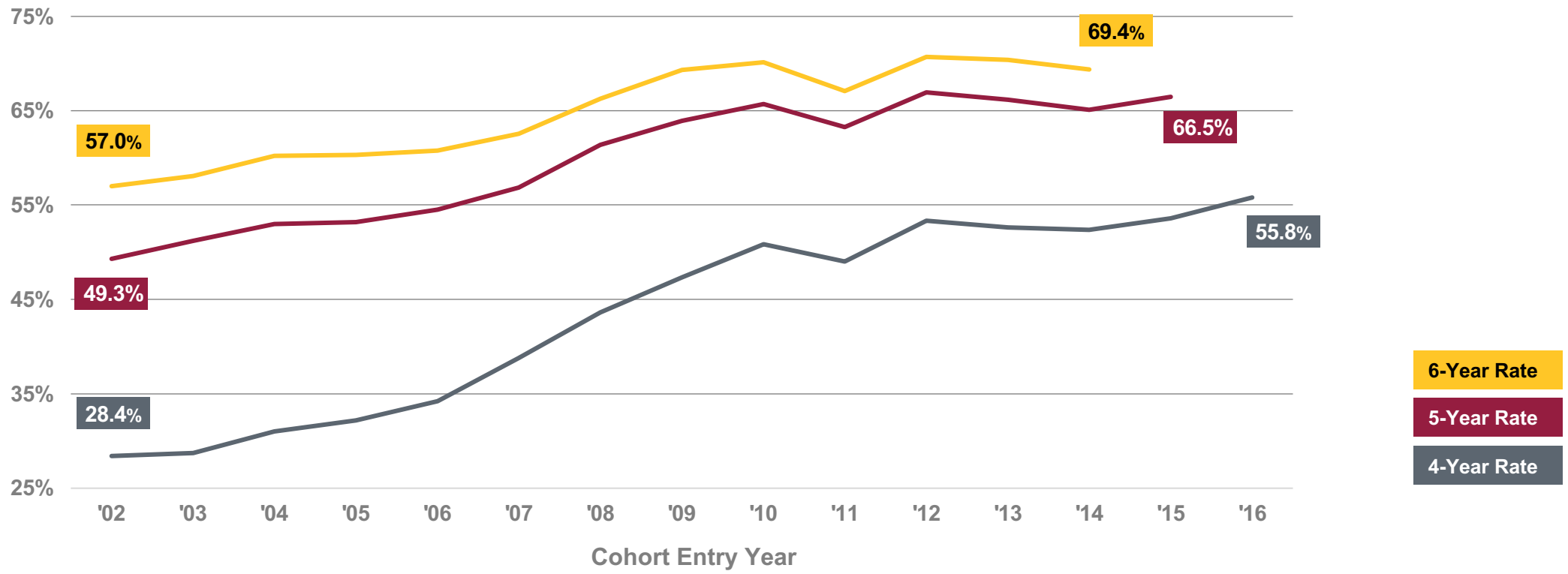
ASU first-year retention is nearing 90% goal

First-year student retention rates (2002-2019)



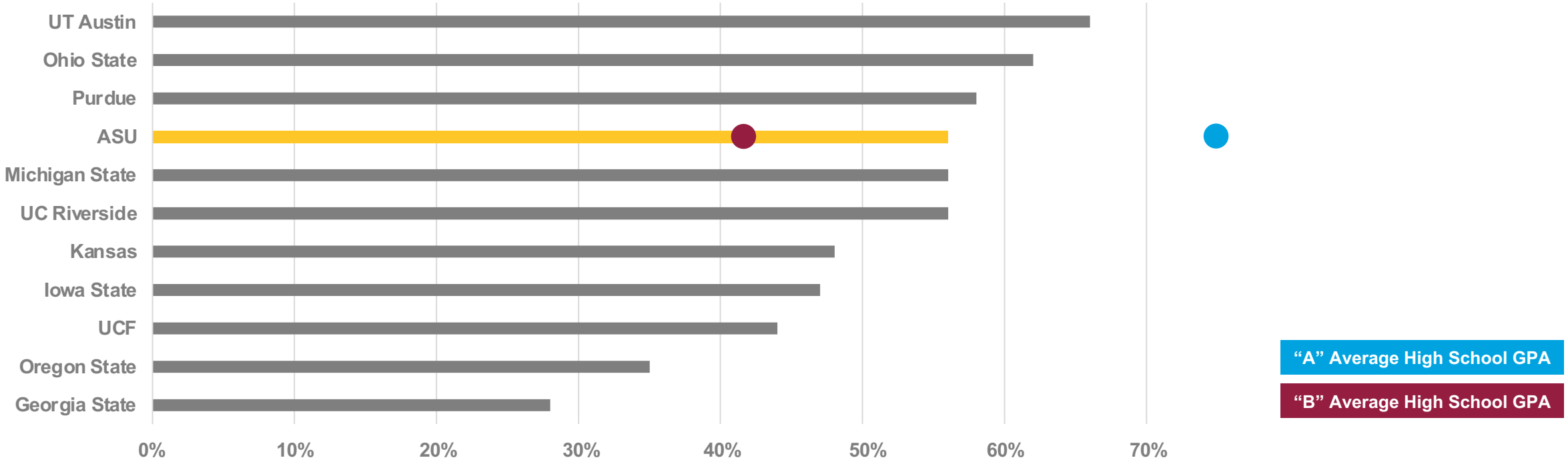
Graduation rates have increased markedly since 2002 and the four-year rate has nearly doubled

First-year resident student cohort graduation rate (Fall 1983-Fall 2016)



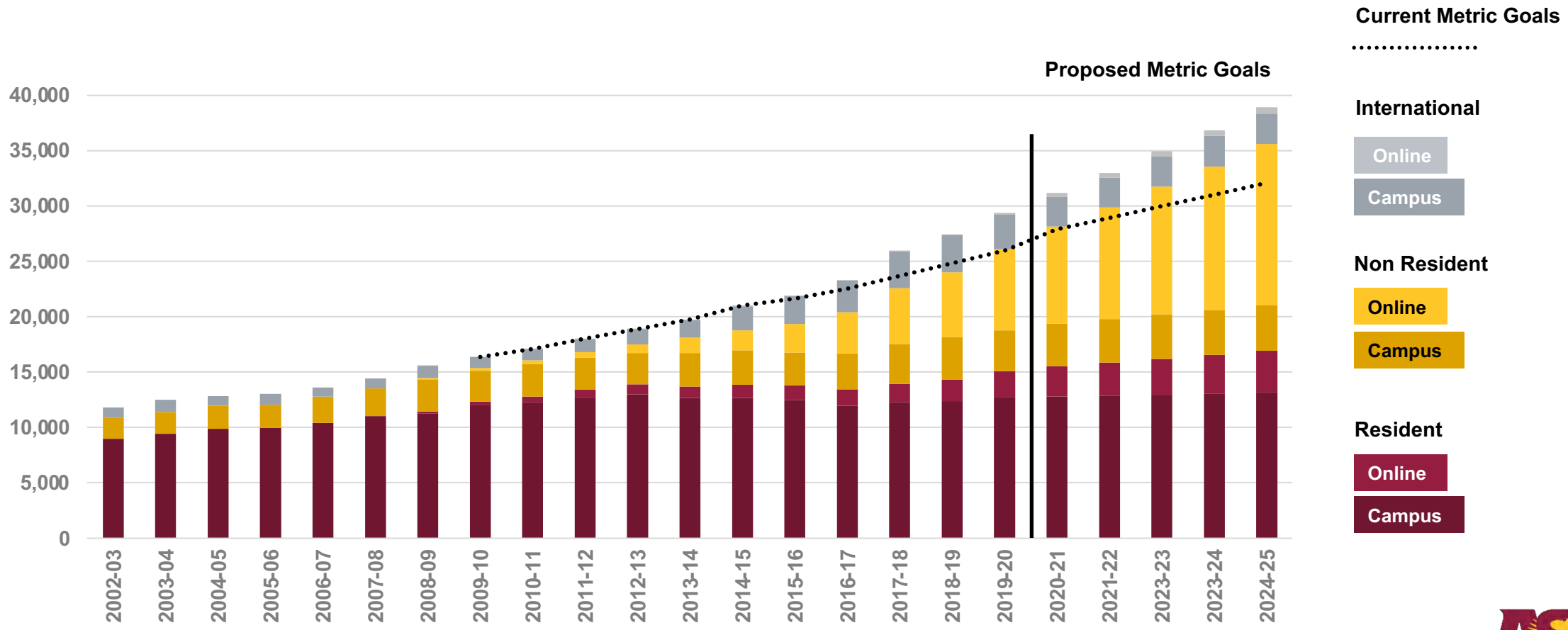
Four-year graduation rate compares well with UIA schools

Four-year graduation rate of University Innovation Alliance member universities



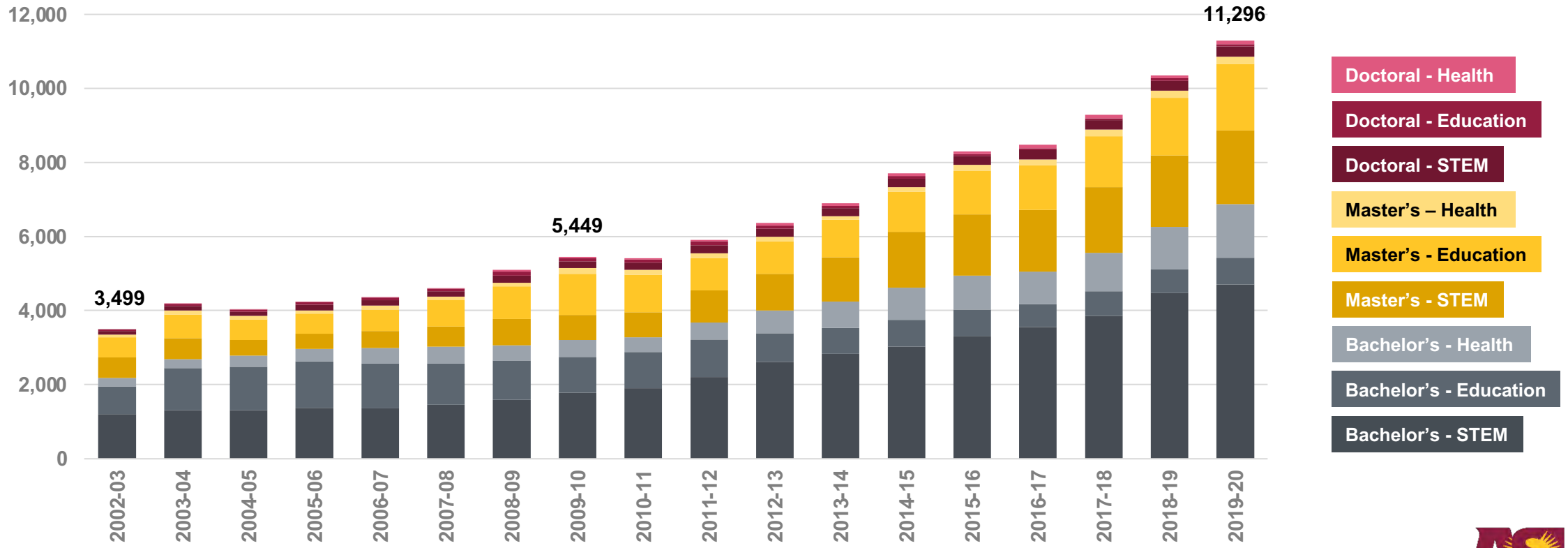
ASU degrees awarded have nearly tripled since 2002-03

Undergraduate and graduate degrees by year (2002-2025)



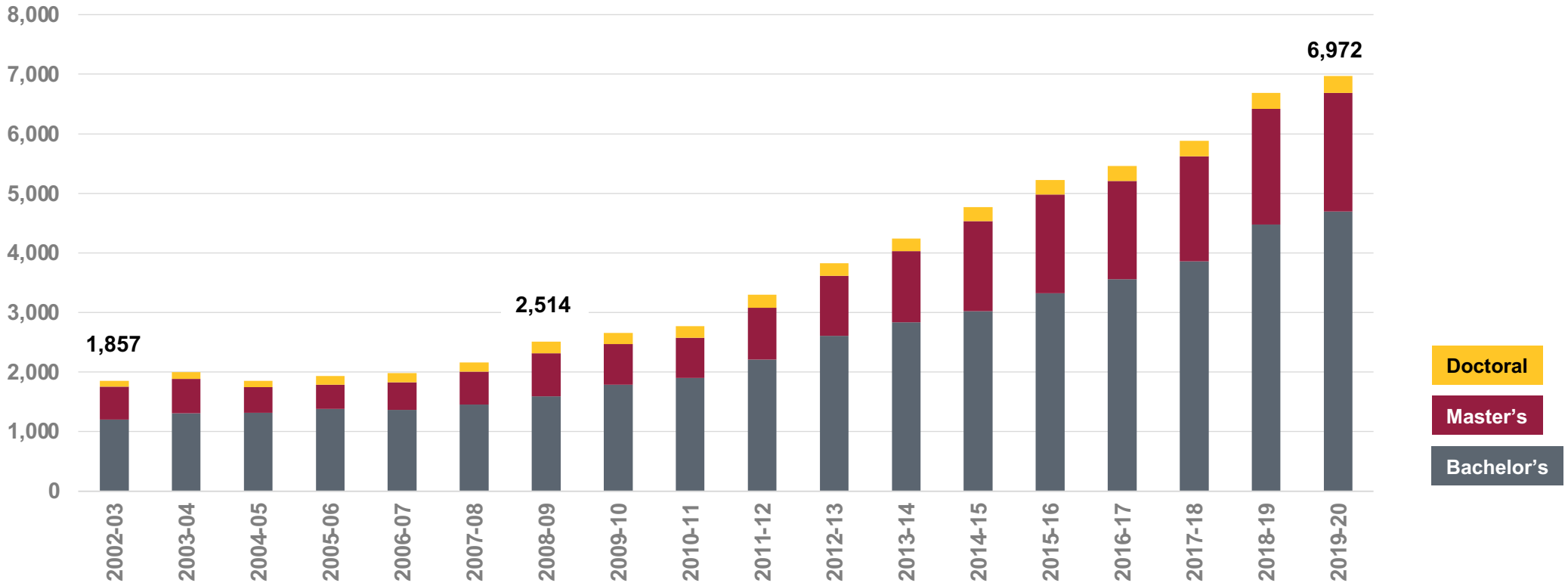
Number of ASU degrees awarded in high-demand fields doubled over 10 years

High demand degrees awarded (2002-2020)



ASU degrees awarded in STEM fields nearly tripled since 2002-03

STEM degrees awarded (2002-2020)

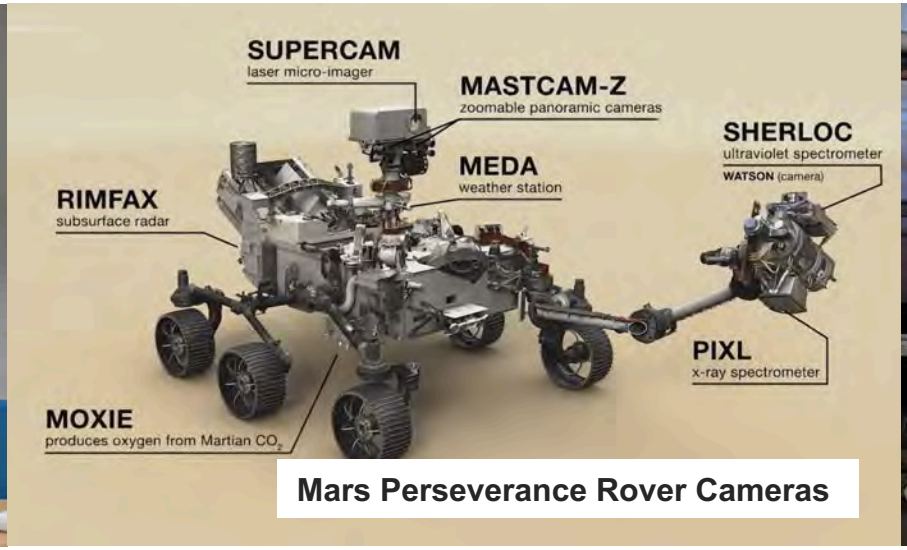



Research
ASU BIODESIGN INSTITUTE
ARIZONA STATE UNIVERSITY
Center for Personalized Diagnostics

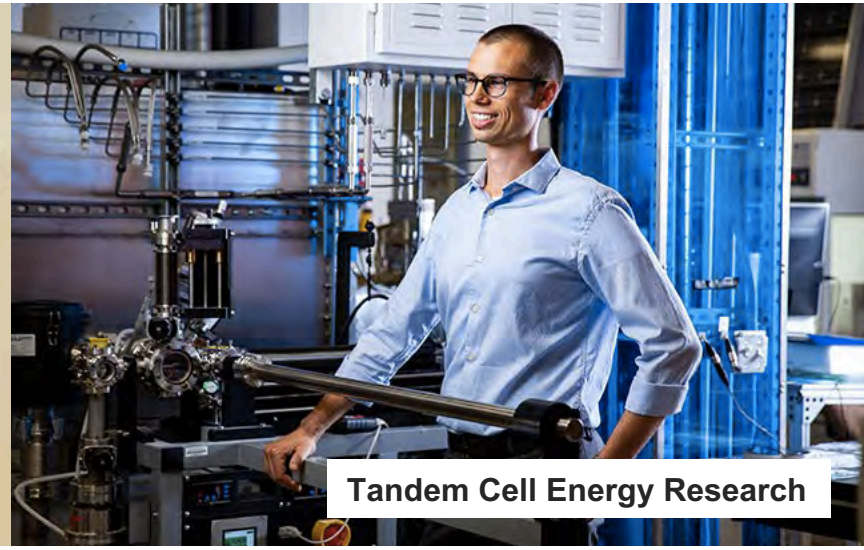
ASU produces pioneering research

Game-changing, use-inspired discovery happens here

COVID-19 Saliva Test



Mars Perseverance Rover Cameras



Tandem Cell Energy Research

World-class new faculty continue to join ASU

Donatella Danielli

Professor and Director, School of Mathematical and Statistical Sciences

Expertise: Partial differential equations, calculus of variations and geometric measure theory

2017 fellow of the American Mathematical Society

2020 Class of Fellows of the Association for Women in Mathematics

Landry Signé

Professor and Senior Director, Thunderbird School of Global Management

Leads the Fourth Industrial Revolution and Globalization 4.0 Initiative and the Washington, DC-based Executive Master of Global Affairs and Management

Senior fellow, Brookings Institution
Distinguished fellow, Stanford University
World Economic Forum Young Global Leader

Robert Kaindl

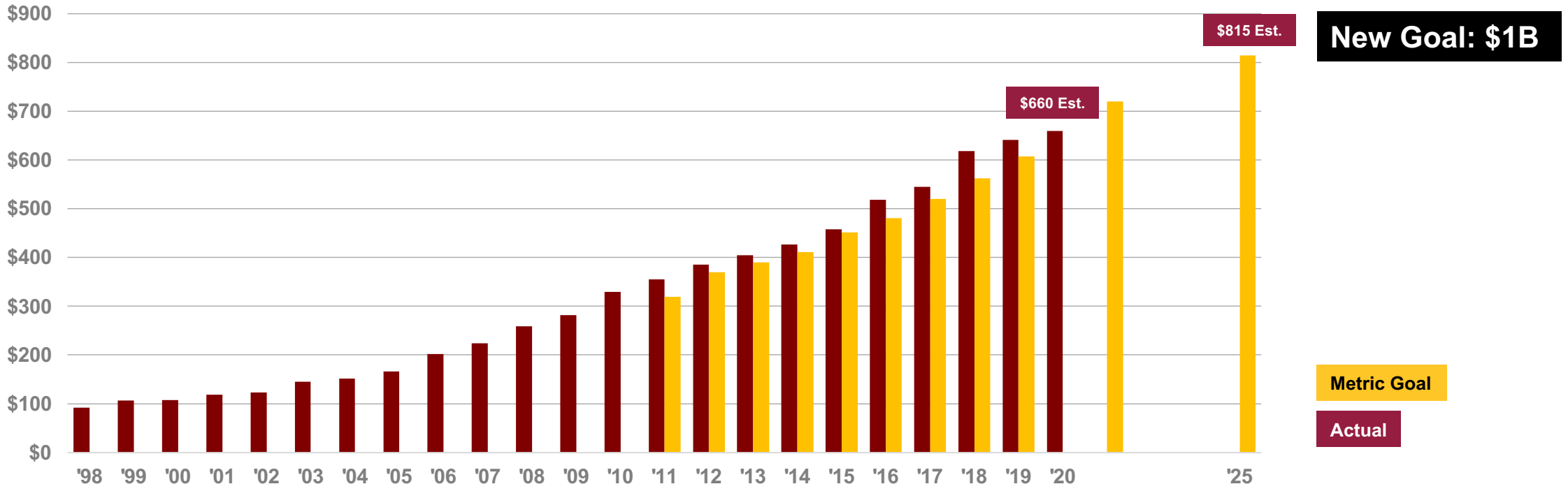
**Professor, Department of Physics
Director, Beus CXFEL Laboratory
Biodesign Institute at ASU**

Lawrence Berkeley National Laboratory and 2019 fellow of the American Physical Society

Expertise: Quantum materials and ultrafast science, light-driven materials phenomena, multi-modal probes, terahertz and photoelectron spectroscopies

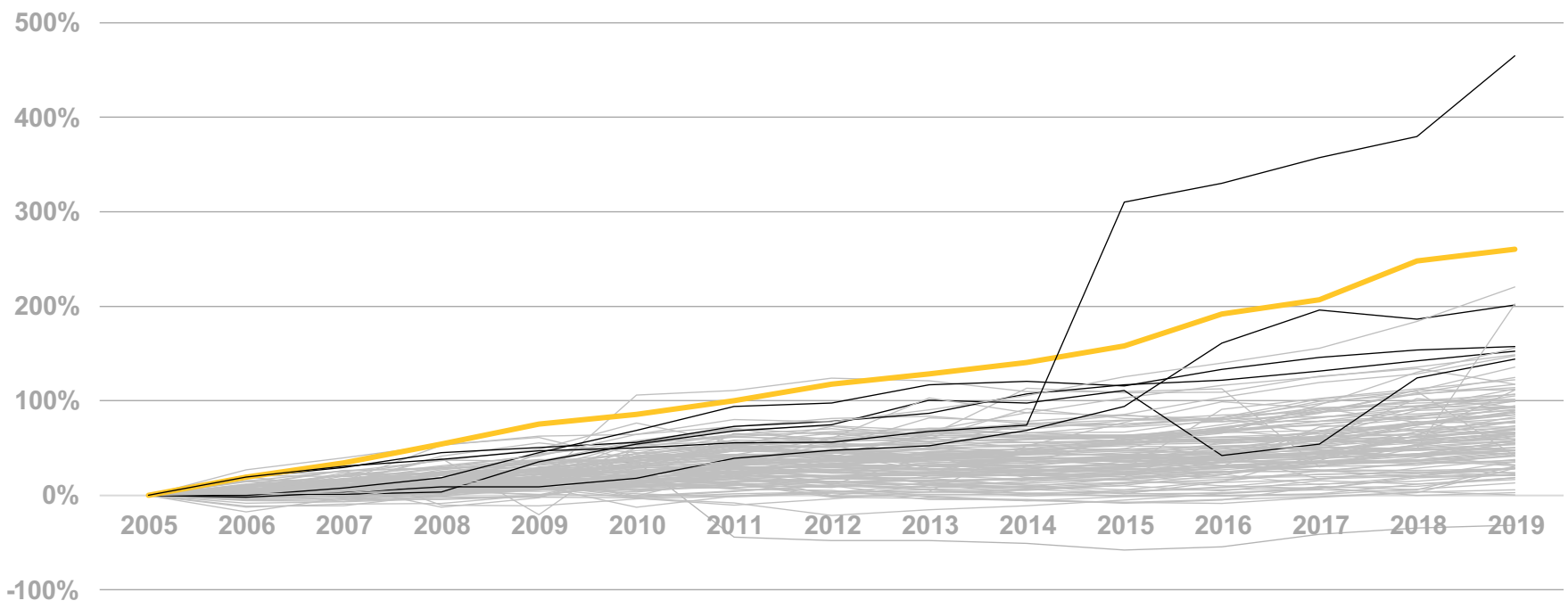
Research expenditures doubled over the last decade

Dollars in millions



Research growth has outpaced nearly all other universities

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



Indiana

Indiana U. Bloomington gained IUPUI's medical school in 2015.

Arizona State

NYU

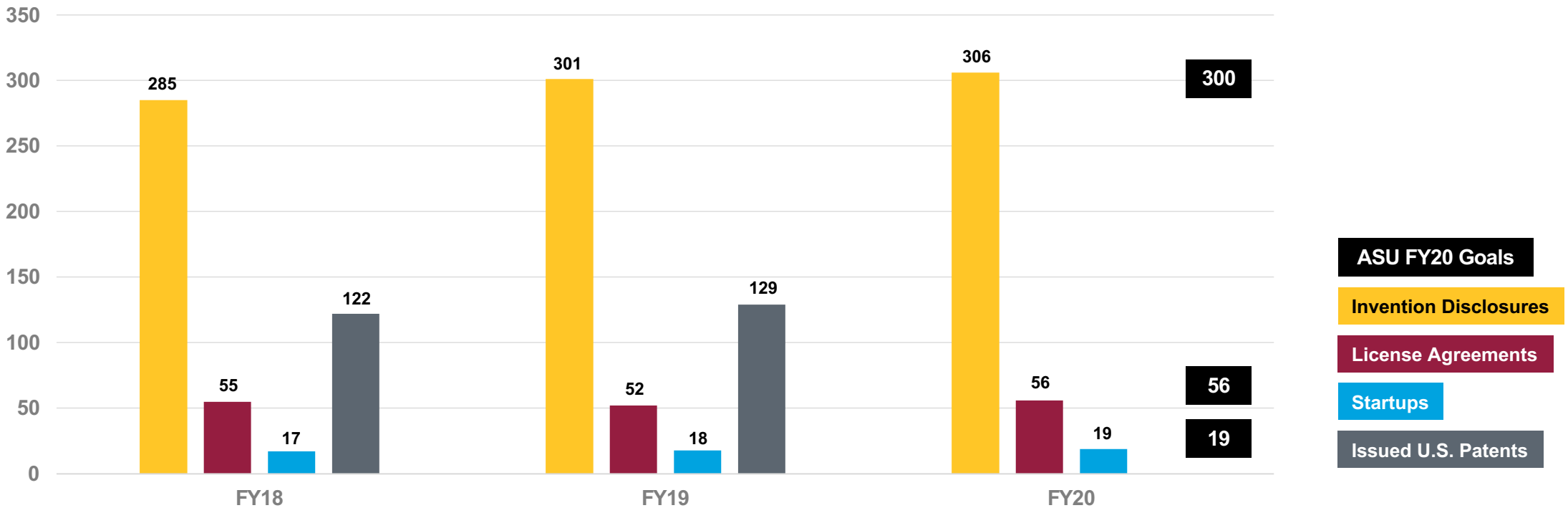
UNC

UT -M.D. Anderson Cancer Center

Utah

Research growth has fueled heightened impact

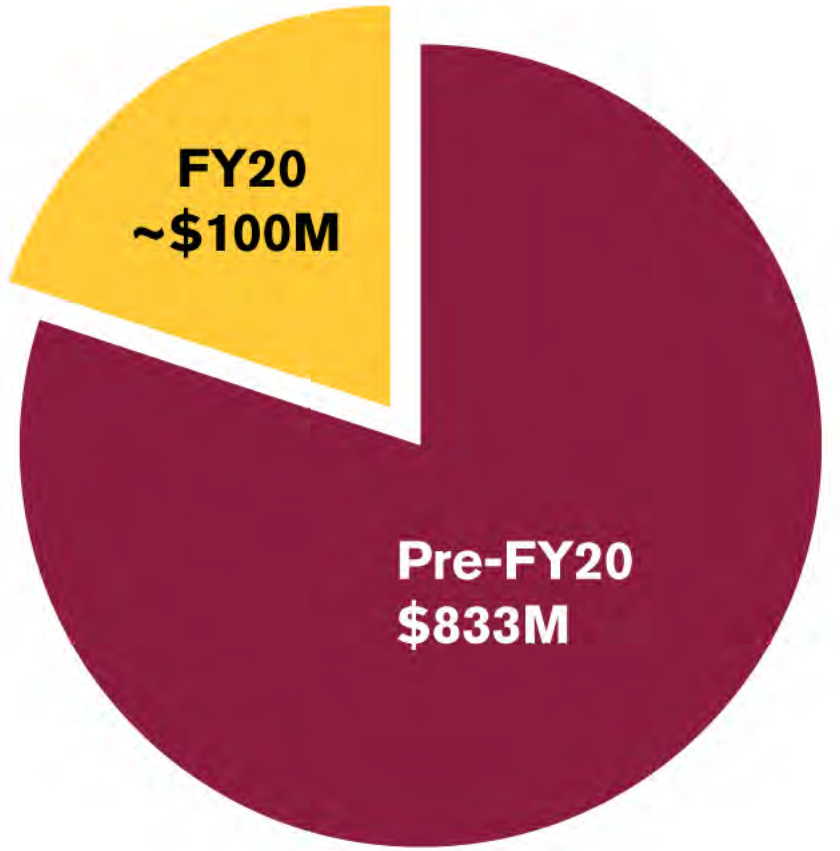
Technology transfer as advanced by SkySong Innovations



SkySong Innovations supports start-up growth

SI's startup portfolio continues to thrive. Nationally, these companies supported more than 2,000 jobs and contributed $222 million to the economy, with the bulk of that impact in Arizona.

In FY20, ASU startups also raised approximately $100 million in external funding. By the end of next year, if economic conditions stabilize, we may approach or surpass $1 billion in all-time funding raised by ASU-connected startups.



ASU leads across research disciplines

National Science Foundation Higher Education Research and Development rankings (2019)

Total Research Expenditures: 43 of 916 ahead of

Total Research Expenditures among Institutions without a Medical School: 6 of 759 ahead of

Non-Medical School Expenditures: 19 of 916 ahead of

Public institutions: 26 of 405 ahead of

UCI University of California, Irvine | UTSouthwestern Medical Center | VIRGINIA TECH | University of Colorado Boulder | University at Buffalo | UNIVERSITY OF GEORGIA

Geological and Earth Sciences: 1 of 353 ahead of

Massachusetts Institute of Technology | PennState | VIRGINIA TECH | UNIVERSITY OF MICHIGAN | THE UNIVERSITY OF ARIZONA | TEXAS A&M UNIVERSITY

Anthropology: 1 of 242 ahead of

UNIVERSITY OF MICHIGAN | HARVARD UNIVERSITY | Stanford University | EMORY UNIVERSITY | TEXAS The University of Texas at Austin | THE UNIVERSITY OF ARIZONA

Humanities: 18 of 399 ahead of

Yale | OKLAHOMA STATE UNIVERSITY | Northwestern University | FIU FLORIDA INTERNATIONAL UNIVERSITY | PennState | EMORY UNIVERSITY | THE UNIVERSITY OF ARIZONA

Social Sciences: 4 of 487 ahead of


Cornell University
UCLA
THE UNIVERSITY OF ARIZONA.
Berkeley UNIVERSITY OF CALIFORNIA

PennState

Penn University of Pennsylvania

Transdisciplinary (other sciences): 1 of 247 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: 12 of 289 ahead of

Stanford University
Carnegie Mellon University

USC University of Southern California

UNIVERSITY of WASHINGTON

THE UNIVERSITY OF ARIZONA.

VANDERBILT UNIVERSITY

Political Science and Government: 5 of 342 ahead of


PennState
Duke UNIVERSITY
Tufts UNIVERSITY

THE UNIVERSITY OF ARIZONA.
UC San Diego

UNIVERSITY of WASHINGTON

Economics: 11 of 319 ahead of

Duke University · Penn University of Pennsylvania · Yale · UF University of Florida · The University of Arizona · Wisconsin University of Wisconsin-Madison

Psychology: 11 of 430 ahead of

UC San Diego · Berkeley University of California · Cornell University · University of Pittsburgh · The University of Arizona · University of Colorado Boulder

Non-Science and Engineering: 14 of 543 ahead of

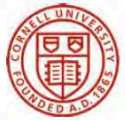
Stanford University · Columbia University in the City of New York · USC University of Southern California · Clemson University · Boston University · The University of Arizona · The Ohio State University

Business and Management and Business Administration: 4 of 377 ahead of

The University of Chicago · Duke University · Columbia University in the City of New York · PennState · Georgetown University · The University of Arizona

Education: 26 of 451 ahead of

Engineering Expenditures: 20 of 404 ahead of




NASA Funded Expenditures: 3 of 441 ahead of

HHS (including NIH) Funded Expenditures among Institutions without a Medical School: 10 of 415 ahead of

NSF Funded Expenditures: 23 of 604 ahead of

Visual and Performing Arts: 11 of 323 ahead of

Nonprofit Funded Expenditures: 25 of 562 ahead of


Computer and Information Sciences: 28 of 447 ahead of

Civil Engineering: 14 of 266 ahead of

Duke University · Illinois · Clemson University · Stanford University · Massachusetts Institute of Technology · Johns Hopkins University

Mathematics and Statistics: 30 of 451 ahead of

Columbia University in the City of New York · Purdue University · Virginia Tech · Florida State University · University of Washington · Dartmouth

DOE Funded Expenditures: 42 of 348 ahead of

University of Virginia · Yale · University of Notre Dame · Vanderbilt University · Carnegie Mellon University · The University of Arizona

Law: 14 of 164 ahead of

Yale · USC University of Southern California · Stanford University · UCLA · The George Washington University Washington, DC · University of Georgia

Communications and Communication Technologies: 8 of 266 ahead of

Columbia University in the City of New York · Rutgers · The University of Utah · Wisconsin – University of Wisconsin–Madison · Michigan State University · University of Michigan

Sociology, Demography and Population Studies: 33 of 361 ahead of

Berkeley – University of California · University of Virginia · The University of Chicago · IUPUI · Boston College · UMass Boston

Total Research Expenditures among Public Institutions without a Medical School: 5 of 306 ahead of

Virginia Tech · NC State University · Oregon State University · University of Colorado Boulder · University of Georgia · Texas Tech University

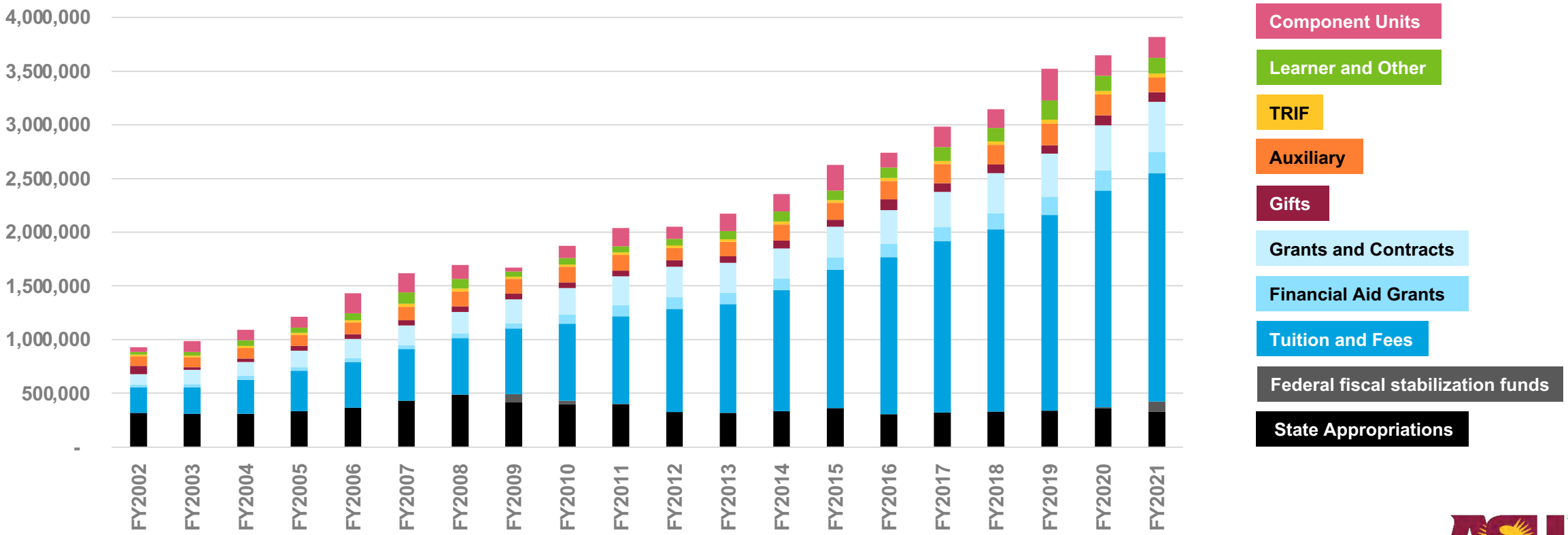
Public Institutions Excluding Medical School Expenditures: 15 of 400 ahead of

UC Davis · University of Pittsburgh · Indiana University Bloomington · The University of Utah · The Ohio State University · The University of Arizona · Michigan State University

Enterprise Management

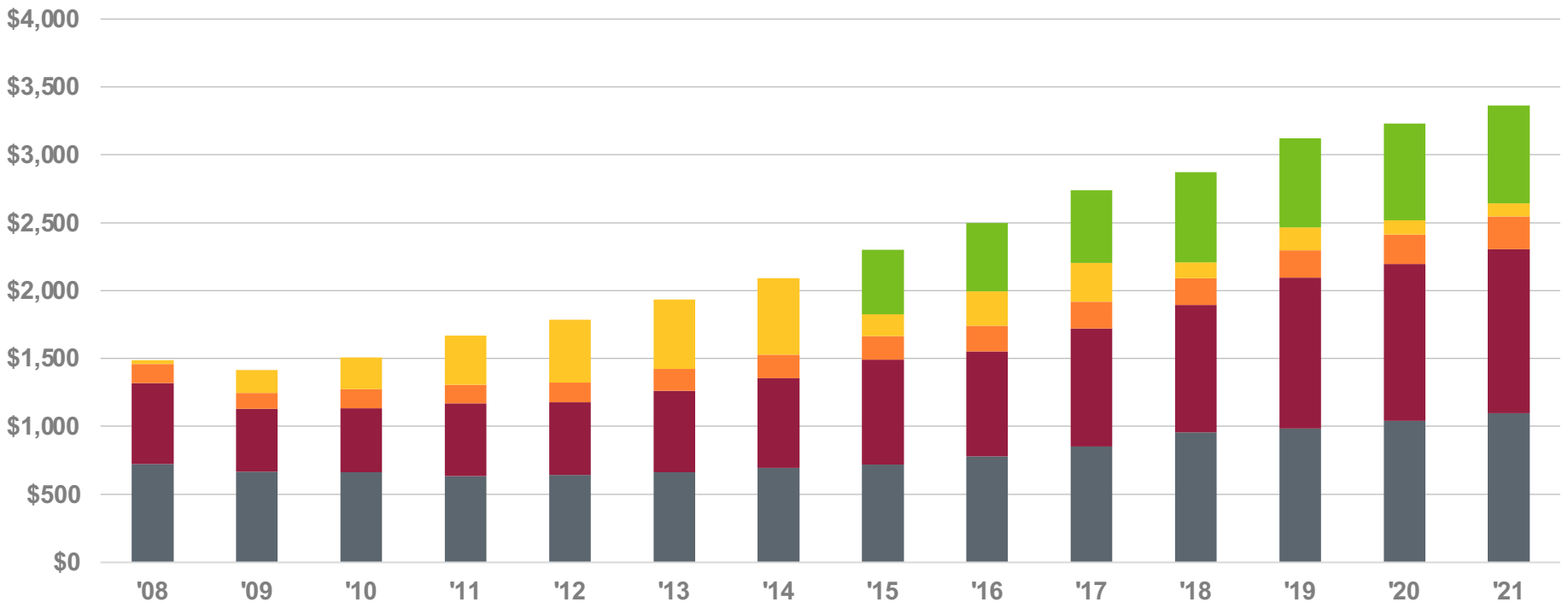
Revenues have more than tripled over past two decades

Net revenues for ASU and component units in millions (2008-2021)



ASU's net position has more than doubled since 2008

Net position and component units in millions (2008-2021)

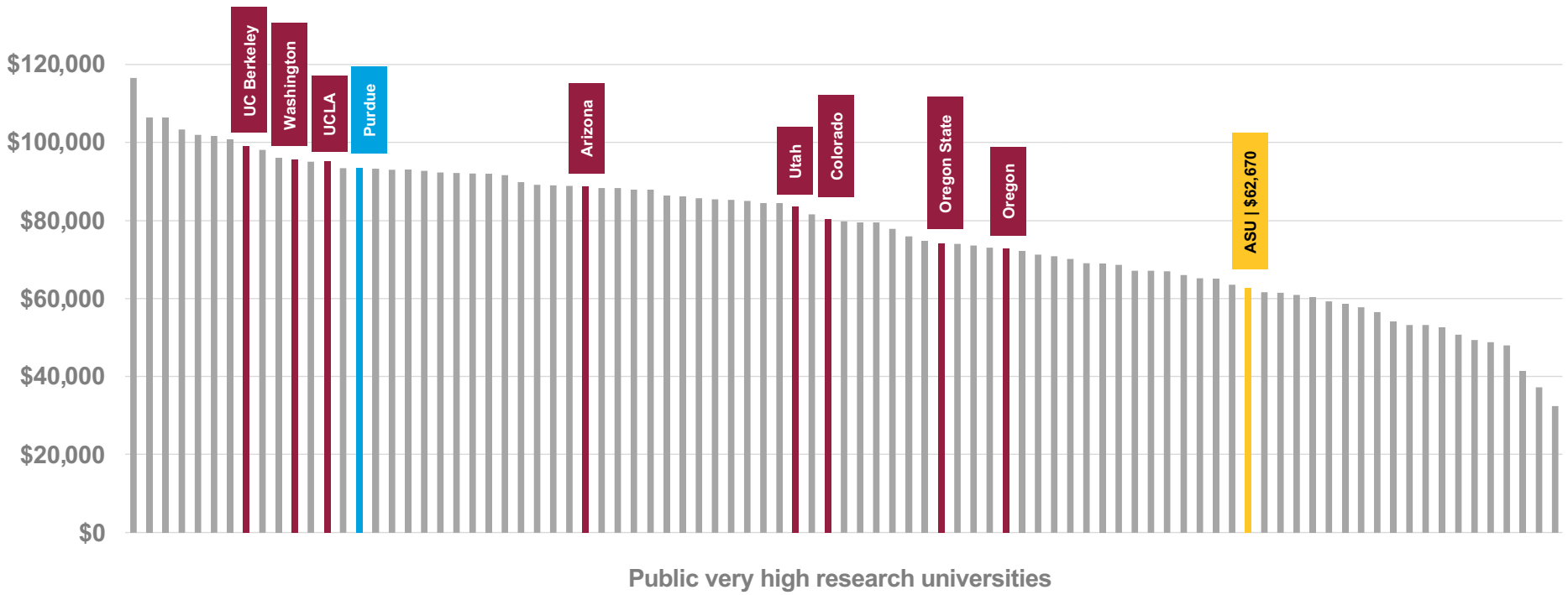


Net position is the financial position at the end of the fiscal year accounting for all assets, deferred outflows, liabilities and deferred inflows.

- Pension & OPEB
- Unrestricted
- Restricted
- Capital Assets
- ASU Component Units

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

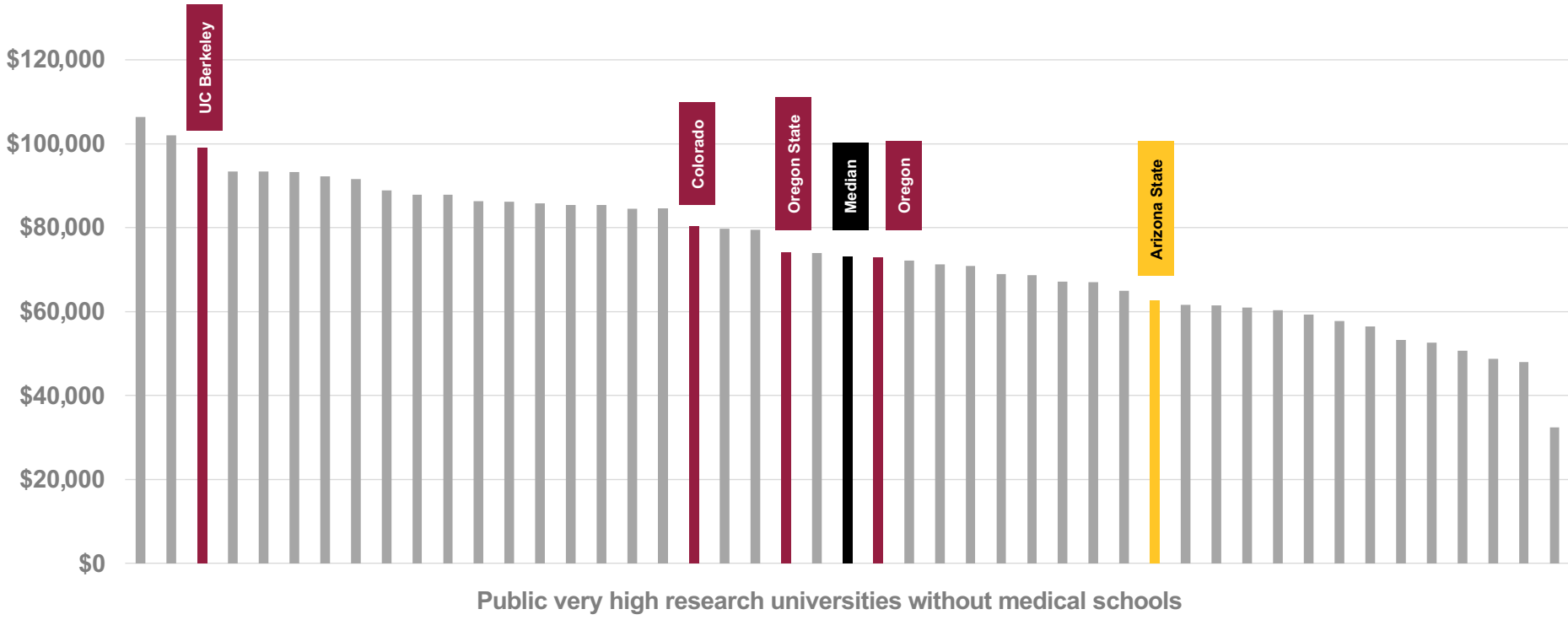
Tuition and state appropriation per degree awarded (FY2018)



Source: IPEDS

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

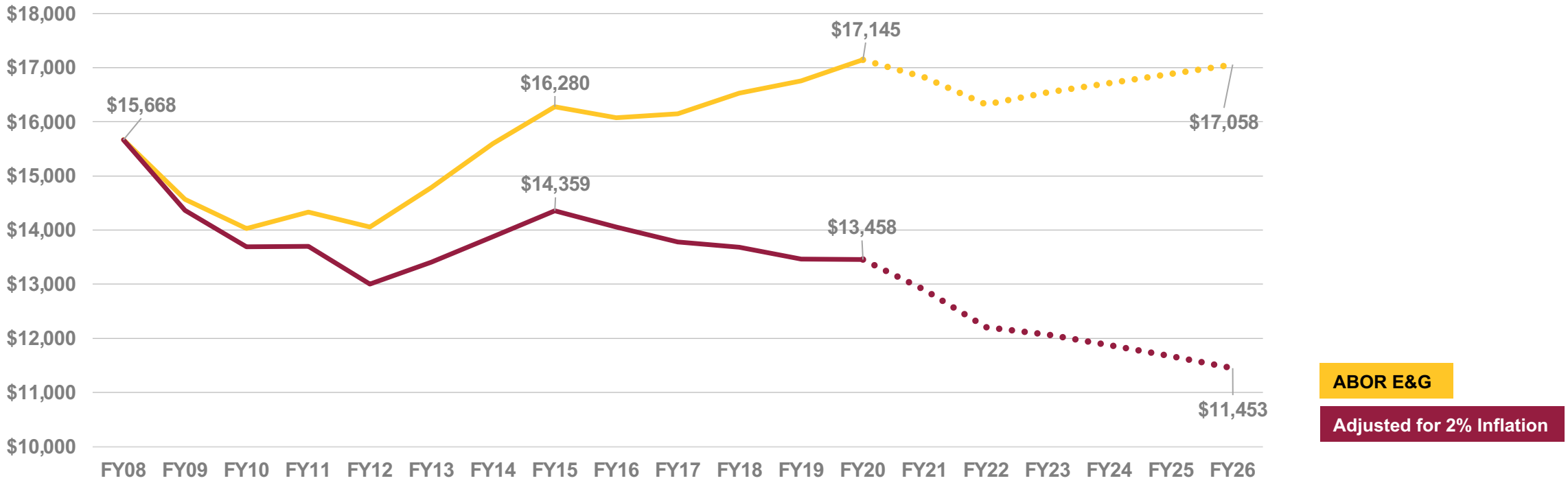
Tuition and state appropriation per degree awarded (FY2018)



Source: IPEDS

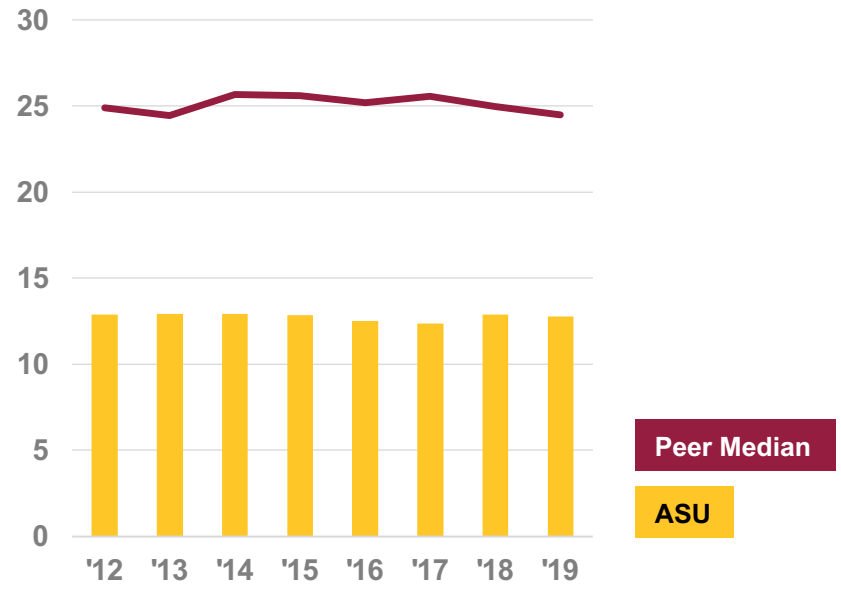
Cost discipline, application of technology, and economies of scale are projected to maintain current cost levels

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

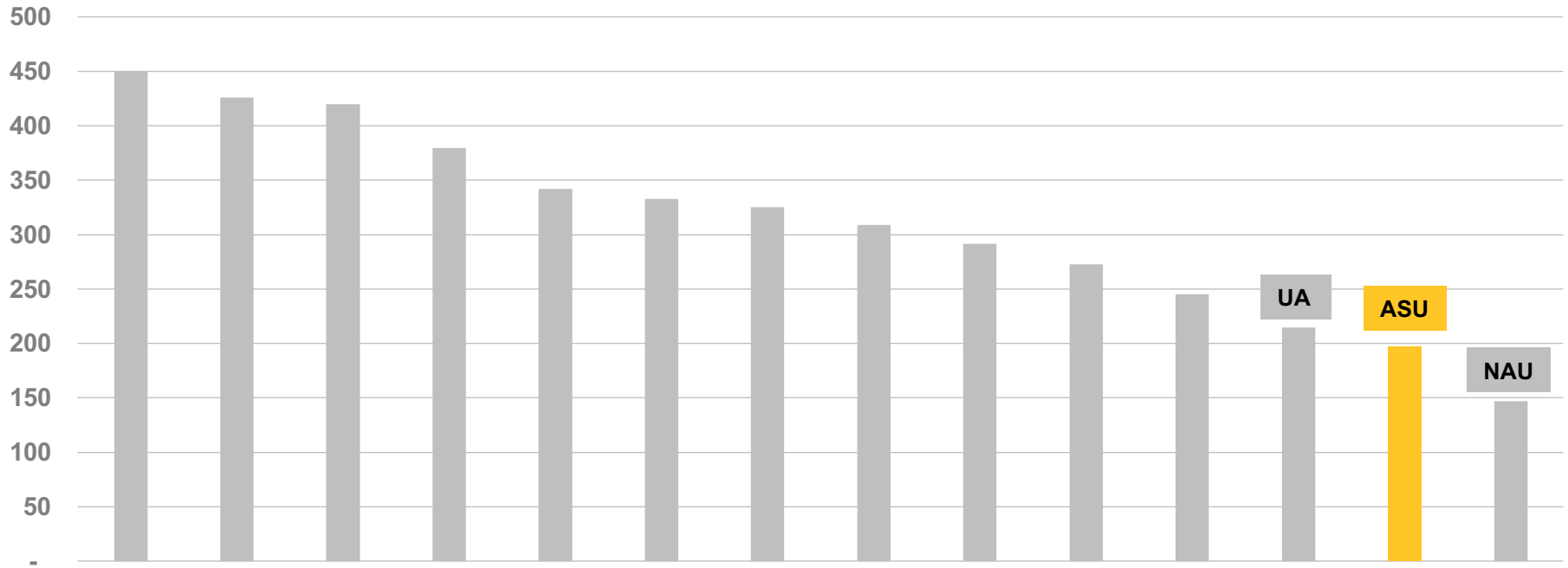
FTE employees per 100 FTE students (FY2012 - FY2019)



	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Arizona State University	**12.91**	**12.93**	**12.92**	**12.85**	**12.52**	**12.36**	**12.90**	**12.78**
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
Peer Median	**24.9**	**24.4**	**25.7**	**25.6**	**25.2**	**25.6**	**25.0**	**24.5**

ASU use of space is efficient compared to ABOR peers

Space density: Net assignable square footage per FTE

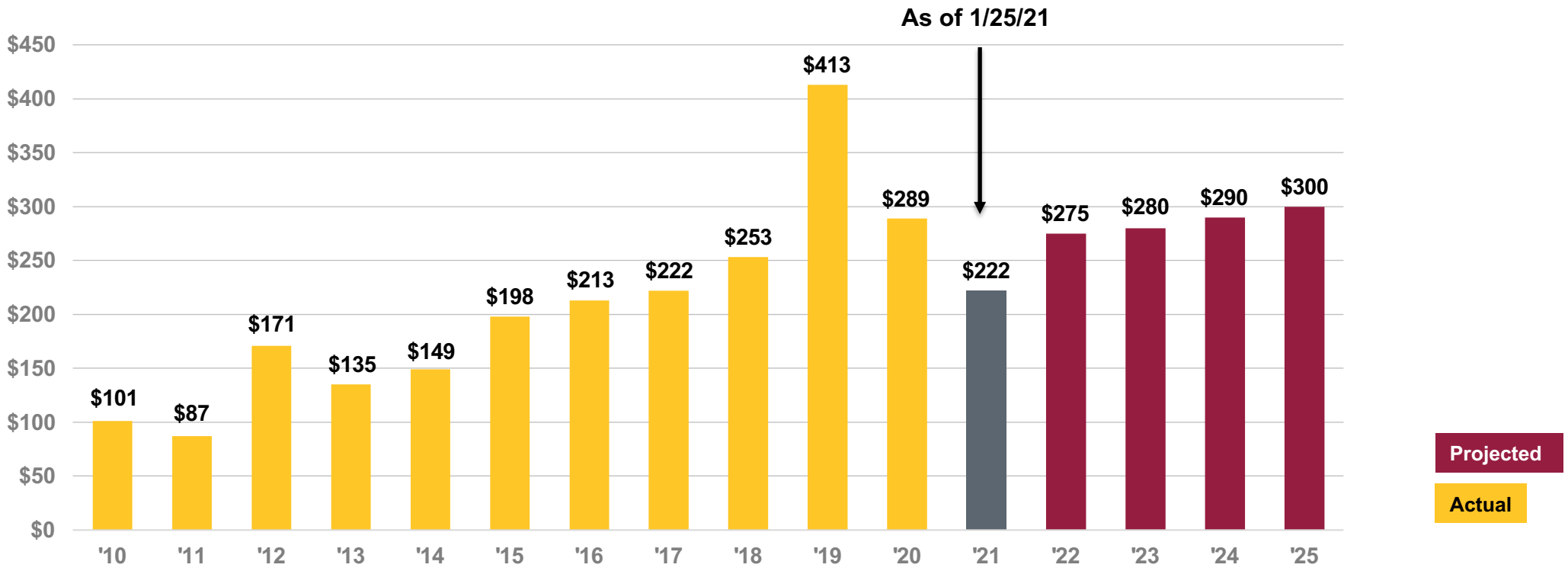


Institutions

Florida State University
Indiana University
Michigan State University
Rutgers University
The Ohio State University
Pennsylvania State University
University of Connecticut
University of Iowa
University of Maryland
University of Minnesota
University of Washington
University of Wisconsin
Northern Arizona University
University of Arizona

ASU Foundation is core to long-term health

FY10-FY25 performance and projections for new gifts and commitments (in millions)



Highlights of the Campaign 2020

Final total: $2.354B

Timeframe of Campaign ASU 2020
July 1, 2010 – Dec. 31, 2020

Donor Count

- 359,699 unique donors (gave at least 1 gift during campaign)
- 213,473 first-time donors (first-ever gift to ASU during campaign)
- 59.35% of total donors are first-time donors
- 107,144 alumni donors
- 65,992 alumni first-time donor count (first-ever gift to ASU during campaign)
- 29.79% of alumni donors/total unique donor count

Gift Value

- 2,591,571 in total gift count
- $835 average gift amount
- 39% increase in average gift amount
- 88% of all gifts were $100 or less
- 10,206 gifts were greater than $25,000

Student Access and Excellence

- Raised $375M for scholarships (undergraduate/graduate)
- Disbursed $269M through ASUF privately-funded awards
- Disbursed 76,441 scholarships as ASUF privately-funded awards
- 40% increase in total scholarship amount awarded annually (FY11 vs. FY20)
- 22% increase in total number of unique scholarships awarded (FY11 vs. FY20)

Faculty Excellence

- $85.5M raised for chairs/professorships
- 60 new chairs/professorships established
- 53% growth in number of chairs/professorships established

Faculty/Staff Giving

- 75,837 faculty/staff gift count
- $21.8M raised from faculty/staff
- 4,747 faculty/staff unique donor 109% growth in faculty/staff donor count

What It Will Take

ASU is a catalyst for Arizona's economic future

As Arizona leaders plan for a revitalized state economy in 2021 in this reshaped world, **ASU is prepared for its next assignment.**

FY22 Public Investment request: New Economy Initiative

$46M

An investment in ASU's assignment to drive Arizona's economy through engineering and technology education and advancement, critical components of responding to COVID-19 and key catalysts for future economic growth and resiliency.

Student support, academic programs and faculty

To meet the the workforce demands of the new economy and to the a resource for disruption and displacement caused by the pandemic, ASU seeks investment to expand its experiential learning programs and additional student support, such as career services, placement, and coaching. New programs will be developed within emerging New Economy fields in the natural sciences, neuroscience, digital culture and design, media arts, computer science, data science, and allied health professions and will promote knowledge acquisition and skill development for individuals at all stages of life

Science and Technology Centers

State investment will establish five Science and Technology Centers (STCs) – attracting private capital investment and pairing new companies with FSE students who will perform research and technology development via capstone projects, entrepreneurial fellowships, and other curricular and extra-curricular pathways. This unique set of collaborations and engagements will enable companies to accelerate the transition of discoveries from laboratory to market, in turn attracting new startups and technology-oriented businesses to Arizona over the long-term. STCs will foster the growth of New Economy industries, thereby directly leading to job creation, workforce training, startups, and STEM education advances.

Ira A. Fulton Schools of Engineering

The largest and one of the most comprehensive engineering schools in the nation

#1

Largest and one of the most comprehensive engineering schools in the nation

42

CAREER awards in the last 5 years. 13 in 2020

58,000+

Alumni

8,000
Online students

5,300
Female students

5,200
Under-represented groups

232
National Hispanic Scholars

218
National Merit Scholars

85
Members of the National Academies and distinguished societies

50+

Graduate degree programs

25
Undergraduate degree programs

7
Transdisciplinary schools

#13
Online engineering graduate programs

#11
Online engineering graduate programs for veterans

#8
Bachelor's degrees awarded to Hispanics

#6
Women as tenure/tenure-track faculty

$127M

Research expenditures FY 2019-2020

60
Patents per year

#7
Licenses and Options

#6
IP Disclosures

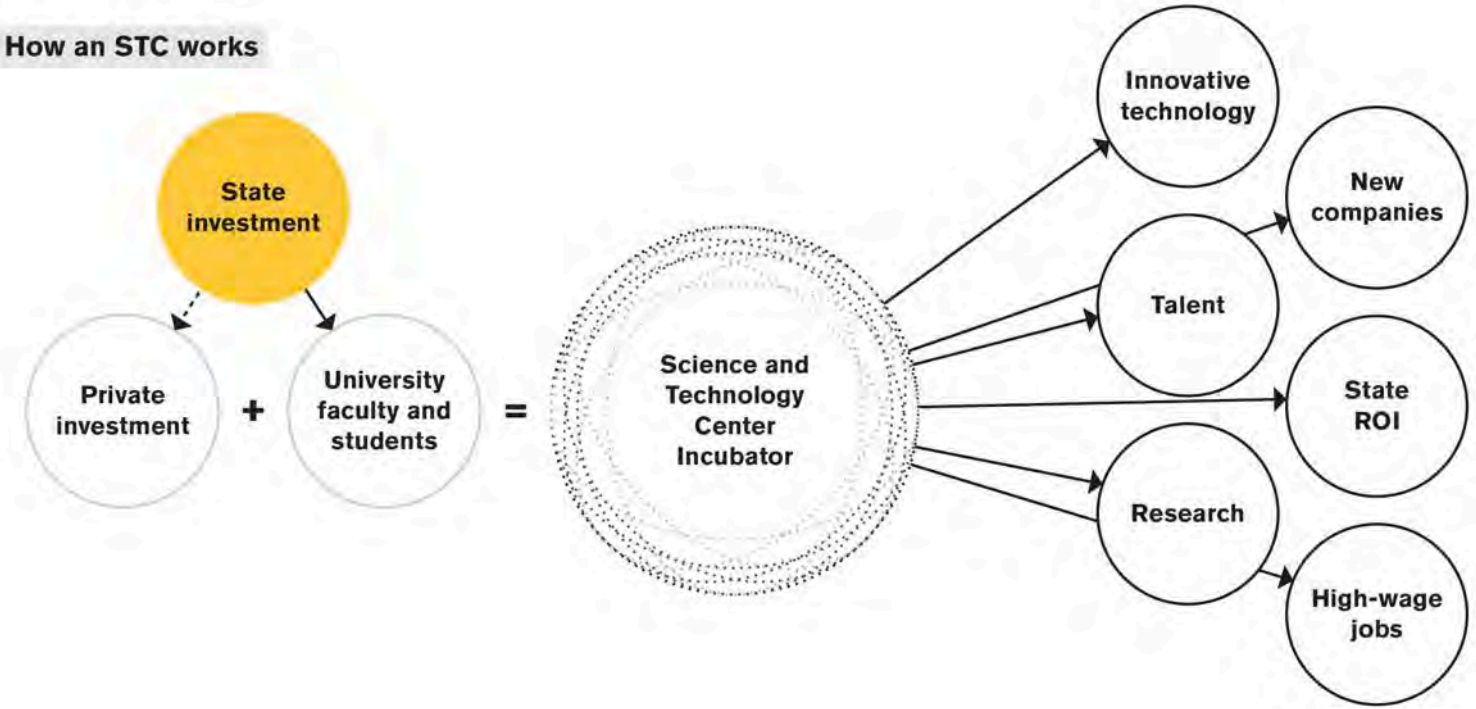
#5
Startups

Science and technology centers generate collaboration and innovation

Learning, discovery, entrepreneurism

While classroom and online instruction is an important part of educating the next generation of engineers, students say that real world applied learning opportunities is where they learn the most. Science and Technology Centers are one way we bring students, faculty researchers, and private sector partners together to innovate, create and produce, serving both learning and the objectives of business.

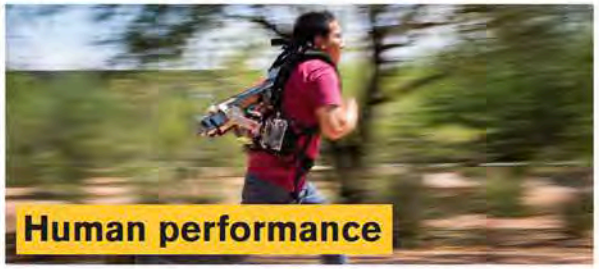
How an STC works



Future science and technology centers in new economy industries

Focus on driving Arizona to the forefront of physical information systems for sensing and communications.

Focus on engineering resiliency into transportation, energy, water and materials systems of future cities.



Focus on enhancing physical and cognitive performance, as well as medical prevention and intervention.

Focus on advancing new energy materials and device technologies to market, growing industry engagement.

Focus on new technologies that strengthen links to private industry support in aerospace and defense.

These five STCs will add to Arizona's existing two applied research centers focused on industry-led research – WearTech and Blockchain.

Arizona's return on investment toward a stronger economy

Creation of high-value jobs

- Technology startups with AZ founders and innovators
- Applied learning opportunities for students, internships and a pathway to high wage jobs
- Partnerships with established AZ technology companies

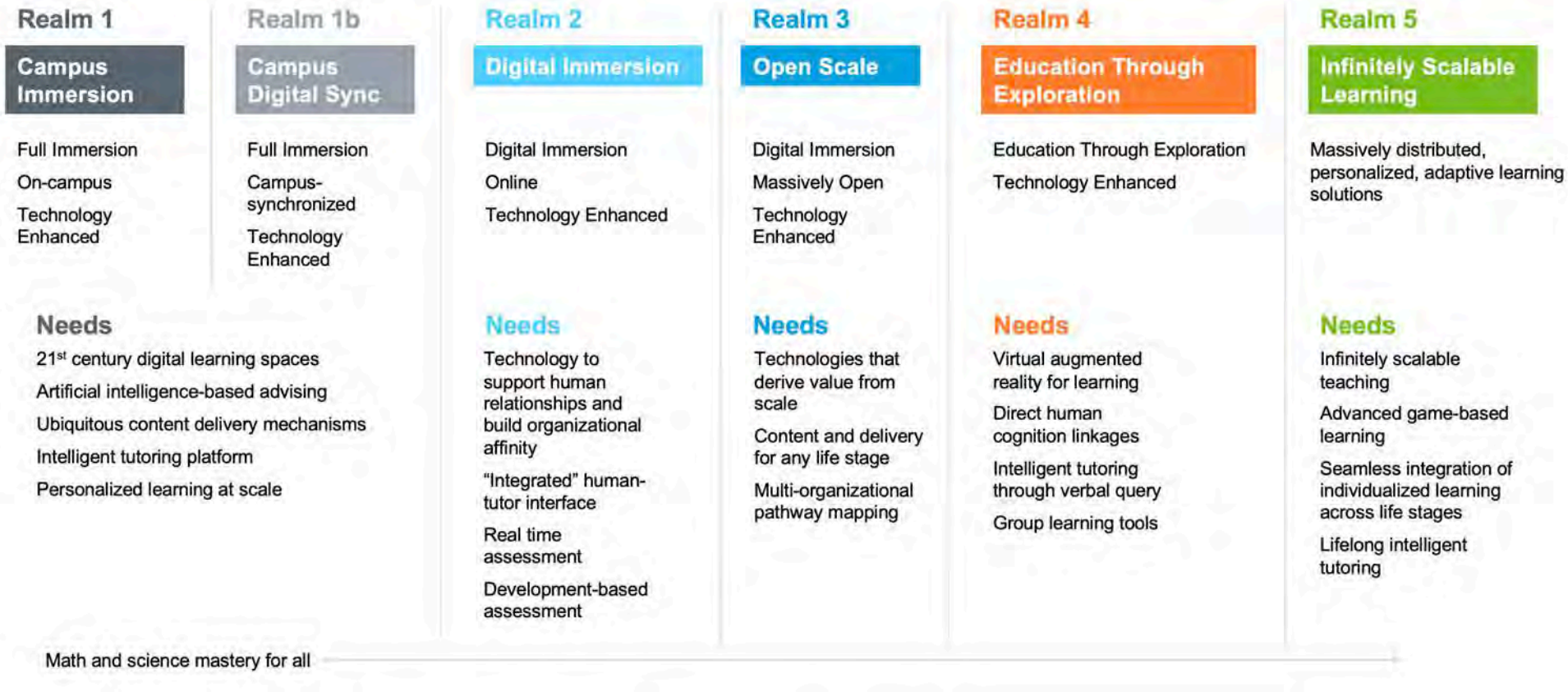
Workforce training

- Hands-on research experience produces thought leaders
- Entrepreneurial training paves way from lab to captured value
- Reskilling and upskilling opportunities to enhance and adapt current workforce to cutting edge technologies and innovations

Attraction and retention of leading corporations

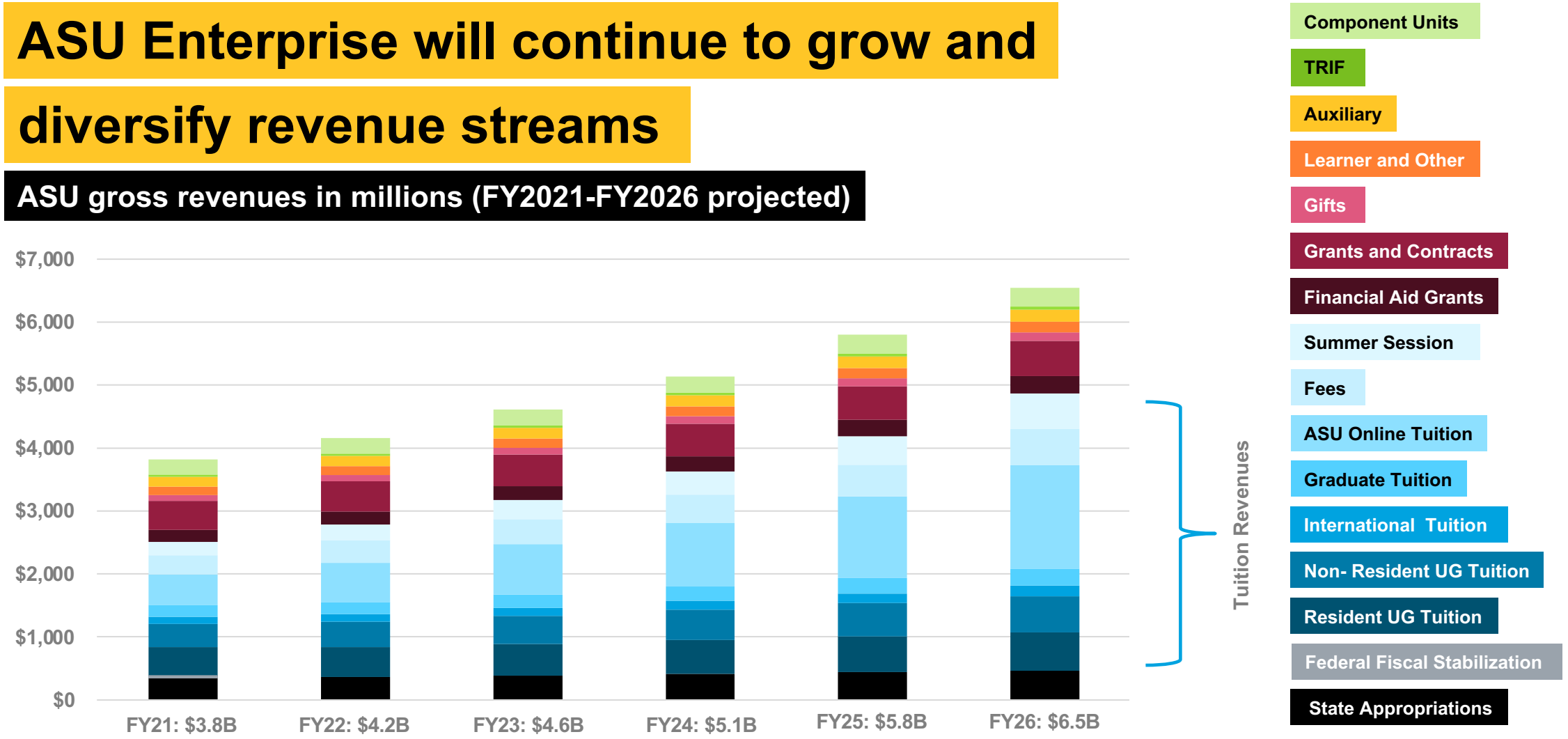
- People, facilities, intellectual leadership
- Partnerships and acquisition oppotrunities for established companies
- Access to the largest diverse technical talent pool in the nation
- Multiplier opportunities for joint projects and next stage technological development

ASU is prepared to operate and create progress in all realms



ASU Enterprise will continue to grow and diversify revenue streams

ASU gross revenues in millions (FY2021-FY2026 projected)



Dreamscape Learn / Outdoor Learning / COVID-19


New Economy Initiative
What's
next?


ASU
Arizona State
University