



# **ASU Strategic Enterprise Plan: 2014 Update**

**Arizona Board of Regents  
February 7, 2014**



# Mission and Vision

# Vision and Charter

**To establish ASU as the model for the New American University, measured not by who we exclude, but rather by who we include and how they succeed; pursuing research and discovery that benefits the public good; assuming major responsibility for the economic, social and cultural vitality and health and well-being of the community.**

# **Demonstrate American 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

Improve freshmen persistence to 90%

Enhance university graduation rate to 75%-80% and 25,000 graduates

Enhance quality while reducing the cost of a degree

Enroll 100,000 online and distance education degree seeking students

Enhance linkages with community colleges so as to expand baccalaureate degree production to national leadership levels

Enhance measured student development and individual student learning to national leadership levels

# **Establish national standing in academic quality and impact of colleges and schools in every field**

Attain national standing in academic quality for each college & school (top 5-10% for each college)

Attain national standing in the learning value added to our graduates in each college & school

Become the leading university academically (faculty, discovery, research, creativity) in at least one department or school within each college/school

# **Establish ASU as a global center for interdisciplinary research, discovery and development by 2020**

Become a leading global center for interdisciplinary scholarship discovery and development

Become a leading American center for discovery and scholarship in the social sciences, arts and humanities

Enhance research competitiveness to more than \$700 million in annual research expenditures

Augment regional economic competitiveness through research and discovery and value-added programs

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

Enhance linkage to local and regional social and community development groups

Establish/develop/enhance linkages and partnerships with local, regional and national NGO's, governments and public agencies, and private sector firms with a focus on community development

Undertake applied sustainability research that impacts the social, environmental and economic evolution of the southwest

Provide an objective and ongoing facilitation role for the region's progress

**Establish ASU as a global center for interdisciplinary research, discovery and development by 2020**

**Demonstrate American leadership in academic excellence and accessibility**

**Establish national standing in academic quality and impact of colleges and schools in every field**

**Enhance our local impact and social embeddedness**





# Review of the Strategic Enterprise Plan

# **The ASU Strategic Enterprise Plan**

**Presented initially on January 10, 2010**

**Presented with updates on February 17, 2011,  
February 17, 2012, and February 8, 2013**

**ASU is operating under the elements of the plan that  
have been presented and approved**

# Metric and Productivity Targets

**Productivity metrics were created in the Vision 2020 plan**

**Enrollment and degrees**

**Research expenditures and intellectual property items**

**Reaching the goals requires increasing revenue streams to allow needed investments**

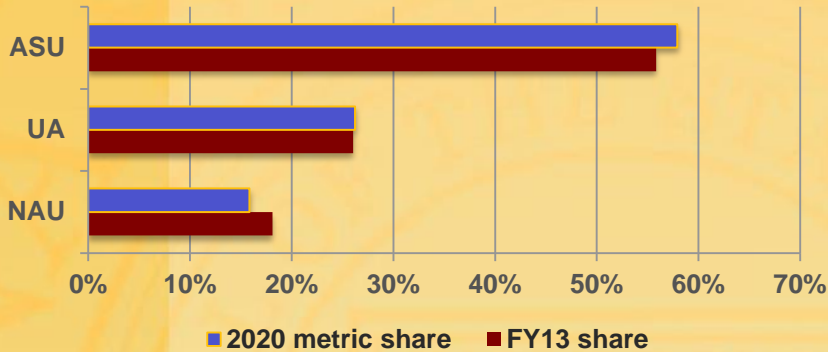
**ASU's Enterprise Plan has outlined the means for building revenue while maintaining modest tuition rate growth for resident undergraduates**

**Reaching the goals requires improving cost effectiveness through productivity gains and constant innovation**

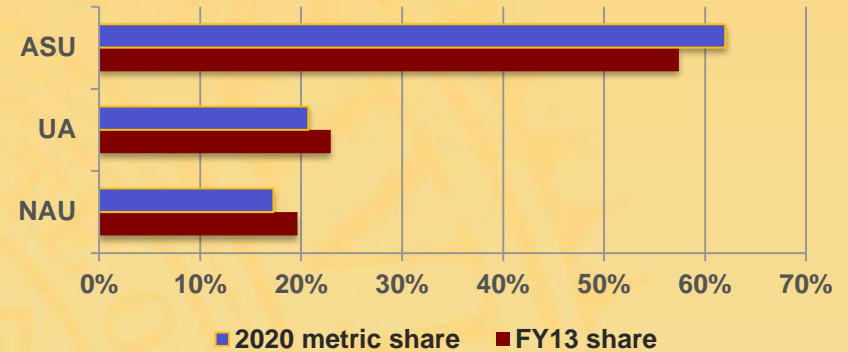
**ASU's has demonstrated its ability to accomplish this**

# ASU Share of Degree and Enrollment Metrics

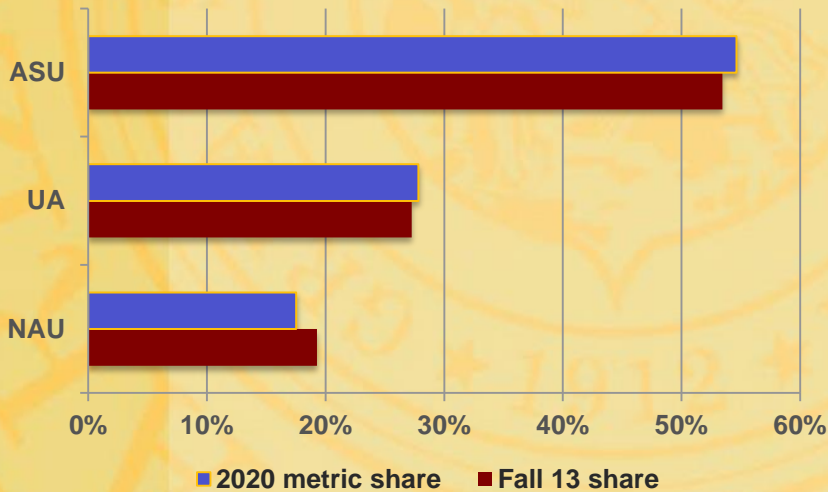
## Share of Bachelor Degrees



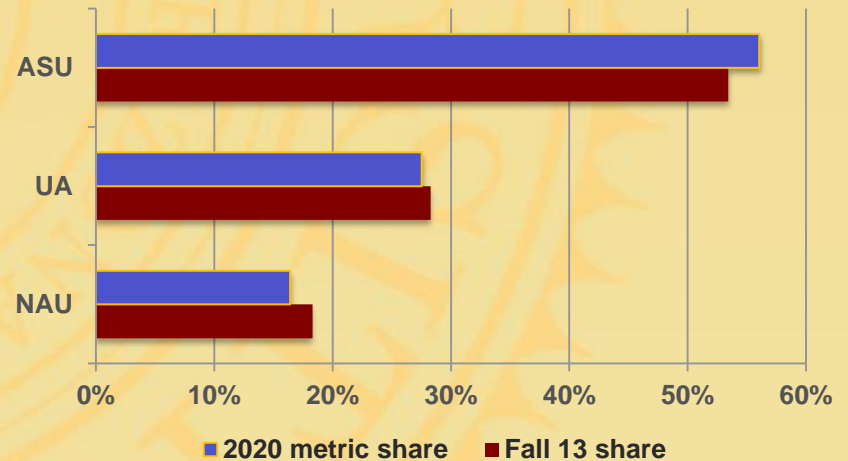
## Share of Master's Degrees



## Share of Undergraduate Enrollment



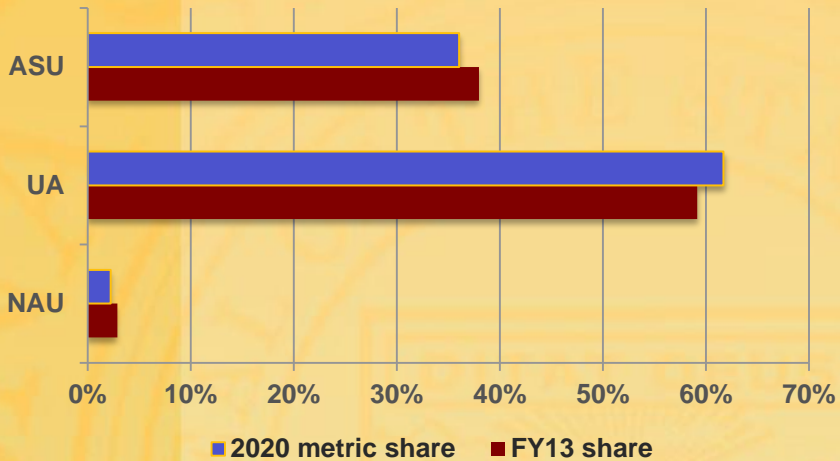
## Share of Total Enrollment



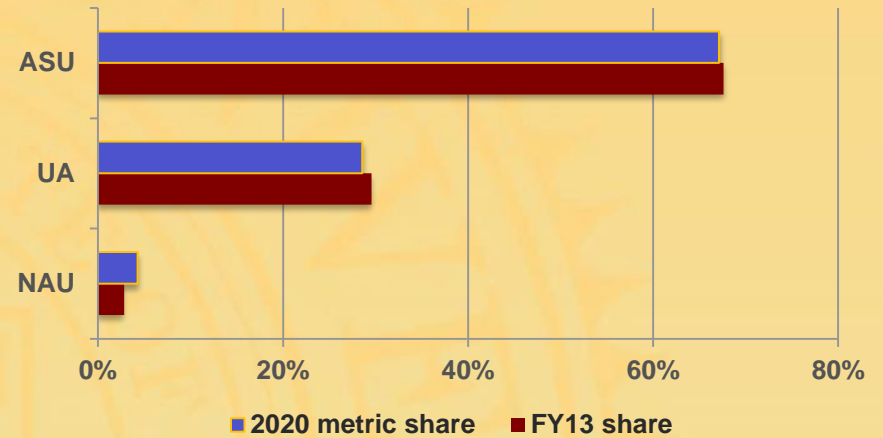


# ASU Share of Research Metrics

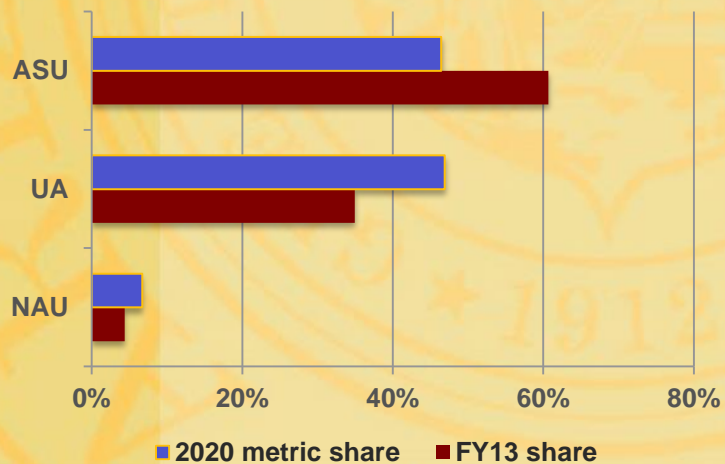
## Share of Research Expenditures



## Share of Patents Issued



## Share of Invention Disclosures



# The ASU Enterprise Revenue Model

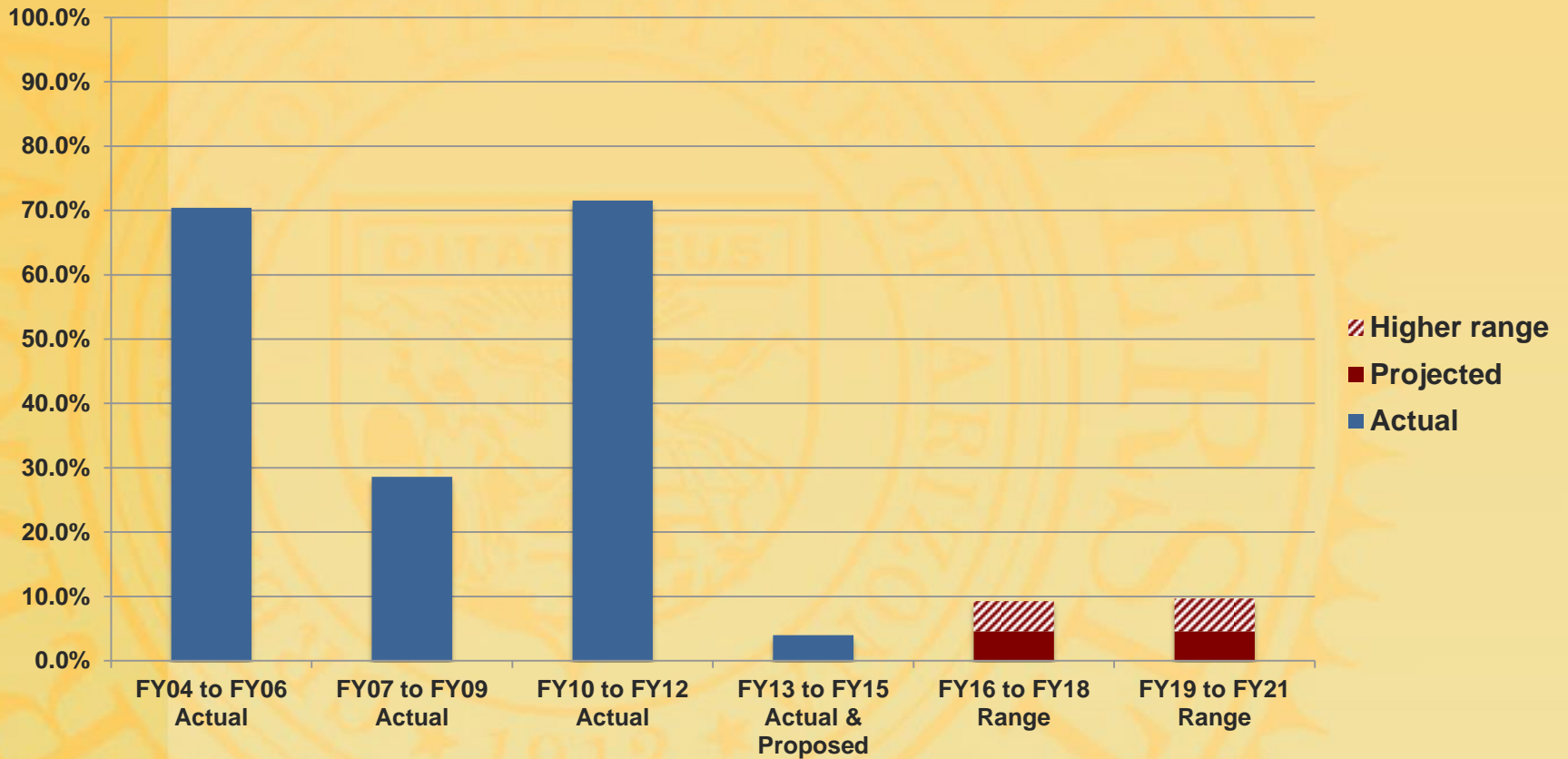
- Modest and predictable average resident tuition rates of 0% to 3% annually— this has been achieved with an average average increase of 1% over FY13, FY14, and FY15
- Market tuition rates for non-residents and online students
- Performance funding
- Increases in non-resident and international student enrollment
- Rapid growth in ASU Online as a source of revenue and degree production

# Resident UG Tuition Rate Increases

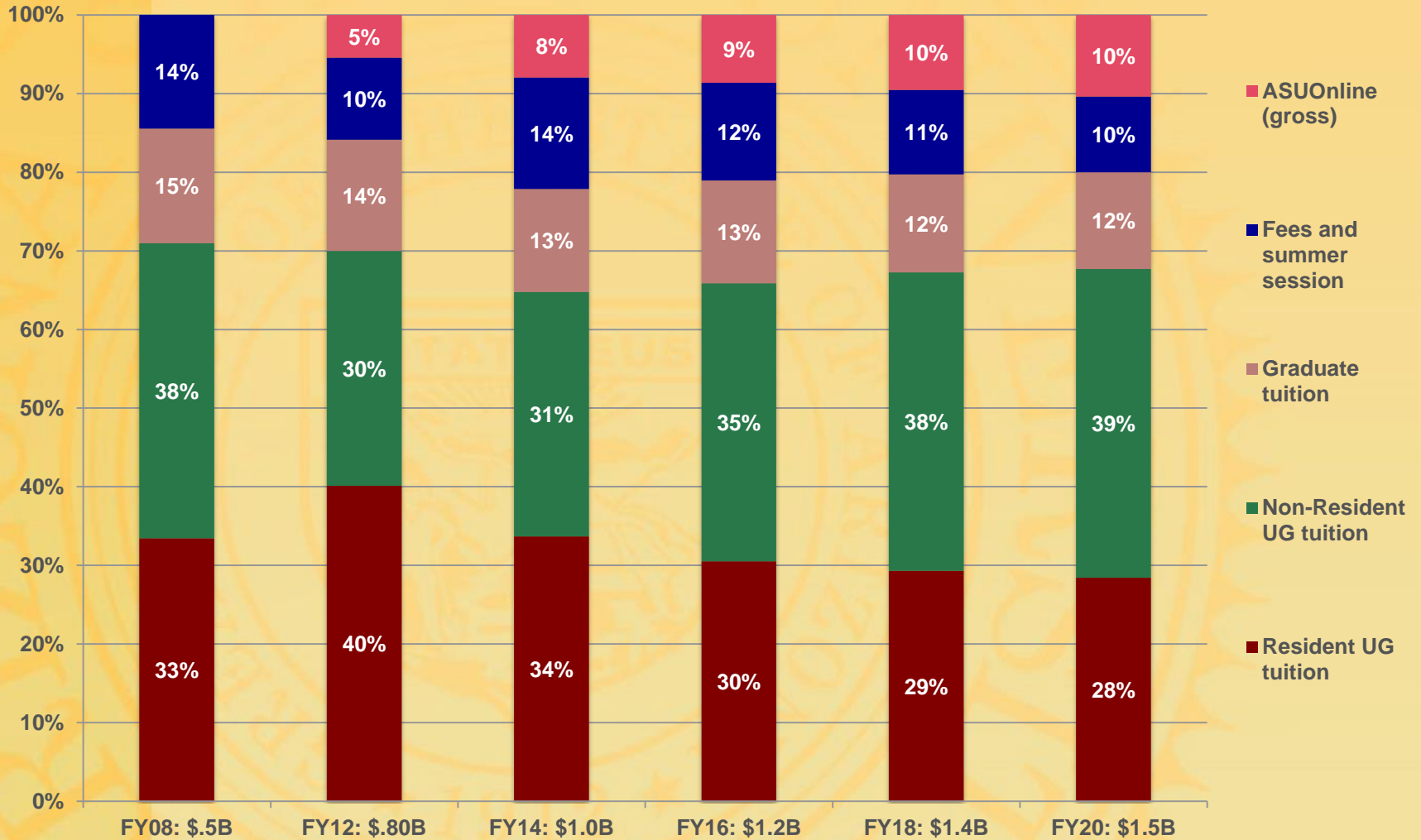
## Actual FY04 to FY14

### Proposed FY15

### Planning Range FY16 to FY21

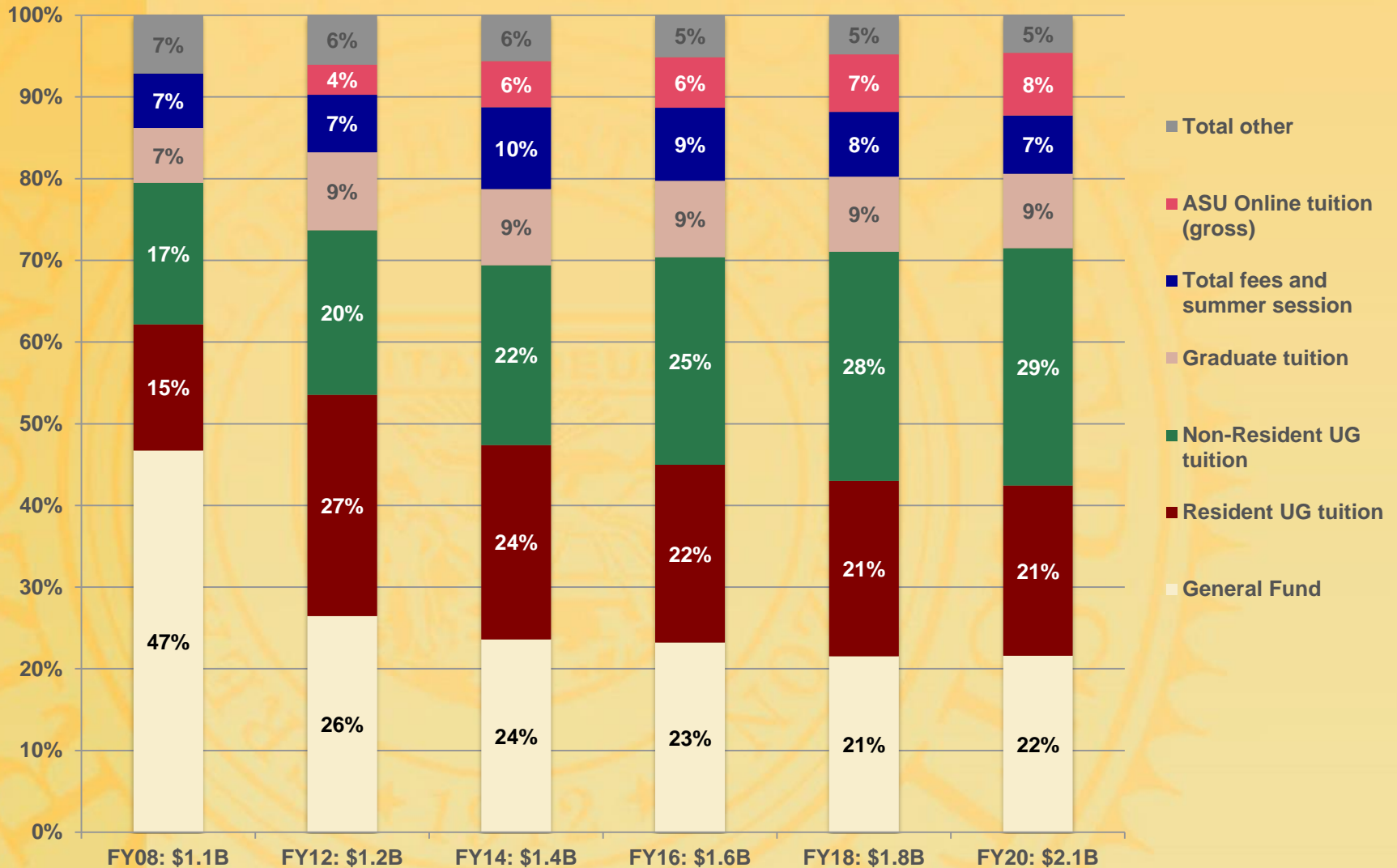


# Revenue Sources: Gross Tuition and Fees

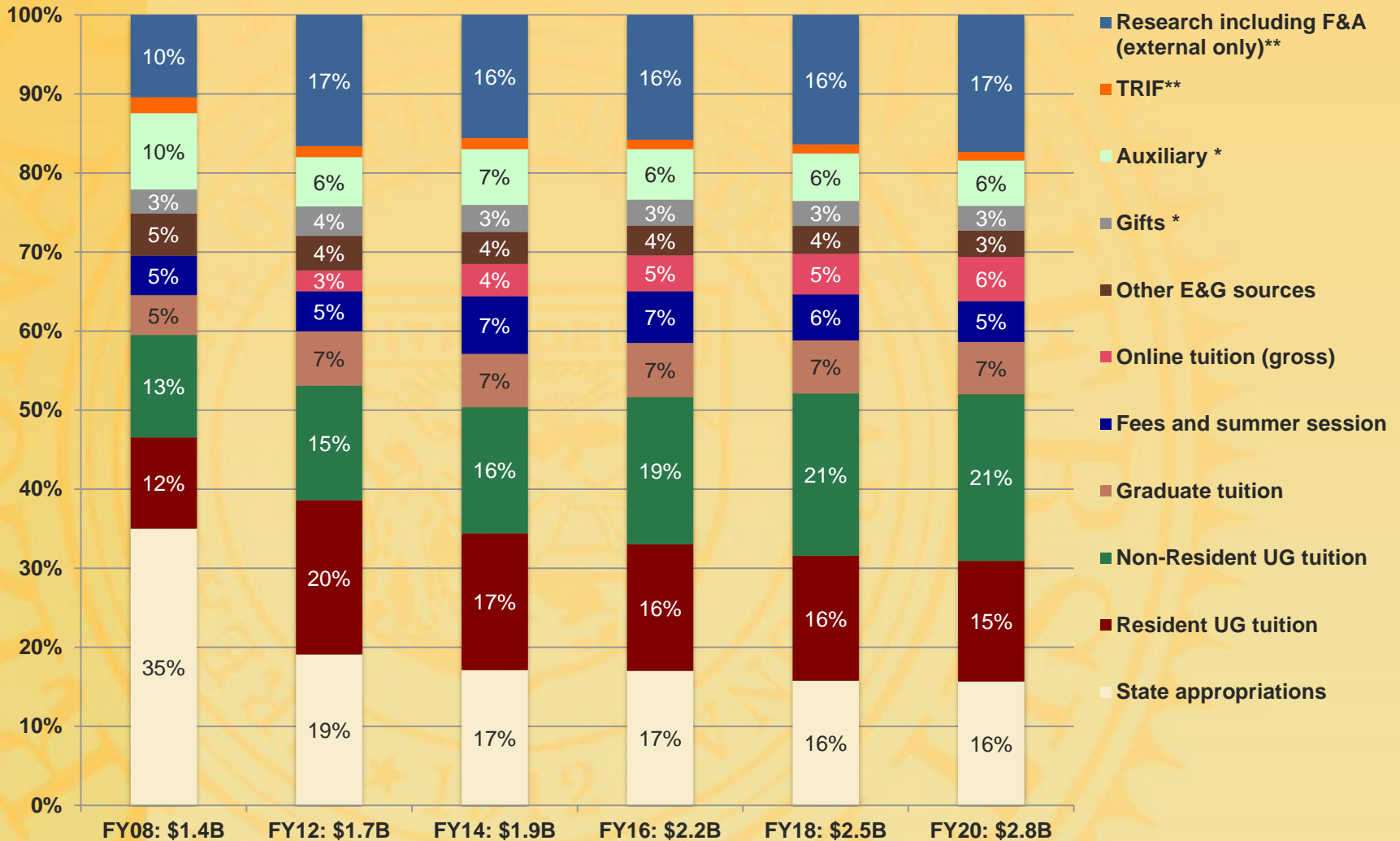




# E&G Revenue Sources

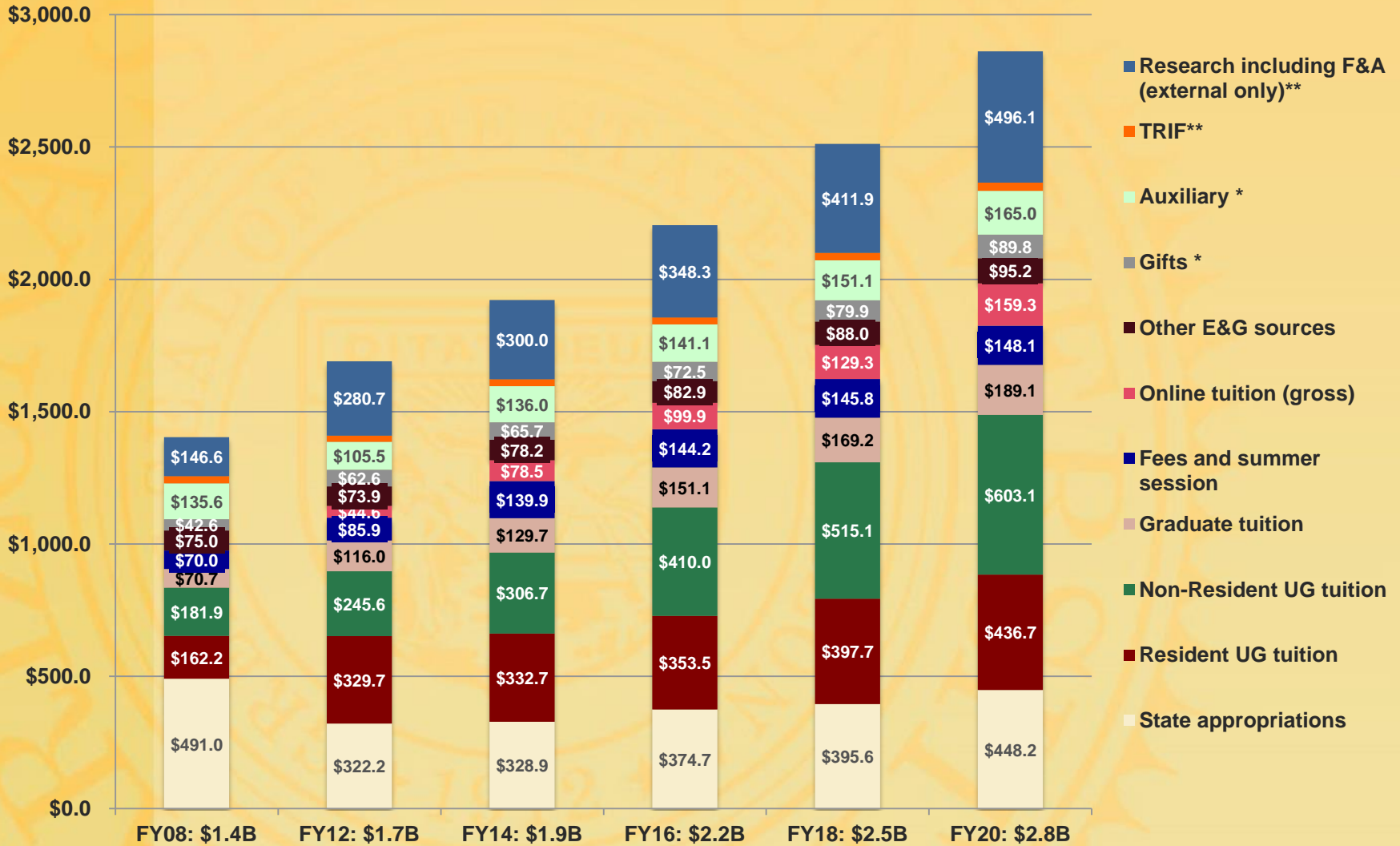


# Gross Revenue Sources: All Funds



# Gross Revenue Sources: All Funds

(\$ millions)



# ASU Enterprise Cost Effectiveness Model

ASU will make the investments needed to achieve its metric goals in a way that allows it to continue to be a leader among highly productive public research universities in cost efficiency in degree production

Continue to be an innovative and productive organization that requires fewer personnel per student than its peers.

Be a leader in using technology to innovate in improving outcomes and contributing to cost effectiveness

Be a leader in innovations in organizational structure

Continue to use its facilities intensively to reduce the need for new capital expenditures.



# ASU Strategic Enterprise Planning: Revenue per Degree Produced

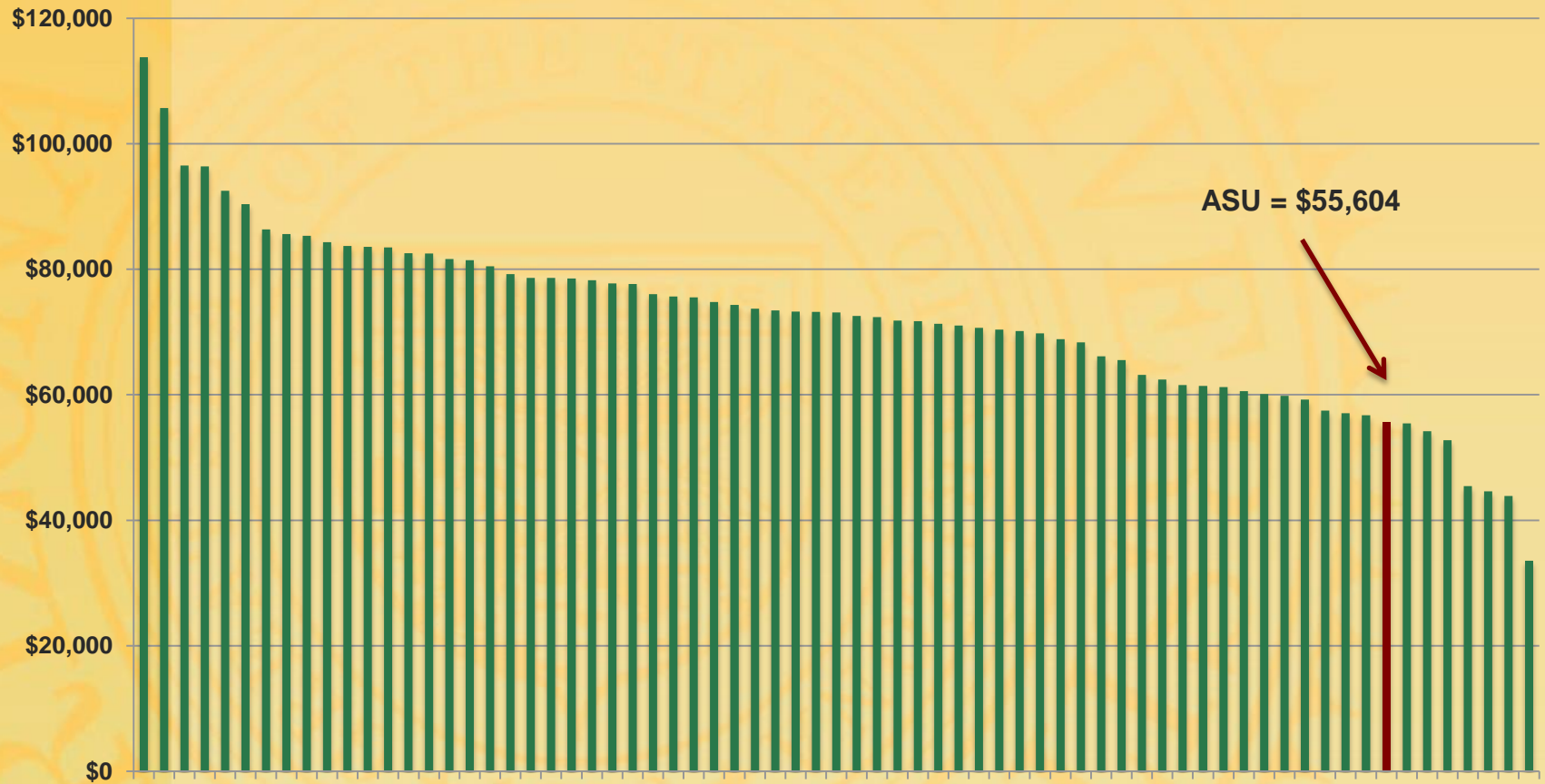
ASU will maintain a revenue per degree produced that is substantially below the national average for highly productive public research universities.

**IPEDS FY12 results: ASU's \$55,600 in state funds and tuition/fees per degree awarded is:**

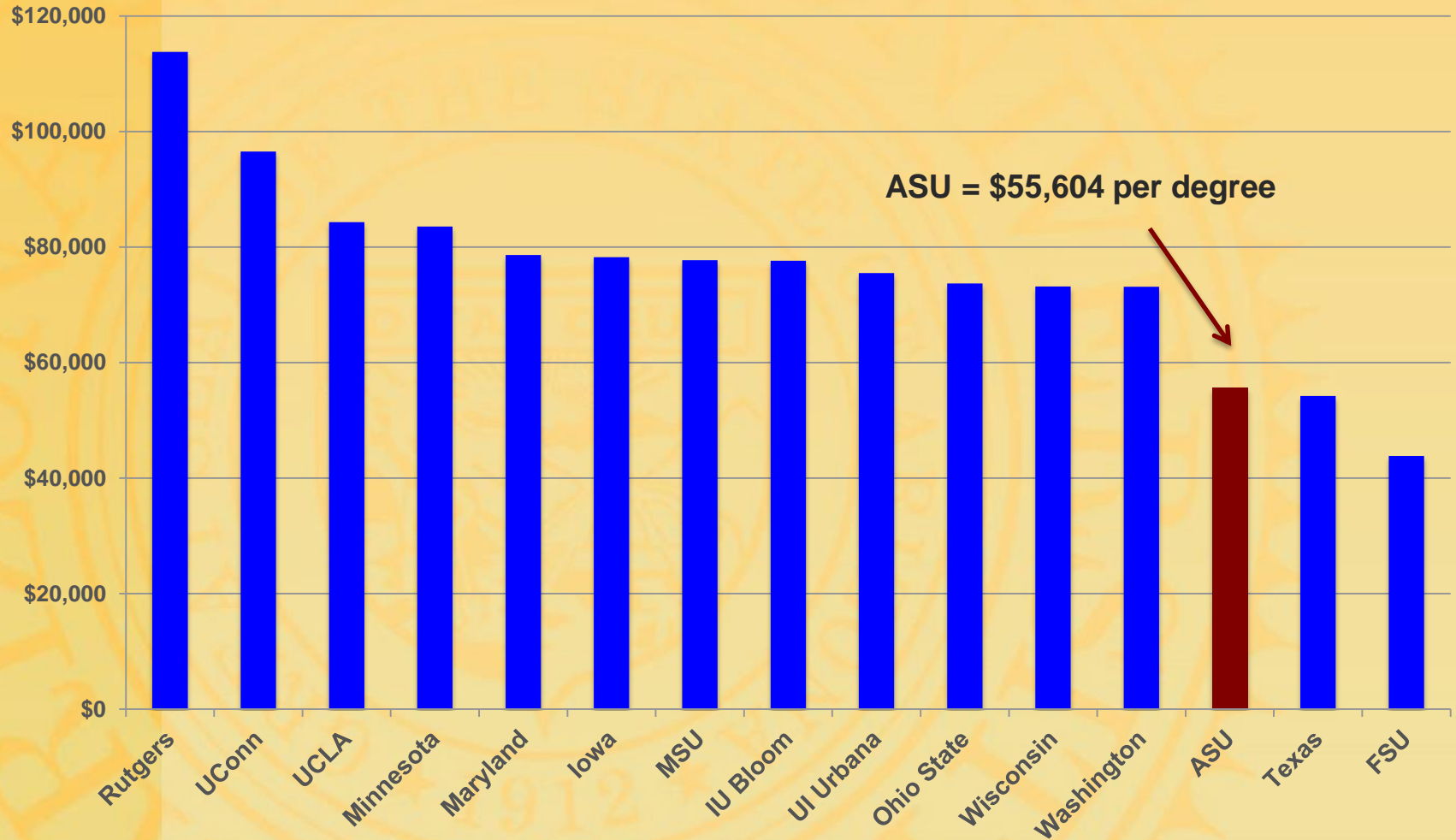
- **28% below** the median of the ASU peers
- **24% below** the median of all public VH research universities (\$73,200)
- **21% below** public VH research universities without medical schools (\$70,500)

**If costs were at the national median, ASU would be spending about \$250 to \$300 million more annually**

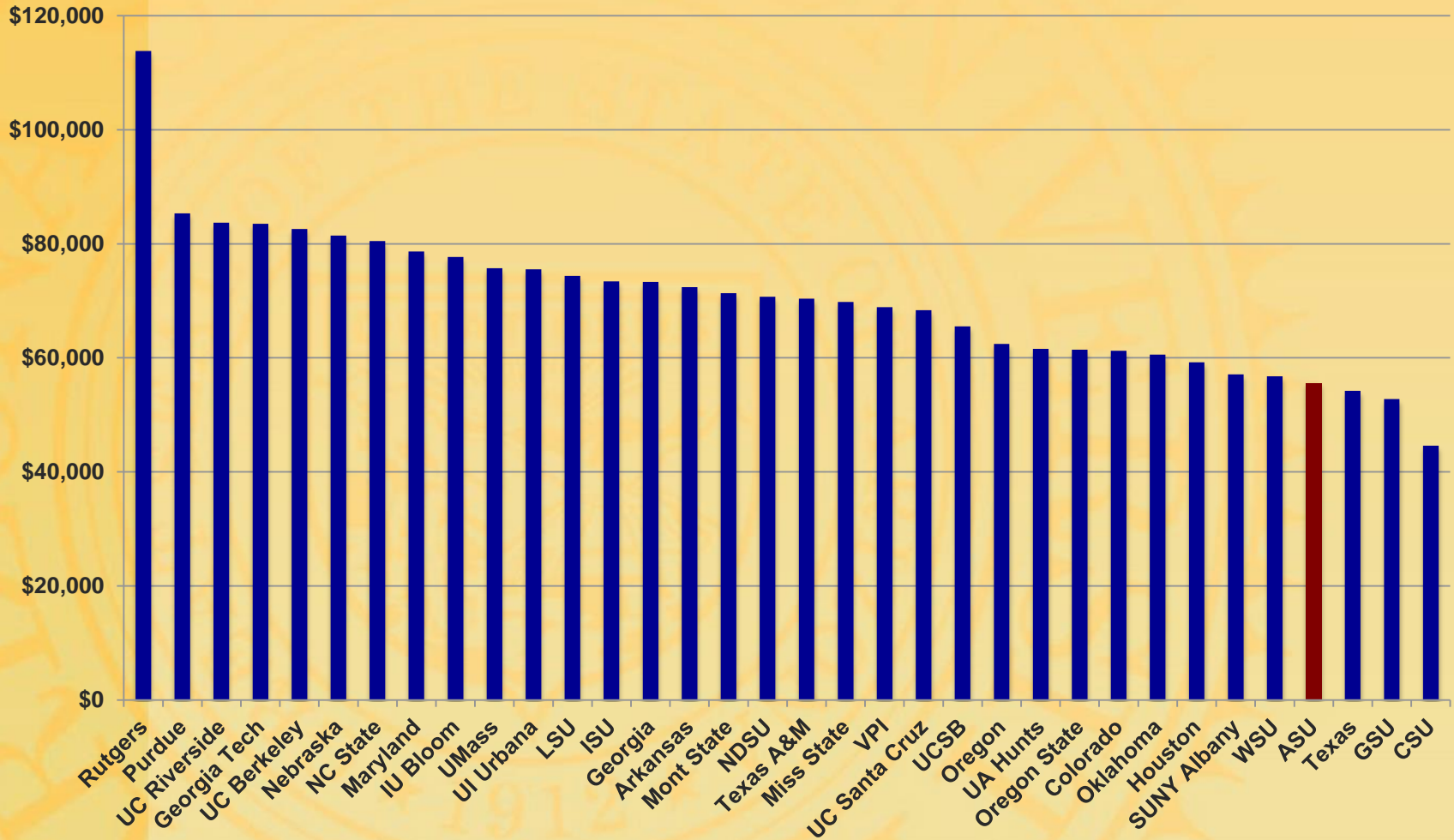
# Net Tuition, Fees, and State Appropriations per Degree All Public Very High Research Universities IPEDS FY2012



# Net Tuition, Fees, and State Appropriations per Degree ASU Peers IPEDS FY2012

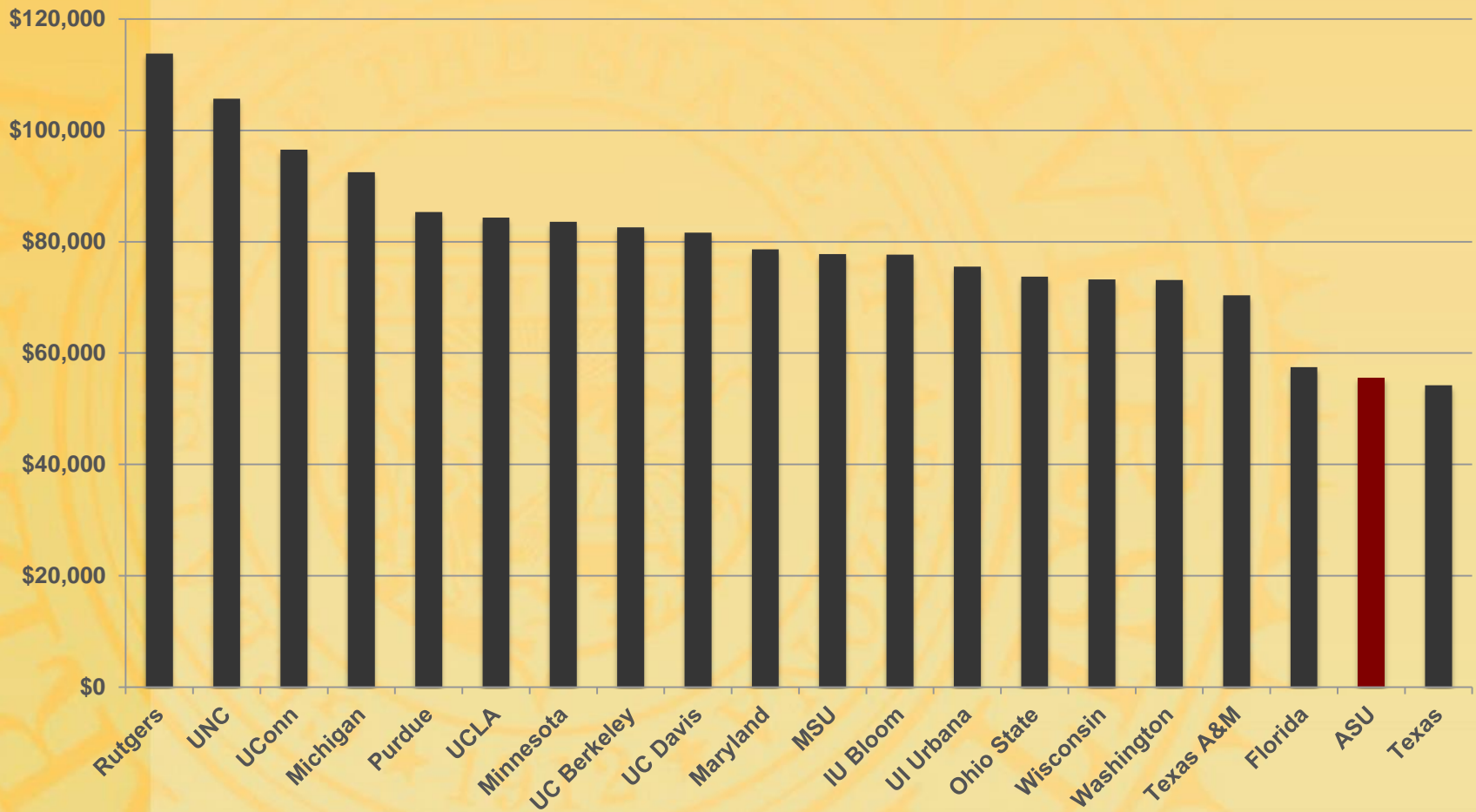


## Net Tuition, Fees and State Appropriation per Degree Very High Research Publics without Medical Schools IPEDS FY2012

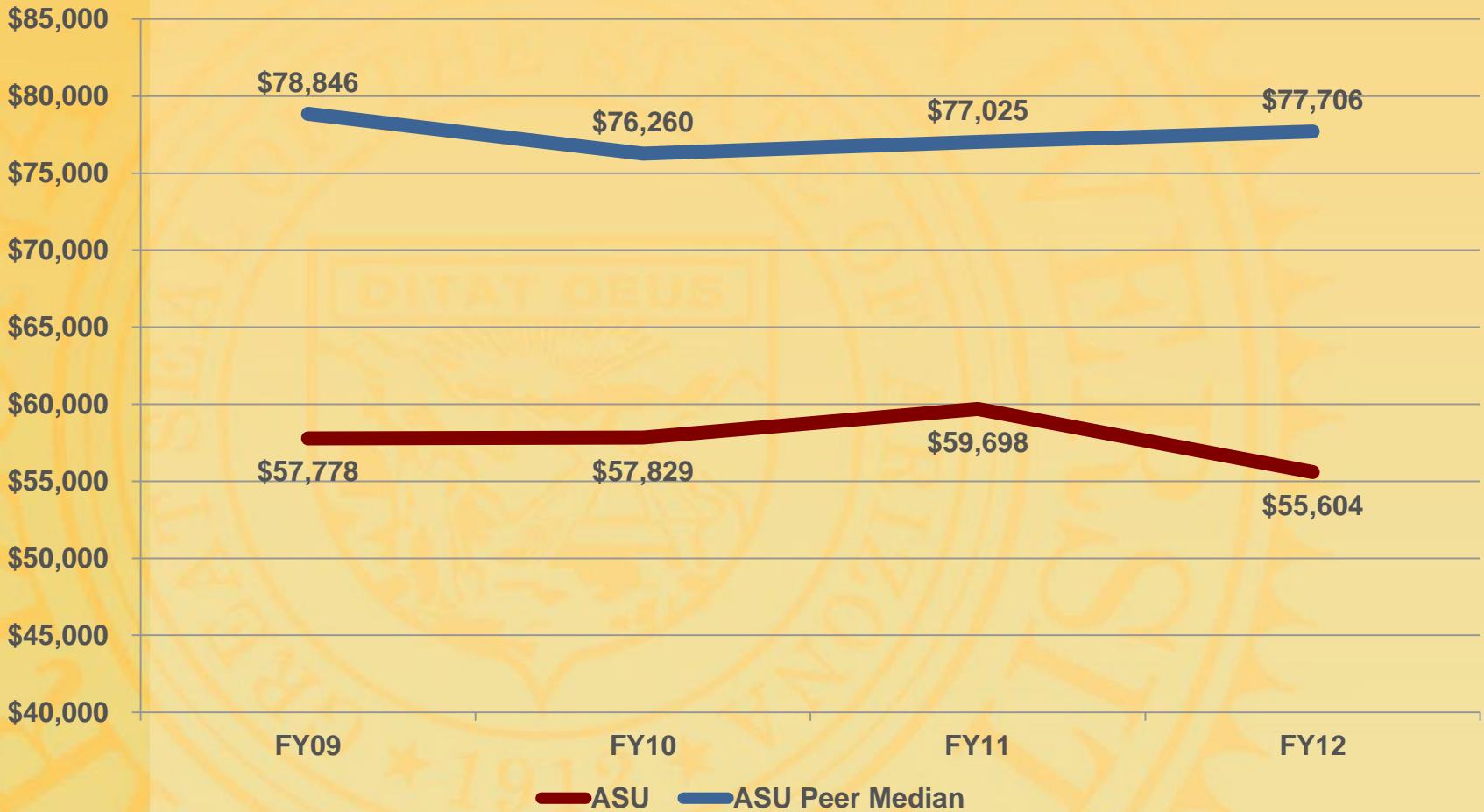




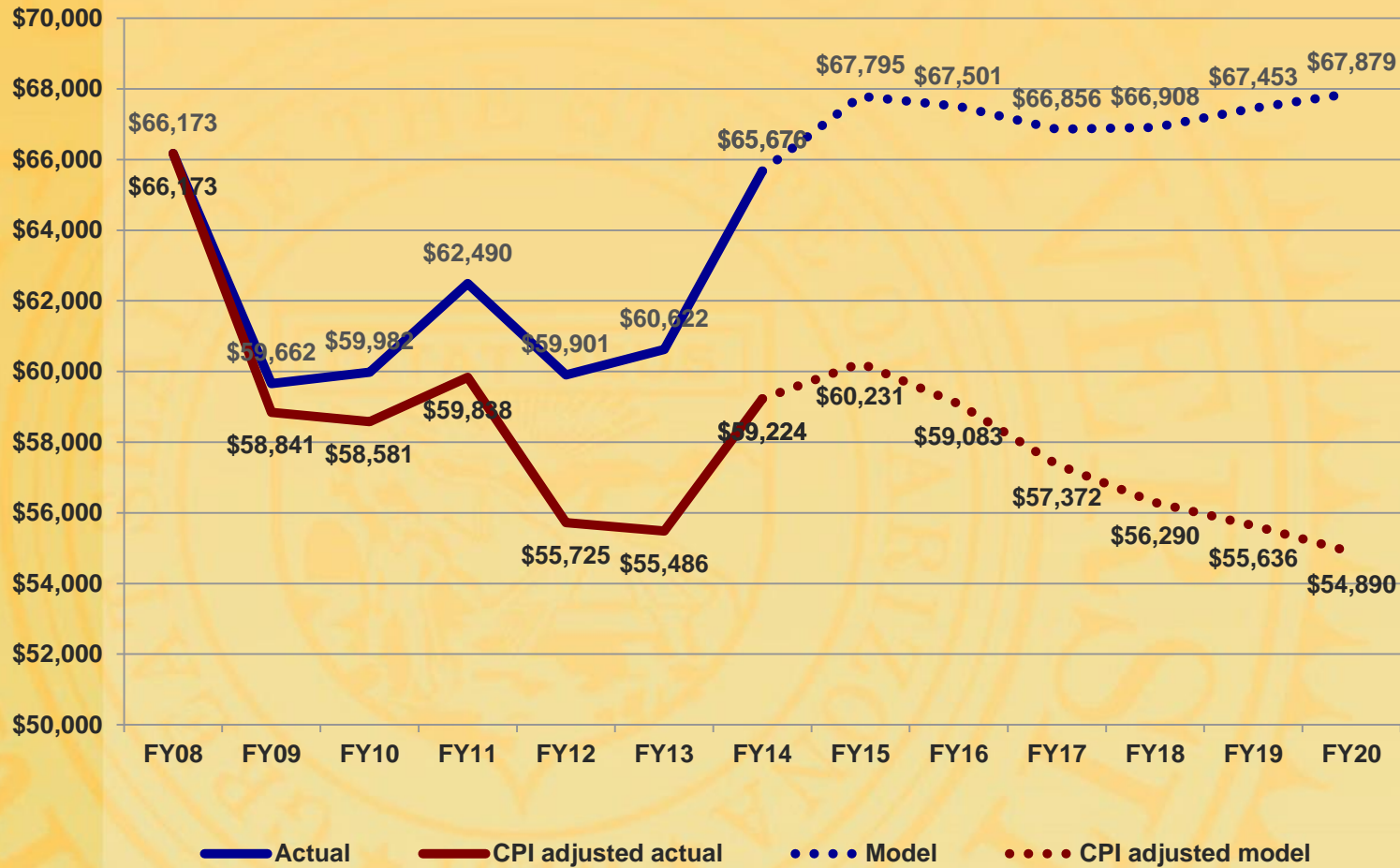
# Net Tuition, Fees, and State Appropriations per Degree Very High Research Publics Over \$700M IPEDS FY2012



# Net Tuition, Fees and State Appropriation per Degree ASU vs. ASU Peer Median IPEDS FY09 to FY12



## Gross Tuition, Fees and State Appropriation per Degree FY08 to FY20

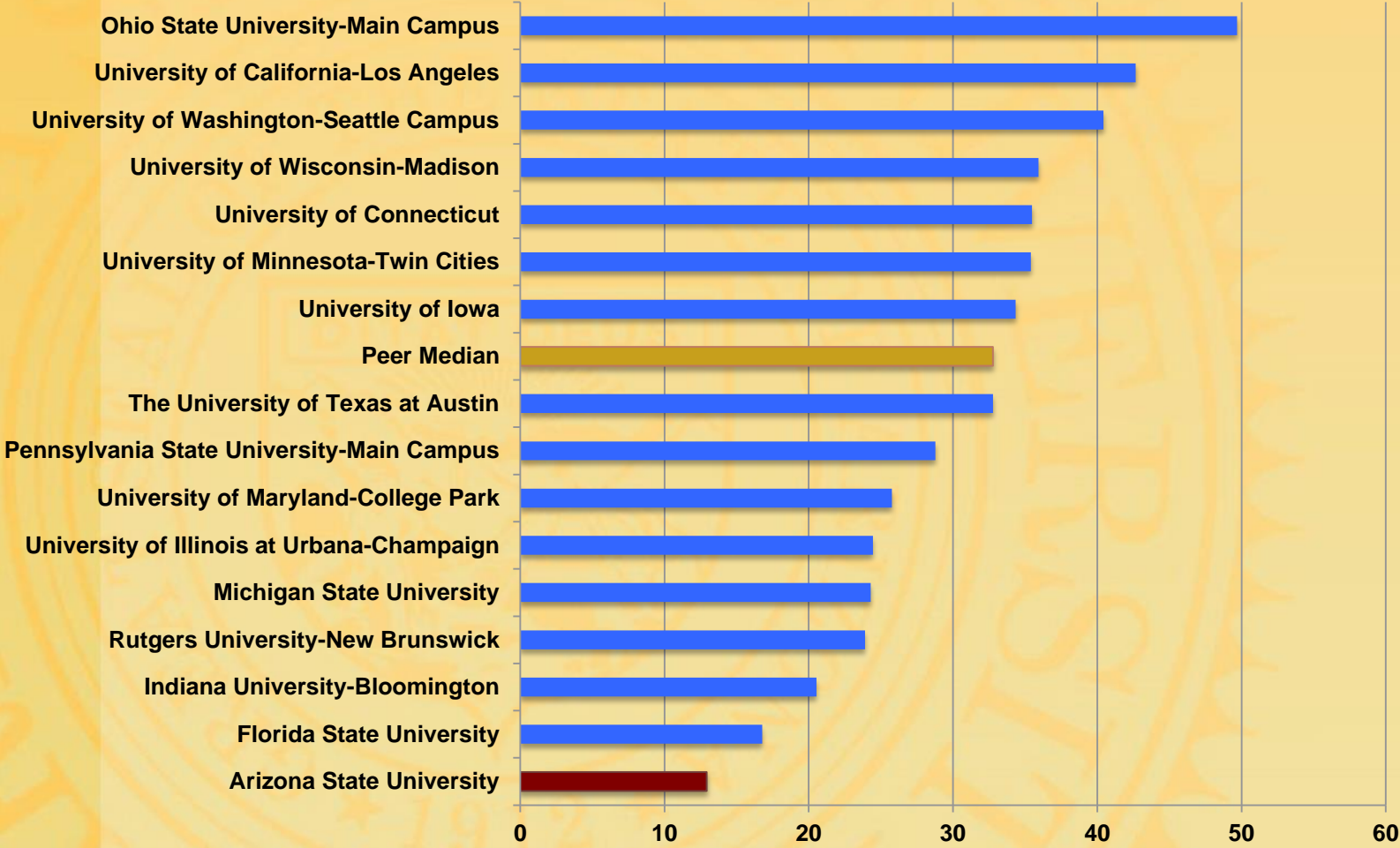


# **ASU Strategic Enterprise Planning: Staffing Efficiency**

**ASU will continue to be an innovative and productive organization that requires fewer personnel per student than its peers.**

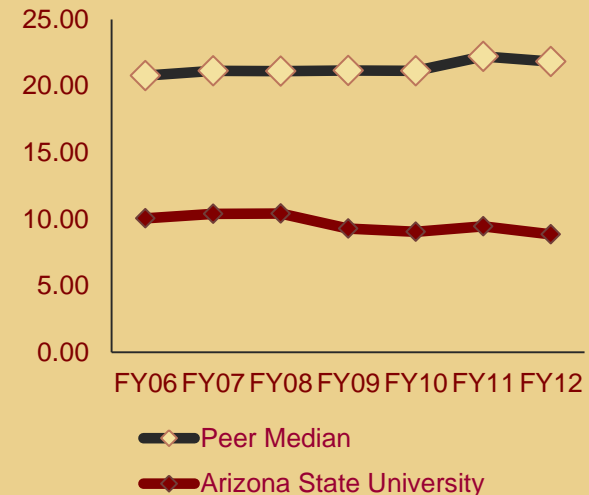


# FY12 Total Employees per 100 FTE Students



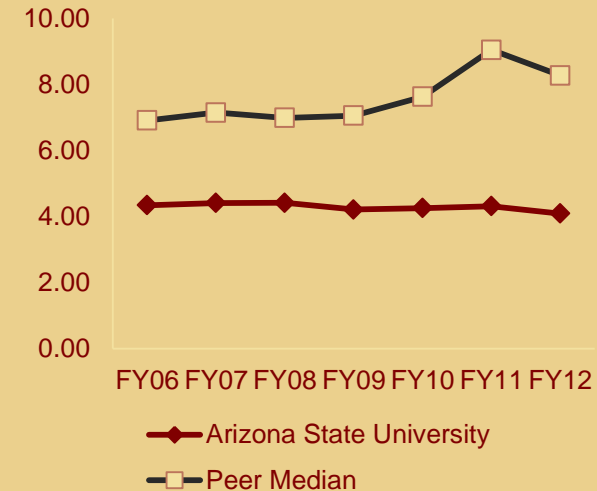
# Full Time Non-Faculty Employees Per 100 FTE Students (Includes Medical School Employees)

	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Arizona State University	10.05	10.39	10.42	9.29	9.05	9.45	8.84
Florida State University	11.77	12.07	12.70	11.61	11.39	11.38	11.52
Indiana University-Bloomington	16.40	16.30	15.98	14.24	14.11	13.85	13.96
Michigan State University	17.28	17.59	17.87	18.04	17.88	19.04	18.22
Ohio State University-Main Campus	22.96	23.07	40.83	41.02	41.39	42.03	42.24
Pennsylvania State University-Main Campus	20.77	21.14	21.10	21.15	21.13	22.21	20.74
Rutgers University-New Brunswick	17.12	16.87	16.27	15.46	14.92	15.58	15.63
The University of Texas at Austin	18.35	18.62	19.67	19.09	19.08	20.42	27.34
University of California-Los Angeles	33.16	28.30	28.83	29.78	30.11	32.77	31.03
University of Connecticut	23.78	24.03	23.73	22.89	27.21	30.75	26.09
University of Illinois at Urbana-Champaign	19.01	19.44	20.43	19.87	18.41	19.14	18.47
University of Iowa	23.80	23.23	23.76	23.70	22.96	27.11	24.52
University of Maryland-College Park	14.45	14.53	14.72	14.49	13.99	15.16	15.45
University of Minnesota-Twin Cities	26.69	24.62	25.93	24.45	24.14	27.11	23.79
University of Washington-Seattle Campus	29.08	31.82	32.92	27.47	30.77	35.09	24.61
University of Wisconsin-Madison	24.05	24.21	24.58	25.38	25.62	29.85	21.84
<b>Peer Median</b>	<b>20.77</b>	<b>21.14</b>	<b>21.10</b>	<b>21.15</b>	<b>21.13</b>	<b>22.21</b>	<b>21.84</b>



## Full Time Postsecondary Teacher Employees Per 100 FTE Students (Includes Medical School Employees)

	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Arizona State University	4.34	4.41	4.42	4.21	4.26	4.32	4.09
Florida State University	4.85	4.95	5.01	4.78	5.06	6.16	5.25
Indiana University-Bloomington	5.05	5.07	5.03	6.05	6.45	7.04	6.57
Michigan State University	6.00	6.04	6.06	6.02	6.17	6.73	6.09
Ohio State University-Main Campus	6.34	6.42	6.58	6.59	7.38	9.04	7.45
Pennsylvania State University-Main Campus	7.24	7.34	7.29	7.26	7.63	8.25	8.05
Rutgers University-New Brunswick	7.19	7.15	6.99	7.06	7.58	9.90	8.27
The University of Texas at Austin	5.36	5.15	5.31	5.37	5.48	6.11	5.43
University of California-Los Angeles	9.80	9.46	9.44	9.19	10.16	14.04	11.63
University of Connecticut	6.91	6.90	6.81	6.62	7.76	8.49	9.40
University of Illinois at Urbana-Champaign	5.56	5.66	5.63	5.60	6.06	7.34	5.98
University of Iowa	8.78	8.58	9.00	8.88	9.44	10.80	9.83
University of Maryland-College Park	8.83	8.68	8.64	8.85	10.00	12.21	10.31
University of Minnesota-Twin Cities	6.72	10.41	9.84	9.49	10.20	12.16	11.60
University of Washington-Seattle Campus	10.24	9.39	9.70	8.32	10.15	12.35	15.82
University of Wisconsin-Madison	8.01	7.93	7.96	8.11	8.91	10.55	14.09
Peer Median	6.91	7.15	6.99	7.06	7.63	9.04	8.27



Full-time faculty whose principal activities are for instruction, research, or public service. They may hold academic rank titles of professor, associate professor, assistant professor, instructor, lecturer or equivalent of any of those academic ranks.

# **ASU Strategic Enterprise Planning: Efficient Facility Use**

**ASU will continue to use its facilities intensively to reduce the need for new capital expenditures.**

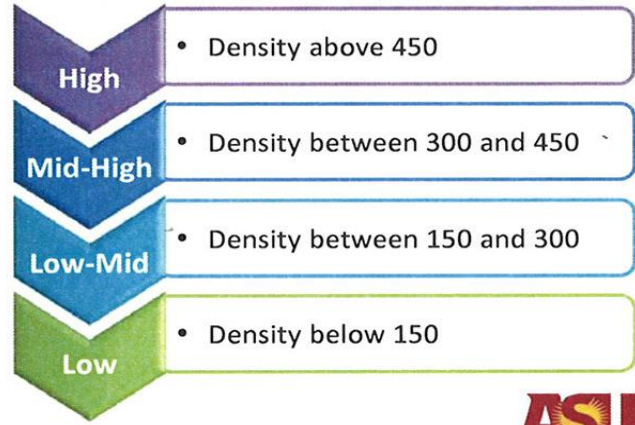
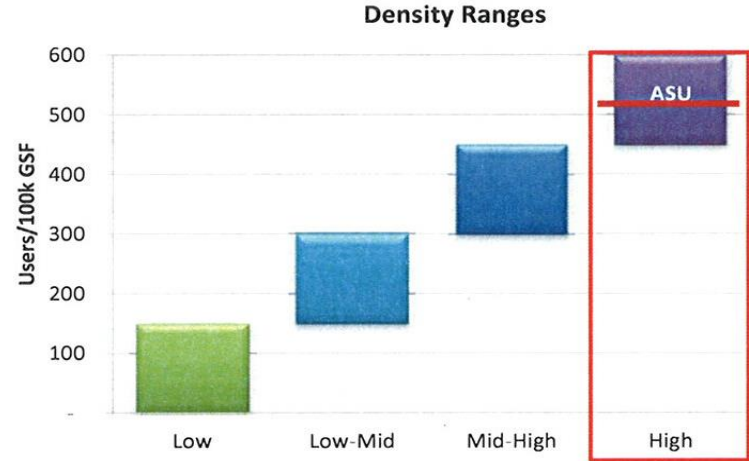
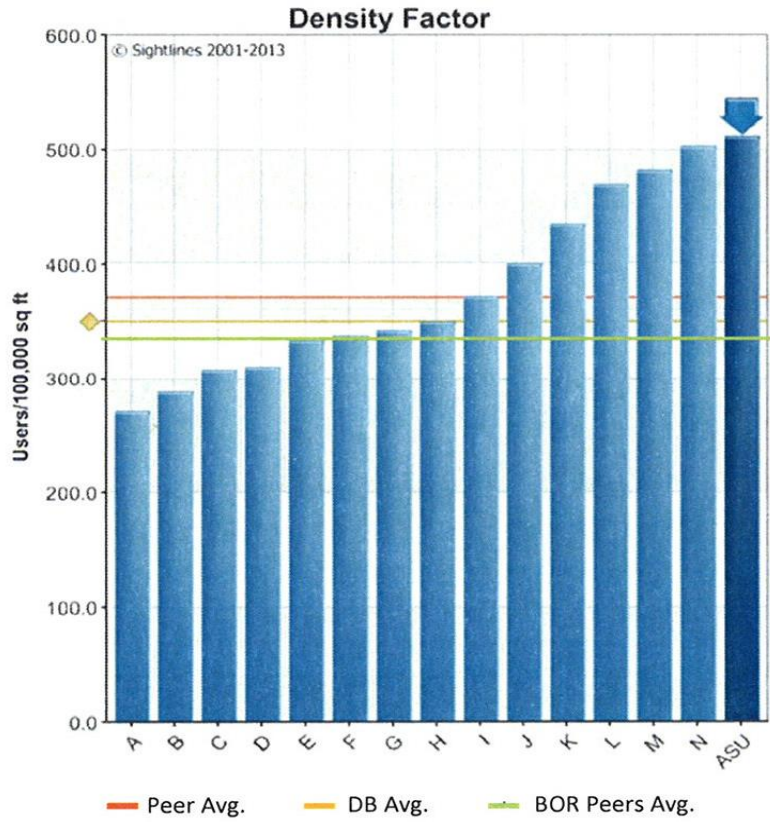


# ASU's density factor in context

ASU's density is the highest among peers



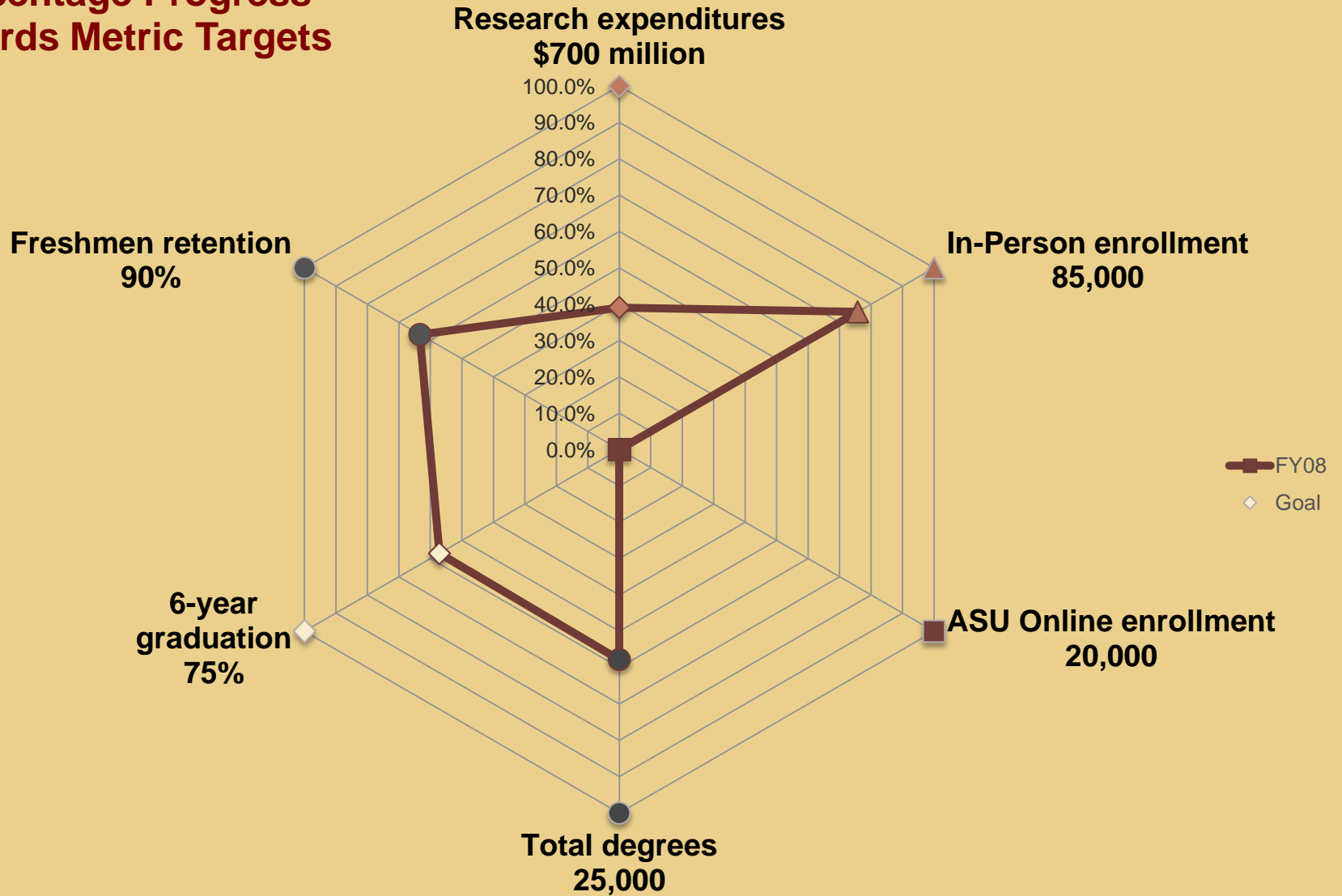
Sightlines



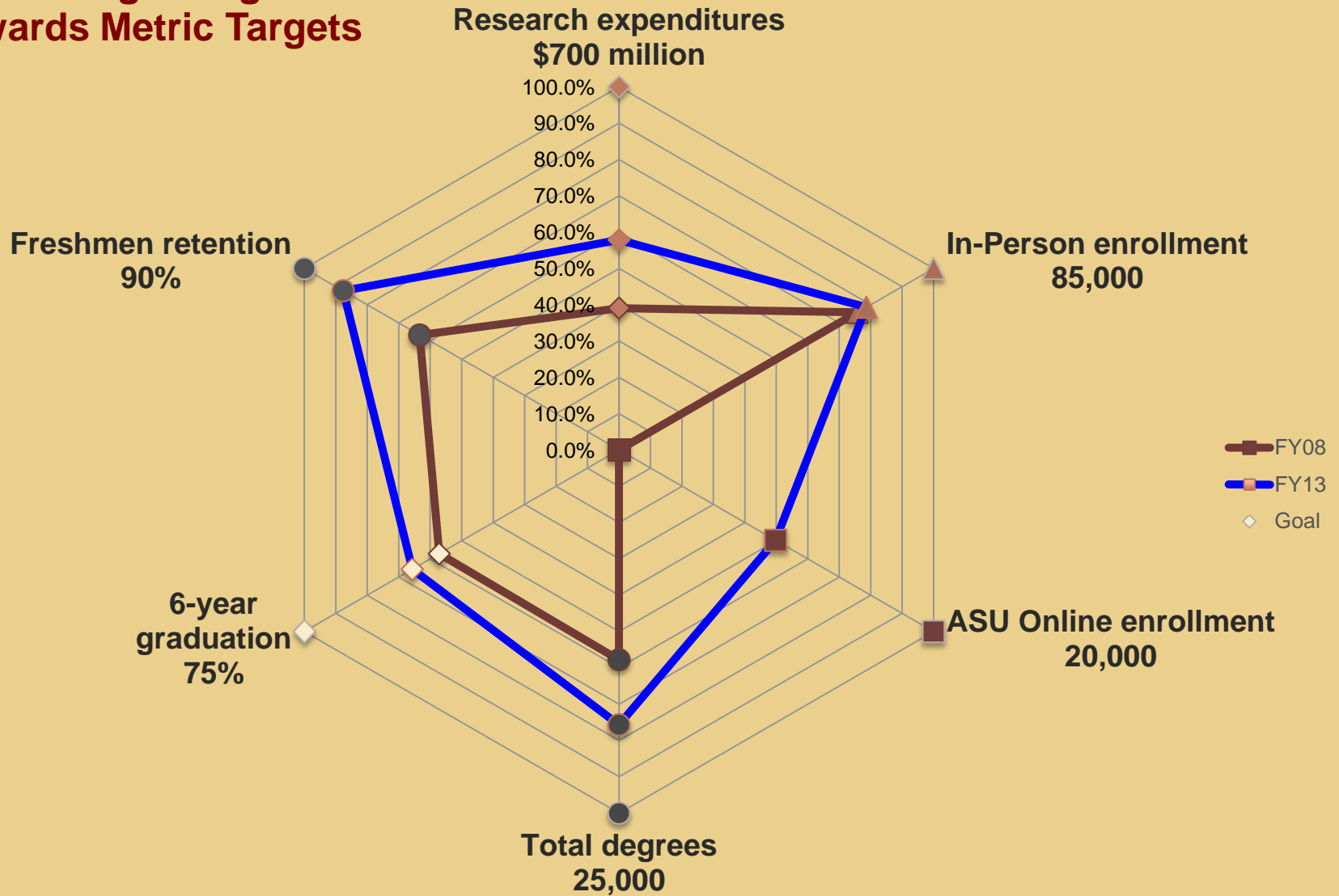


# Progress: ABOR Metrics

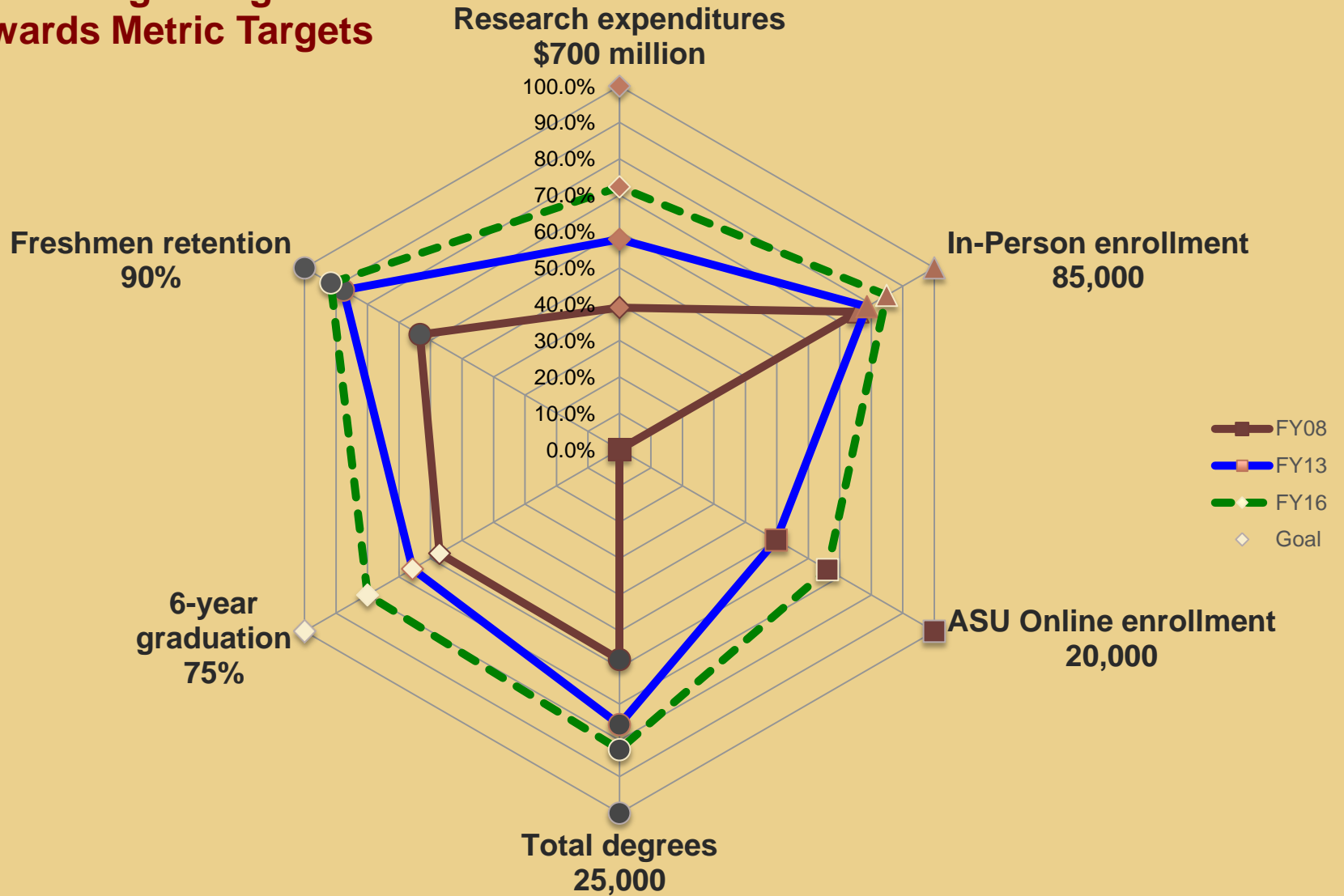
# Percentage Progress Towards Metric Targets



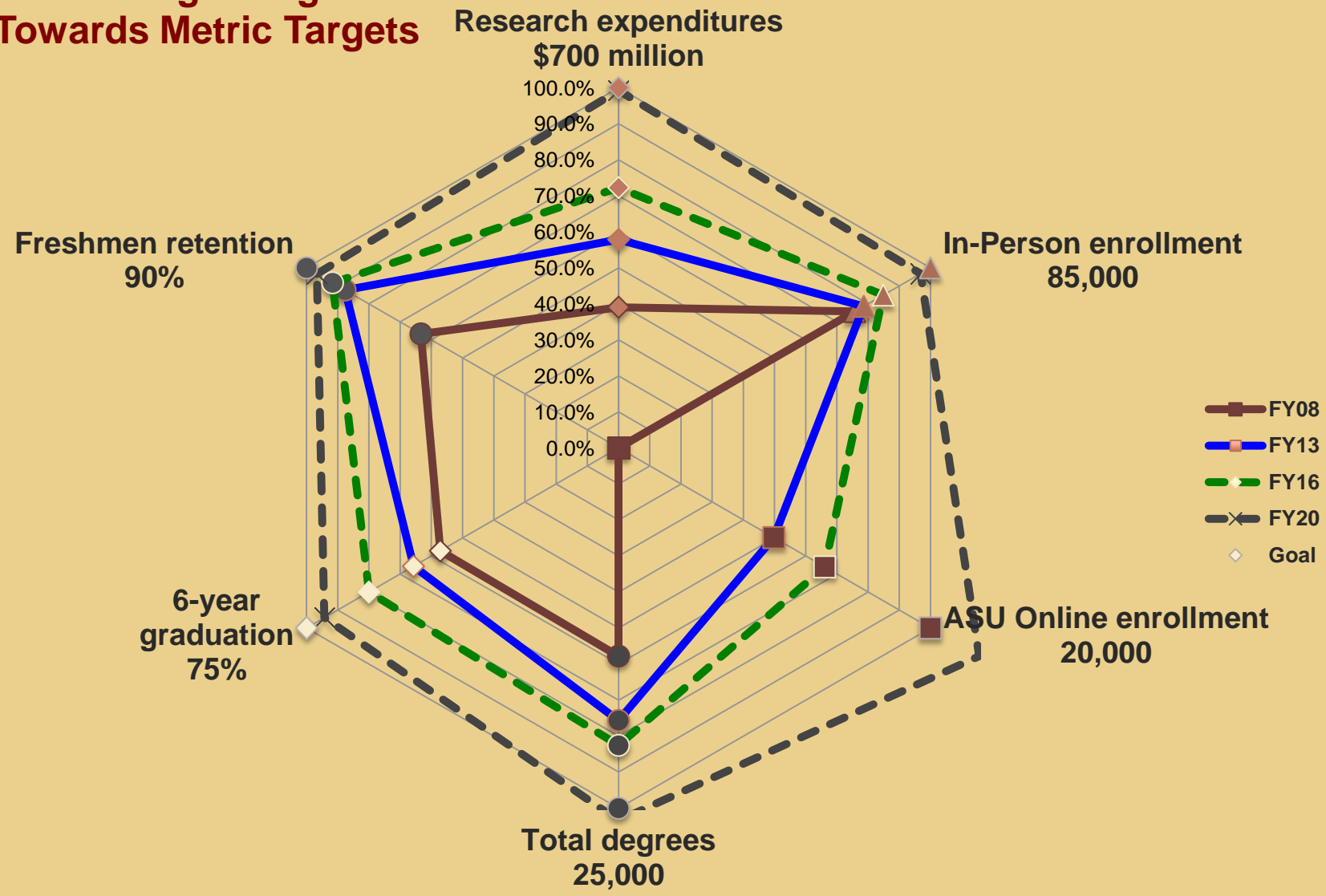
# Percentage Progress Towards Metric Targets



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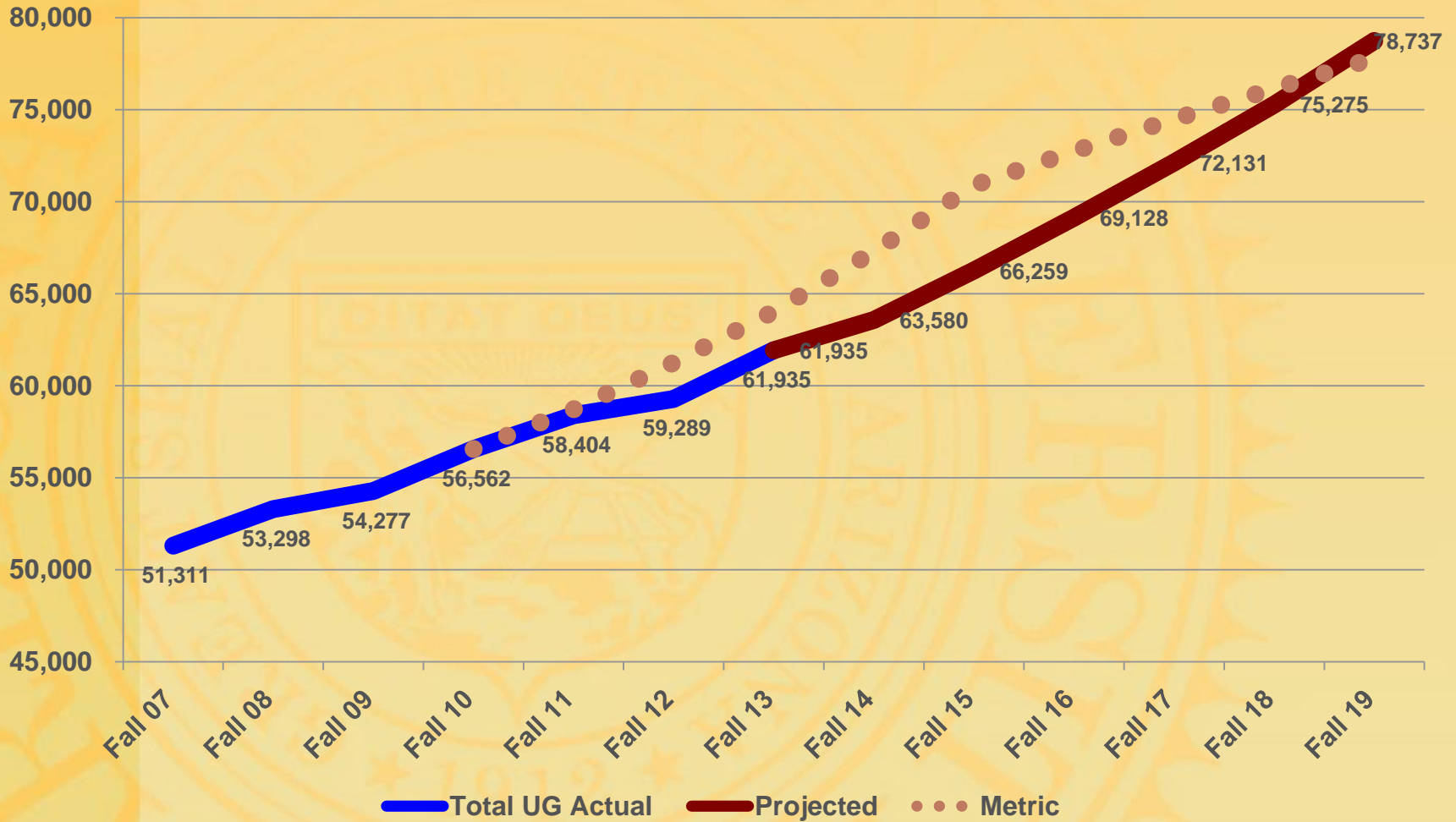


# Percentage Progress Towards Metric Targets

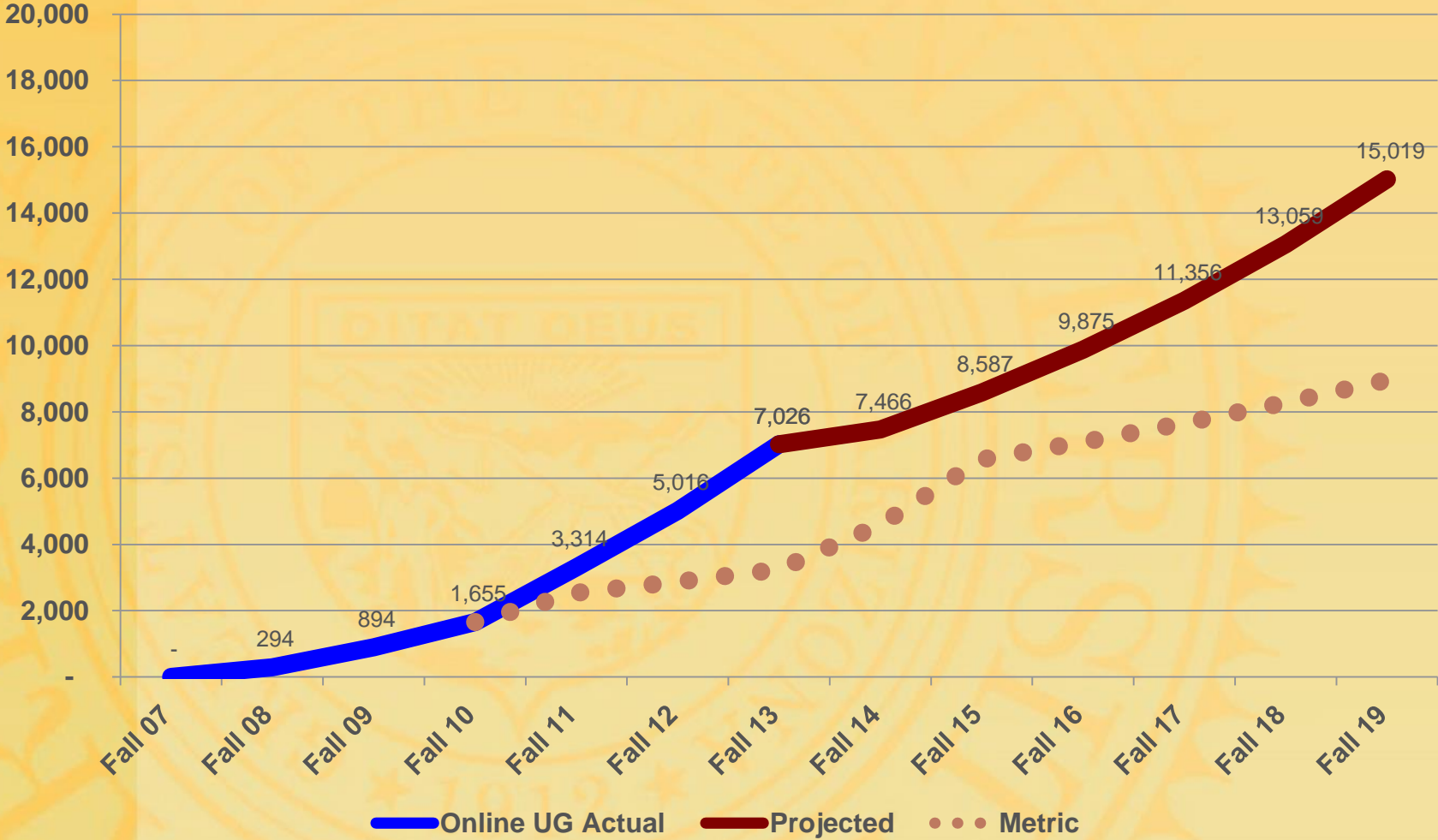




# Total Undergraduate Enrollment Actual and Projected vs. Metric Target

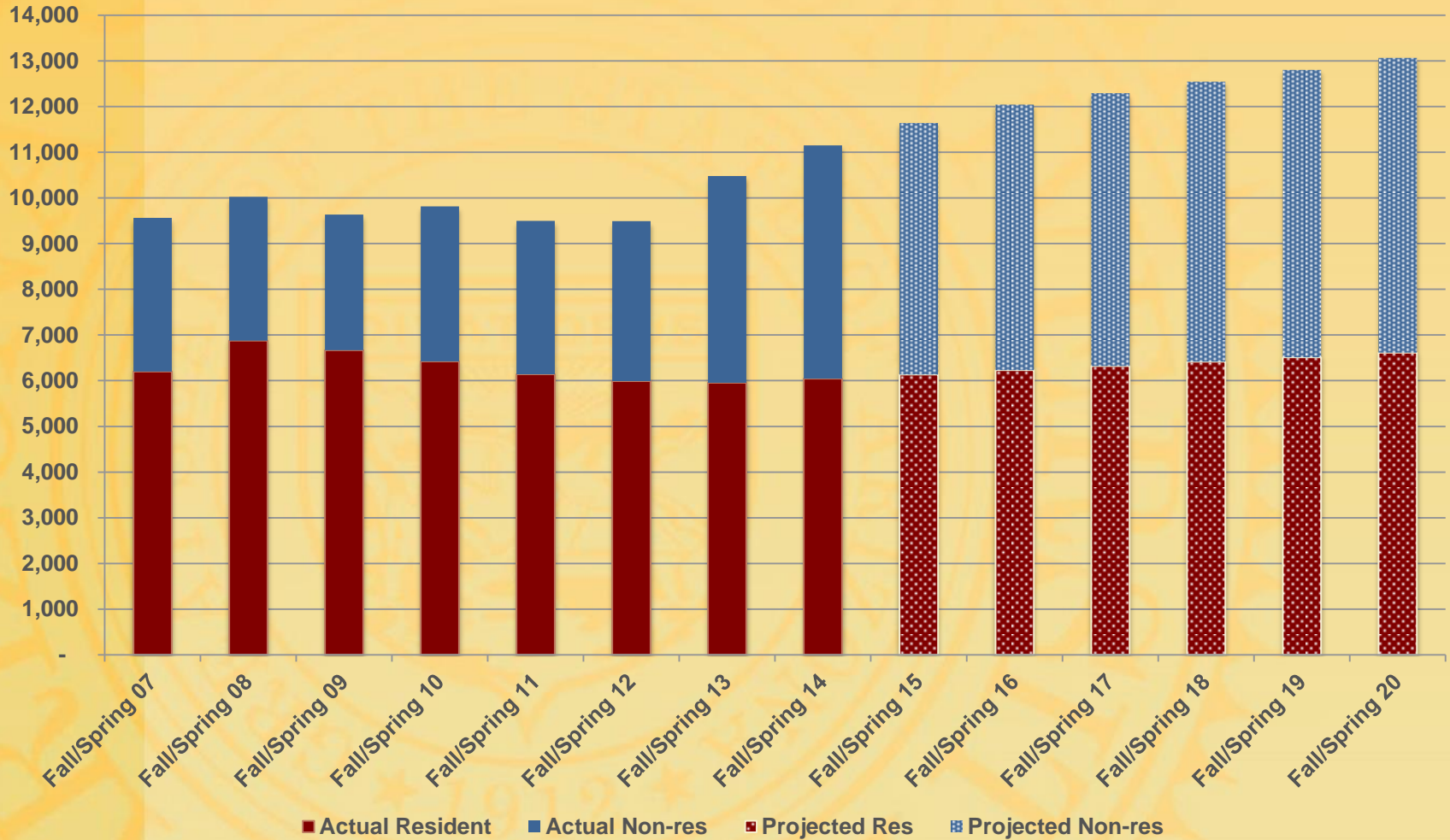


# Online Undergraduate Enrollment Actual and Projected vs. Metric Target

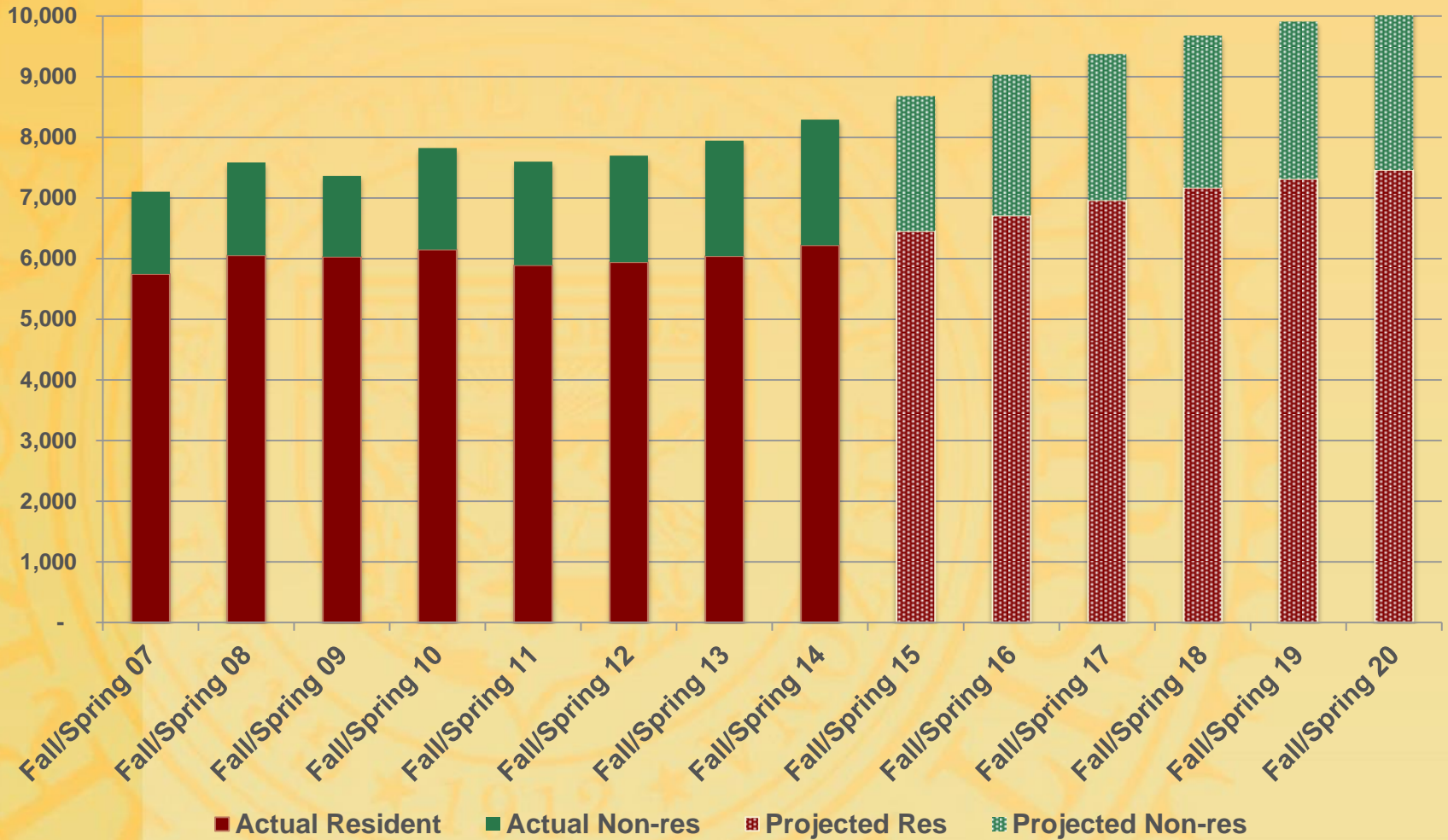




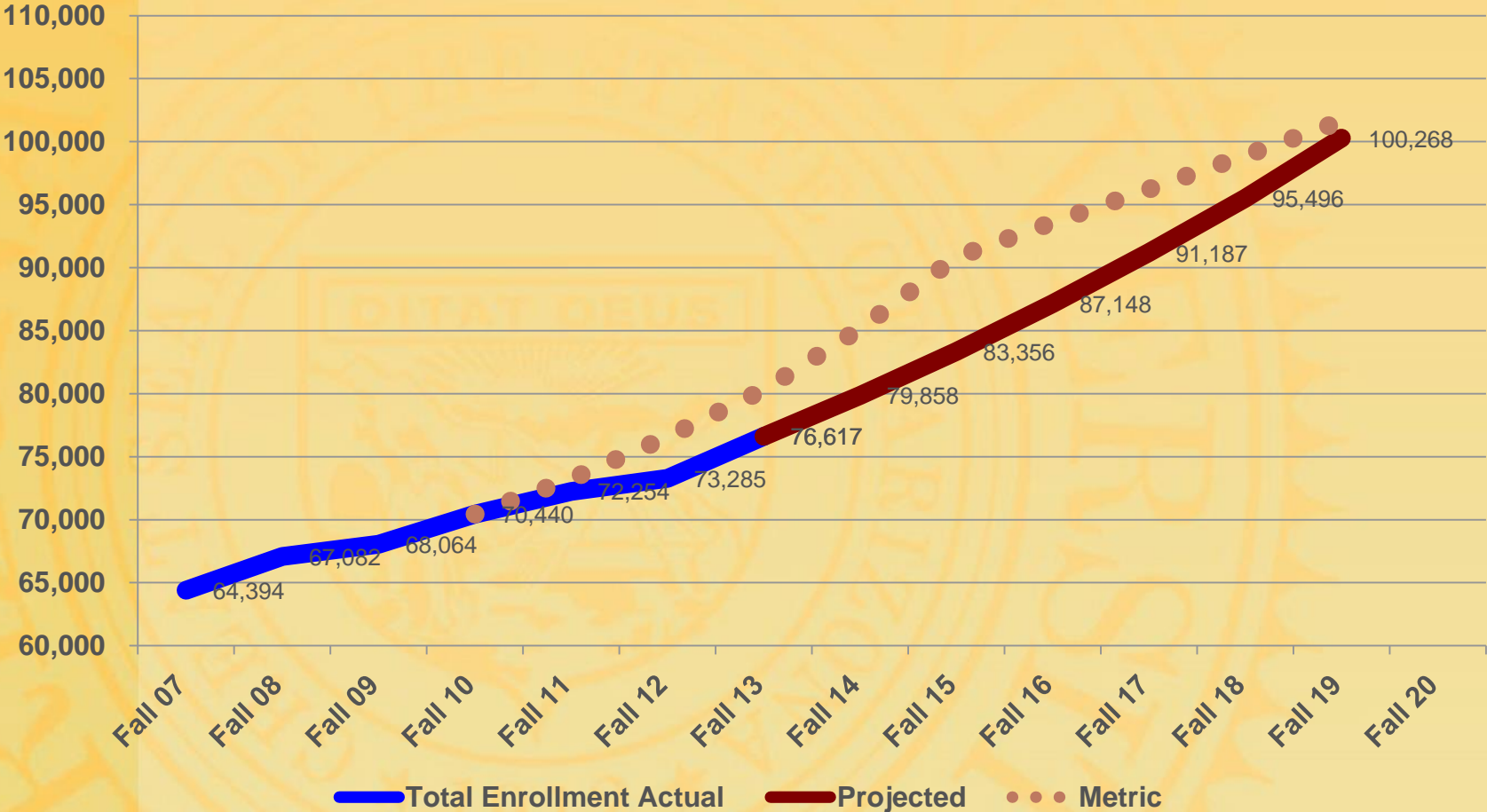
## Total Freshman Intake Projections Fall/Spring 2014 to Fall/Spring 2020



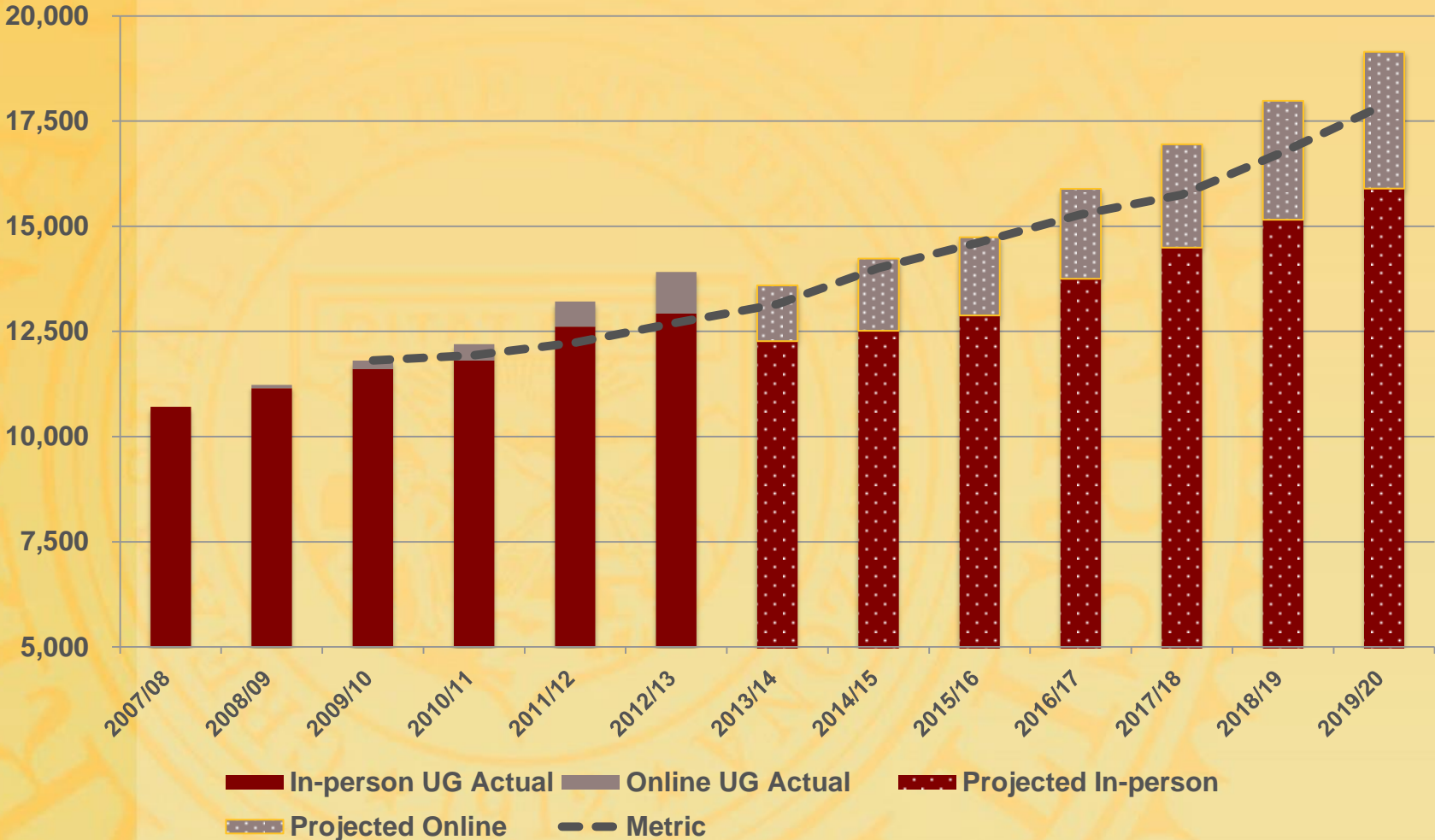
## Total Transfer Intake Projections Fall/Spring 2014 to Fall/Spring 2020



# Total Enrollment Actual and Projected vs. Metric Target

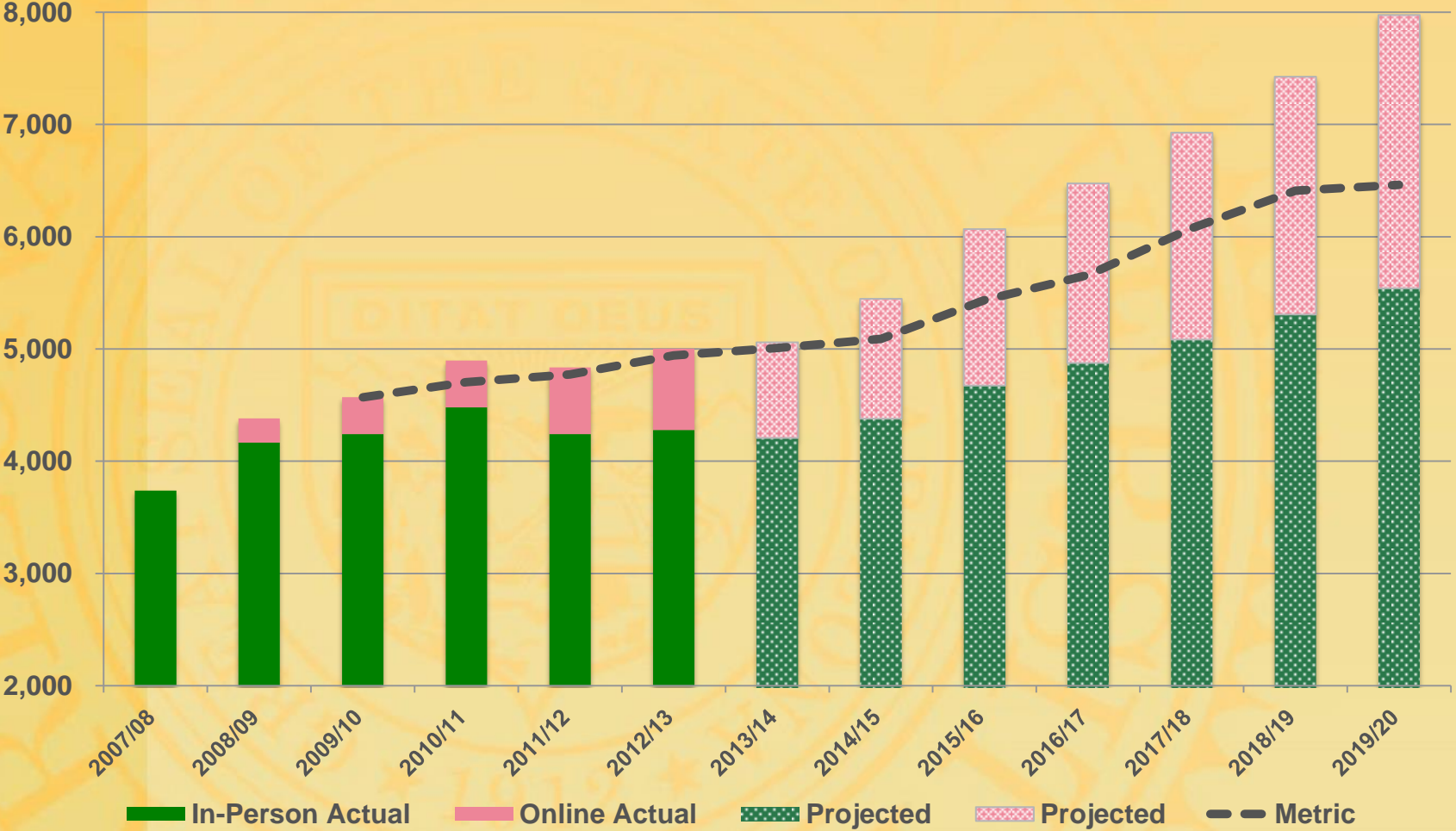


# Total Undergraduate Degrees Actual and Projected vs. Metric Target



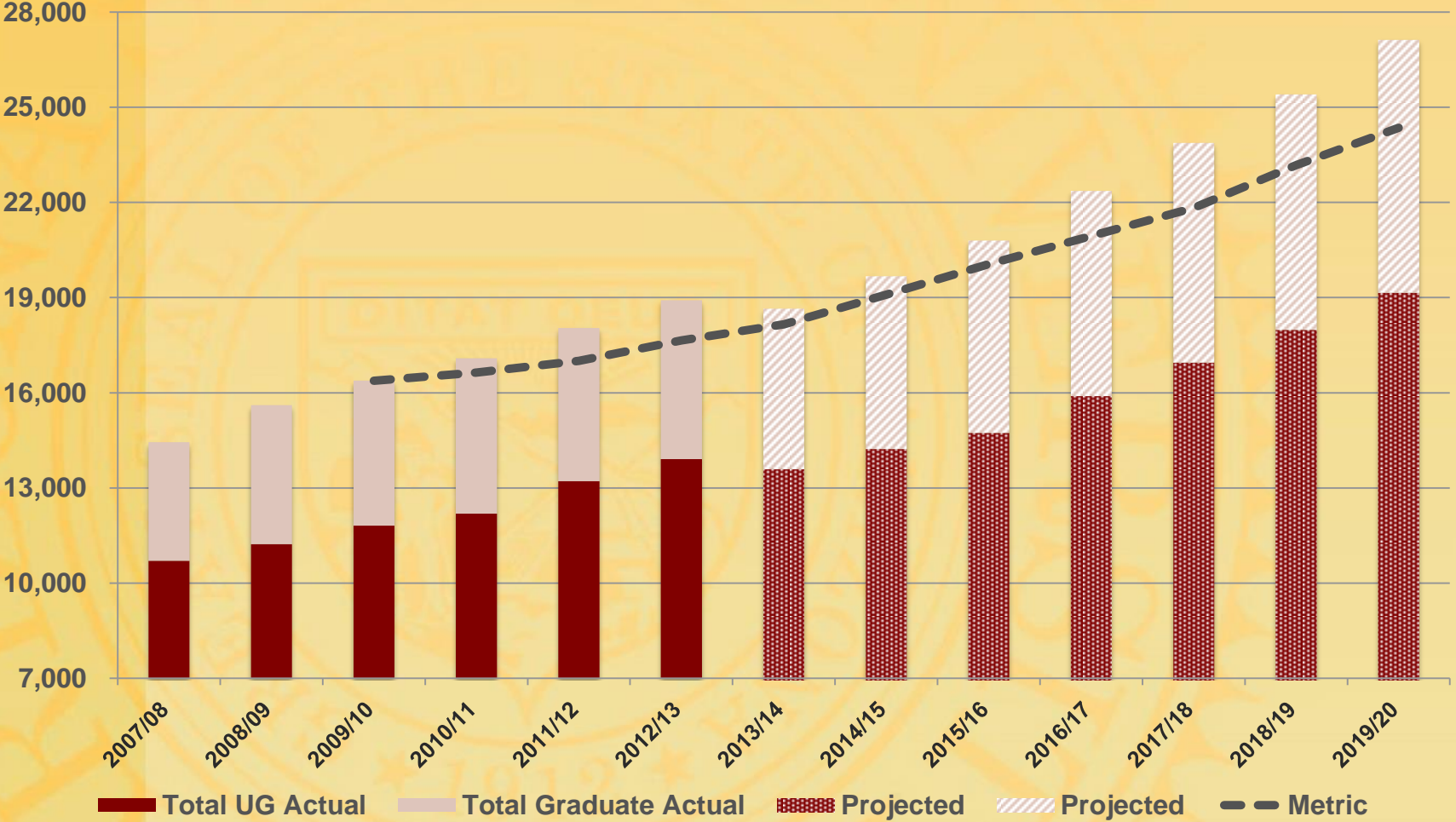


# Total Graduate Degrees Actual and Projected vs. Metric Target

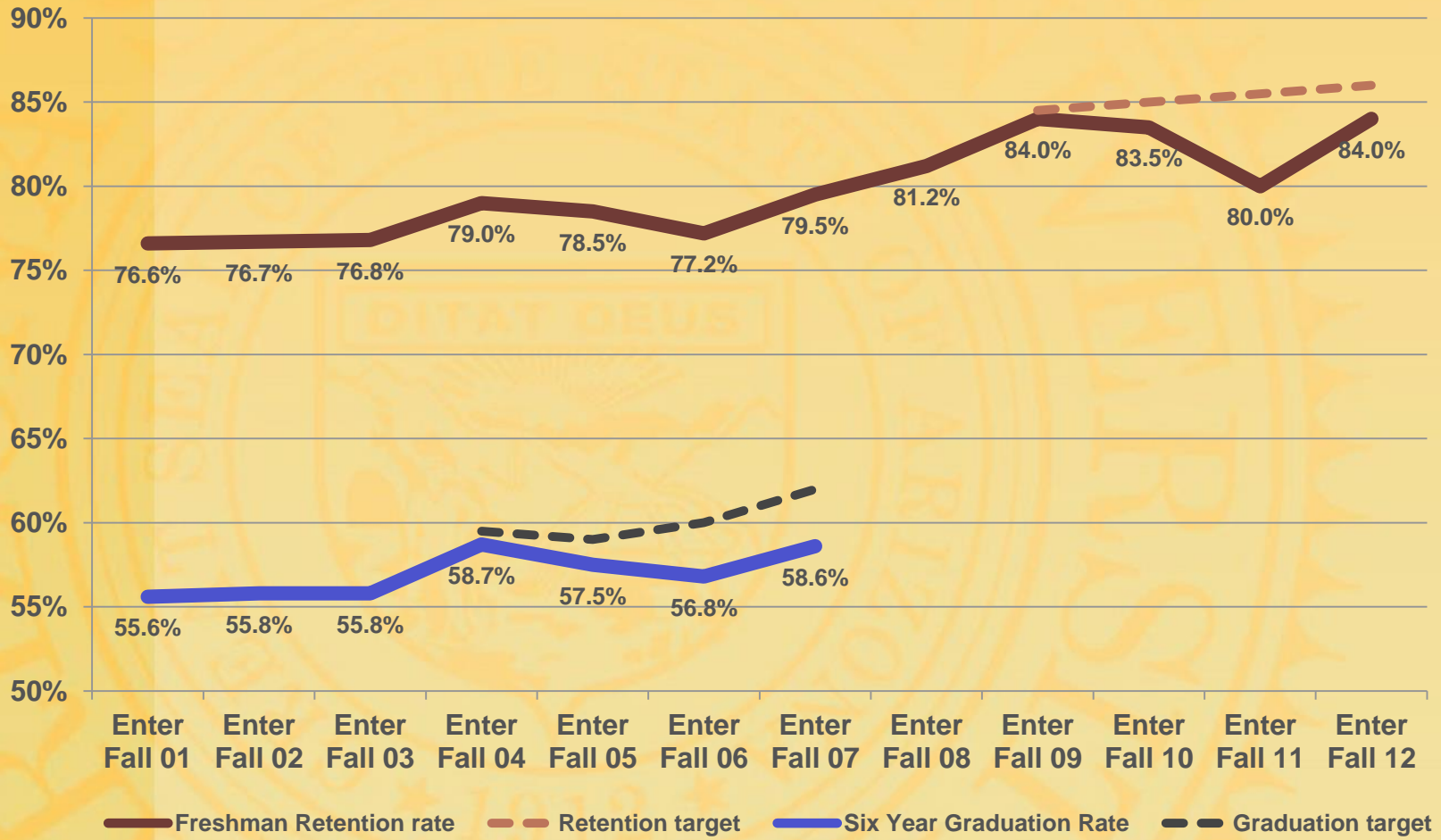




# Total Degrees Actual and Projected vs. Metric Target



## First Year Retention and Six Year Graduation of Students Entering as Freshmen from Fall 2001 to Fall 2012



## Student Satisfaction: Survey of Graduating Students

	AY09	AY10	AY11	AY12	AY13
<b>Student Learning ratings of "Very Much" or "Quite a Bit":</b>					
<b>Thinking Critically and Analytically</b>	85%	88%	86%	86%	87%
<b>Analyzing Quantitative Problems</b>	74%	77%	77%	77%	78%
<b>Writing Clearly and Effectively</b>	72%	73%	73%	72%	74%

### Overall Experience ratings

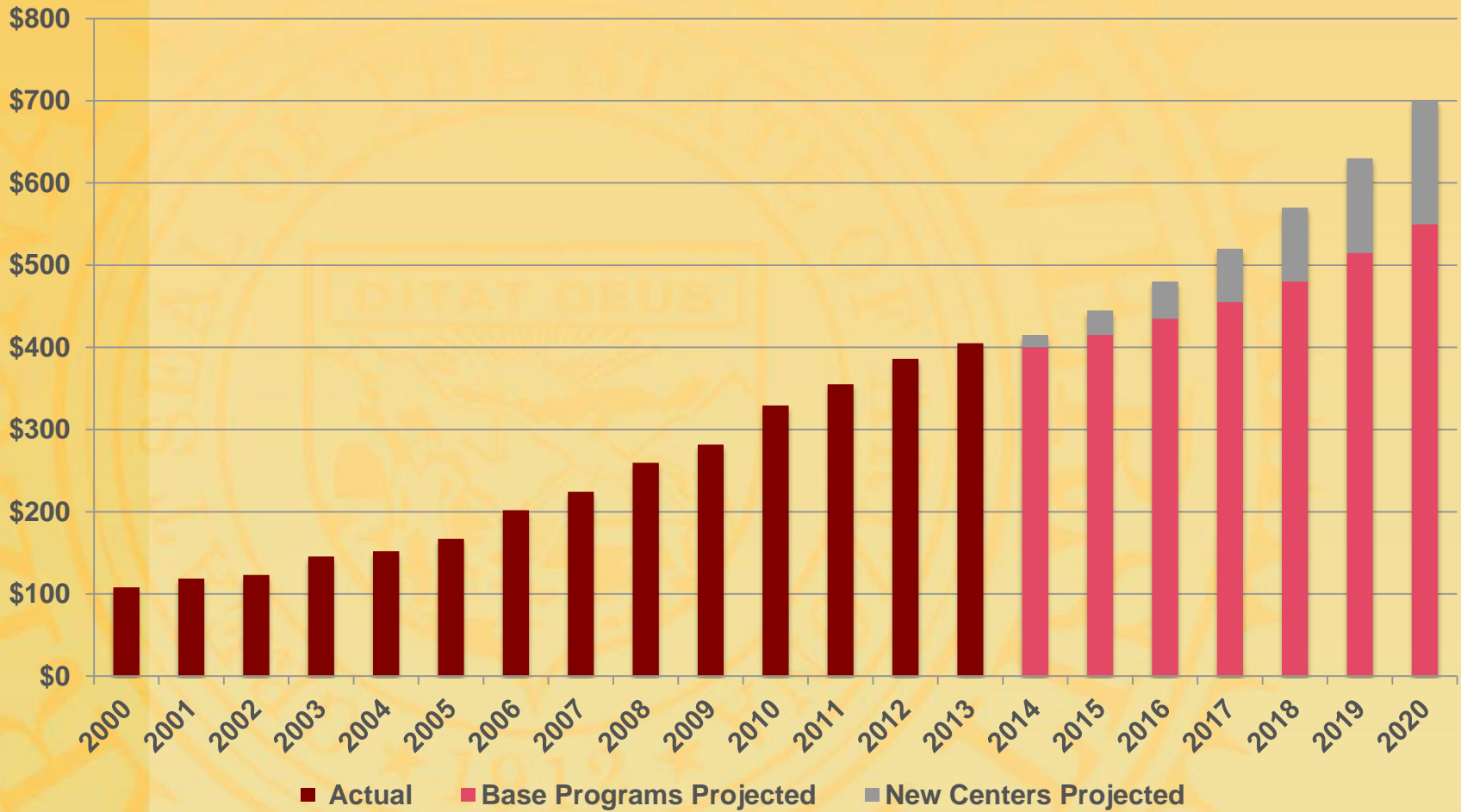
#### Undergraduate Experience

<b>Very Satisfied</b>	34%	32%	33%	34%	37%
<b>Satisfied</b>	59%	60%	60%	58%	55%
<b>Total</b>	93%	92%	93%	92%	92%

#### Entire Educational Experience

<b>Excellent</b>	38%
<b>Good</b>	49%
<b>Total</b>	87%

## Research Expenditures FY2000 to FY2020 (\$ millions)







# Progress: Financial Measures



Arizona State University  
Credit Ratings  
FY2004 through FY2013

Fiscal Year	Moody's Rating			Standard & Poor's (S&P) Ratings		
	SRBs	COPs & SPEED	Outlook	SRBs	COPs & SPEED	Outlook
2004	Aa3	A1	Stable	AA	AA-	Stable
2005	Aa3	A1	Stable	AA	AA-	Stable
2006	Aa3	A1	Stable	AA	AA-	Stable
2007	Aa3	A1	Stable	AA	AA-	Stable
2008	Aa3	A1	Stable	AA	AA-	Stable
2009	Aa3	A1	Stable	AA	AA-	Stable
2010	Aa3	A1	Stable	AA	AA-	Negative
2011	Aa3	A1	Stable	AA	AA-	Negative
2012	Aa3	A1	Stable	AA	AA-	Stable
2013	Aa3	A1	Stable	AA	AA-	Stable

Rating Factors

Positive rating factors include ASU's role as a large and growing university with co-flagship status in the Arizona public higher-education system, in addition to ASU's healthy student market and growing demand, increasing research profile, and consistent positive operating results.

Offsetting factors include high debt levels and thin balance sheet resources, in addition to state funding cuts in recent years.

High levels of future debt will put pressure on ASU's ratings and may result in a downgrade by one or both agencies.

## ASU and ASU Peers Moody's and S&P Bond Ratings

	FY2009		FY2010		FY2011		FY2012		FY2013	
	Moody's	S&P	Moody's	S&P	Moody's	S&P	Moody's	S&P	Moody's	S&P
<b>Arizona State University</b>	<b>Aa3</b>	<b>AA</b>	<b>Aa3</b>	<b>AA</b>	<b>Aa3</b>	<b>AA</b>	<b>Aa3</b>	<b>AA</b>	<b>Aa3</b>	<b>AA</b>
<b>Most Common Peer Rating</b>	<b>Aa1</b>	<b>AA</b>	<b>Aa1</b>	<b>AA</b>	<b>Aa1</b>	<b>AA</b>	<b>Aa1</b>	<b>AA</b>	<b>Aa1</b>	<b>AA</b>
University of California - Los Angeles *	Aa1	AA	Aa1	AA	Aa1	AA	Aa1	AA	Aa1	AA
University of Connecticut	Aa2	AA-	Aa2	AA-	Aa2	AA-	Aa2	AA-	Aa2	AA-
Florida State University	Aa2	AA	Aa2	AA	Aa2	AA	Aa2	AA	Aa2	AA
University of Illinois at Urbana-Champaign	Aa3	AA-	Aa3	AA-	Aa3	AA-	Aa3	AA-	Aa3	AA-
Indiana University - Bloomington	Aaa	AA+	Aaa	AA+	Aaa	AA+	Aaa	AA+	Aaa	AA+
The University of Iowa	Aa1	AA	Aa1	AA	Aa1	AA	Aa1	AA	Aa1	AA
University of Maryland - College Park *	Aa1	AA+	Aa1	AA+	Aa1	AA+	Aa1	AA+	Aa1	AA+
Michigan State University	Aa1	AA	Aa1	AA	Aa1	AA	Aa1	AA	Aa1	AA
University of Minnesota - Twin Cities	Aa1	AA	Aa1	AA	Aa1	AA	Aa1	AA	Aa1	AA
The Ohio State University - Main Campus	Aa1	AA	Aa1	AA	Aa1	AA	Aa1	AA	Aa1	AA
The Pennsylvania State University - Main Campus	Aa2	AA	Aa2	AA	Aa2	AA	Aa2	AA	Aa2	AA
Rutgers, The State University of New Jersey - New Brunswick	Aa3	AA-	Aa3	AA-	Aa3	AA-	Aa3	AA- AA	Aa3	AA-
The University of Texas at Austin	Aaa	AAA	Aaa	AAA	Aaa	AAA	Aaa	A	Aaa	AAA
University of Washington - Seattle Campus	Aaa	AA+	Aaa	AA+	Aaa	AA+	Aaa	AA+	Aaa	AA+
University of Wisconsin - Madison **	Aa3	AA	Aa3	AA	Aa2	AA	Aa2	AA	Aa2	AA

\*Debt is issued at the System level and rating is for the System

\*\*Debt is issued by the State of Wisconsin and the rating is for the State

**ASU is currently rated Aa3 by Moody's, the fourth highest rating, and AA by S&P, the third highest rating.**

**Arizona State University  
Projected Debt Capacity  
FY2009 to FY2020**

Fiscal Year	Total Expenses	Total Year End Debt	Debt Service Excluding SPEED	Debt Ratio Excluding SPEED	Debt Capacity Excluding SPEED	Debt Service Including SPEED	Debt Ratio Including SPEED
FY2009	\$1,477.1	\$851.0	\$75.6	5.1%	681.0	\$75.6	5.1%
FY2010	1,507.0	992.5	78.1	5.2%	568.0	78.1	5.2%
FY2011	1,615.0	1,041.2	77.1	4.8%	560.0	78.3	4.8%
FY2012	1,614.9	1,164.8	80.6	5.0%	531.0	82.6	5.1%
FY2013	1,714.1	1,207.4	94.1	5.5%	592.3	96.7	5.6%
FY2014 projected	1,816.3	1,236.8	107.4	5.9%	521.3	112.2	6.2%
FY2015 projected	1,873.8	1,341.7	104.8	5.6%	620.9	111.8	6.0%
FY2016 projected	1,938.6	1,282.0	108.5	5.6%	641.6	121.6	6.3%
FY2017 projected	2,010.5	1,229.7	98.7	4.9%	855.3	111.7	5.6%
FY2018 projected	2,105.1	1,173.2	100.6	4.8%	932.8	113.7	5.4%
FY2019 projected	2,204.3	1,114.3	100.6	4.6%	1,042.1	113.7	5.2%
FY2020 projected	2,329.7	1,052.9	100.6	4.3%	1,180.3	113.7	4.9%

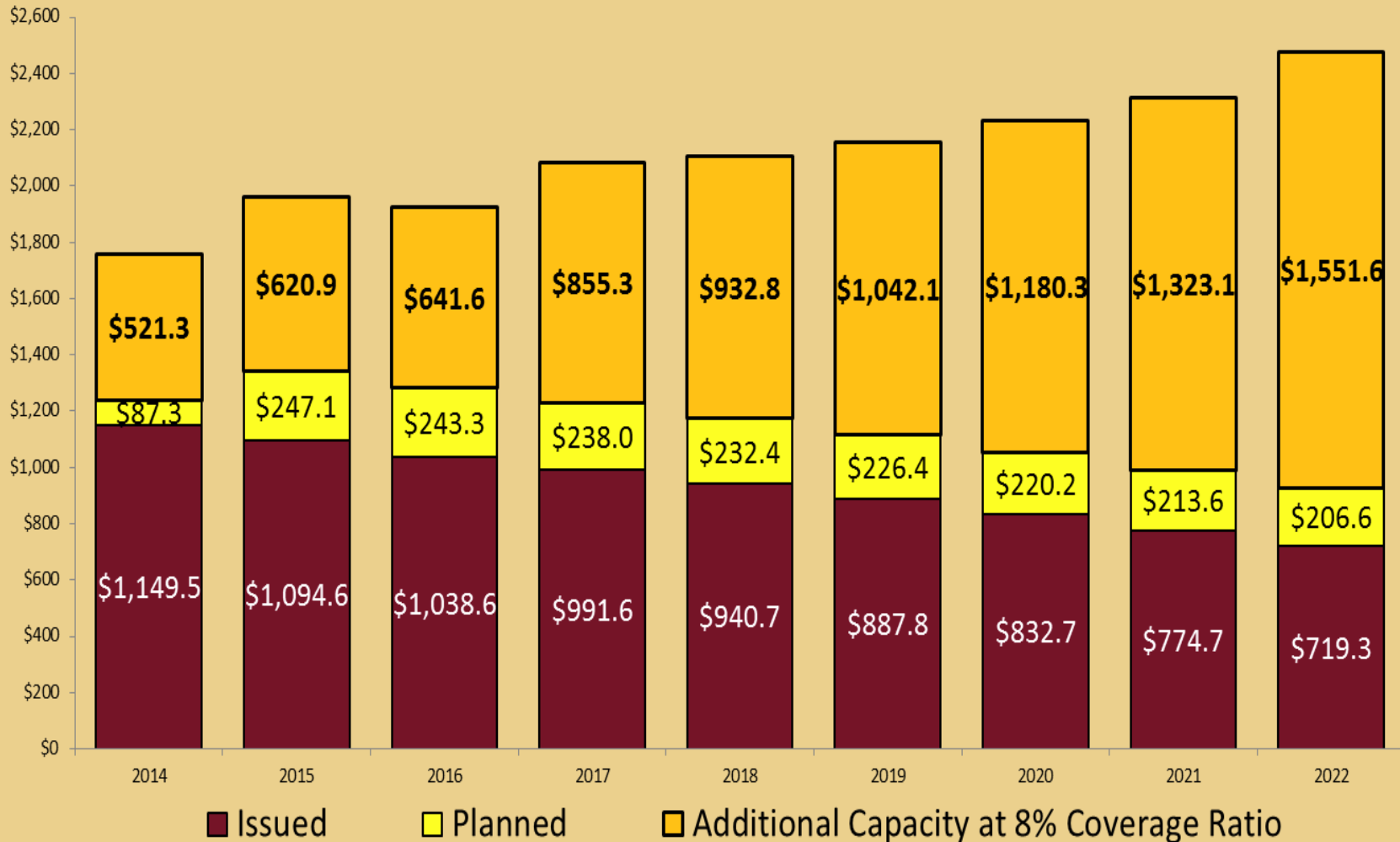
Source: FY 2013 Debt Capacity Report.

Dollars in millions.

Debt projections include projects that have received Project Approval, Capital Development Plan Approval, or are included in the first year of the Capital Improvement Plan.

Debt capacity represents additional debt that can be issued in any given year based on the statutory 8% debt ratio maximum.

# Projected Debt Capacity FY14 to FY22





# Accomplishments and Innovations



# Accomplishments and Innovations

## Education and Teaching:

- EAdvisor
- MAPP and TAG programs with CC's
- MyASU for students and staff
- Modest tuition/high aid policy
- Pell student growth
- Rapid deployment of ASU Online
- Adaptive learning courses and classrooms
- A/B semester options
- Veteran-friendly support programs
- Enhanced textbook rental programs

# Accomplishments and Innovations

## Academic Programs:

- Mayo Clinic partnership
- School of Sustainability and GloS
- ASU at Lake Havasu City
- Teachers College reorientation
- Health Solutions
- Barrett Honors College
- Ranking improvements and recognitions
- Quality of faculty hires
- Global partner universities

# Accomplishments and Innovations

## Economic Development and Research:

- AZ Technology Enterprises
- SkySong, Chandler Innovation Center and other economic development support
- Broadening research funding sources
- Industry research and training partnerships
- Student entrepreneurship programs (Edson, Changemaker)
- Engineering enrollment expansion
- Alexandria Co-Working Network
- Educational technology companies

# Accomplishments and Innovations

## Other accomplishments:

- Substantial improvements in student support facilities and services
- Solar generation capacity, biodiesel fuel station, and other sustainability measures
- Redesign of workforce policies
- ASU Preparatory Academy
- Re-orientation of ASUF
- ASUF Charity Navigator 4 star accountability ranking





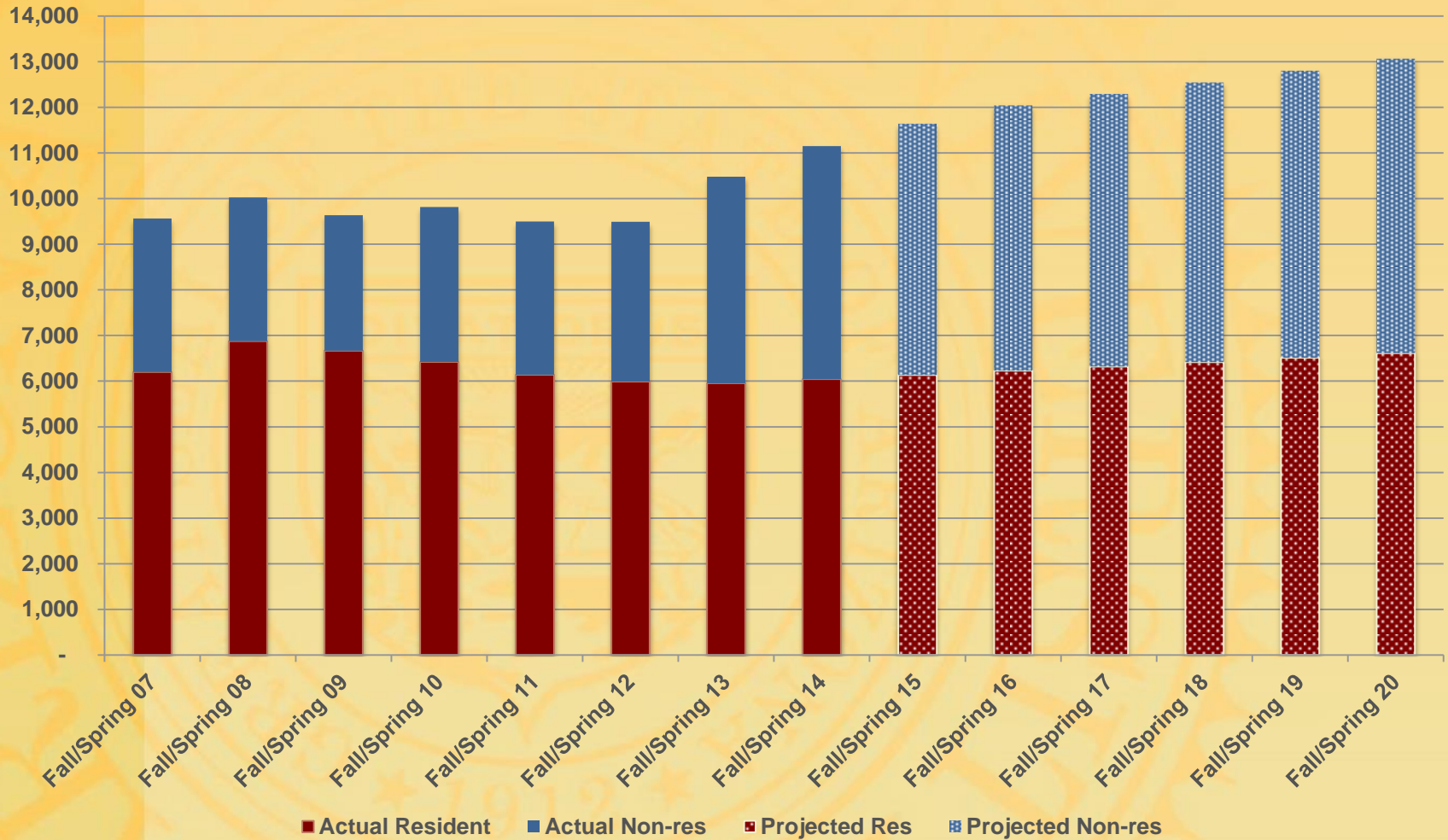
# Challenges



# Challenges: Enrollment and Degree Metrics

- Impact of Arizona high school demographics on enrollment, retention, and degrees
- Building market and brand strength to attract non-residents and international students
- Adequate resources for retention and graduation rate improvements (support and financial aid)

## Total Freshman Intake Projections Fall/Spring 2014 to Fall/Spring 2020



**Arizona High School Demographics**  
**Estimates of High School Enrollment and Graduation and ASU Share**

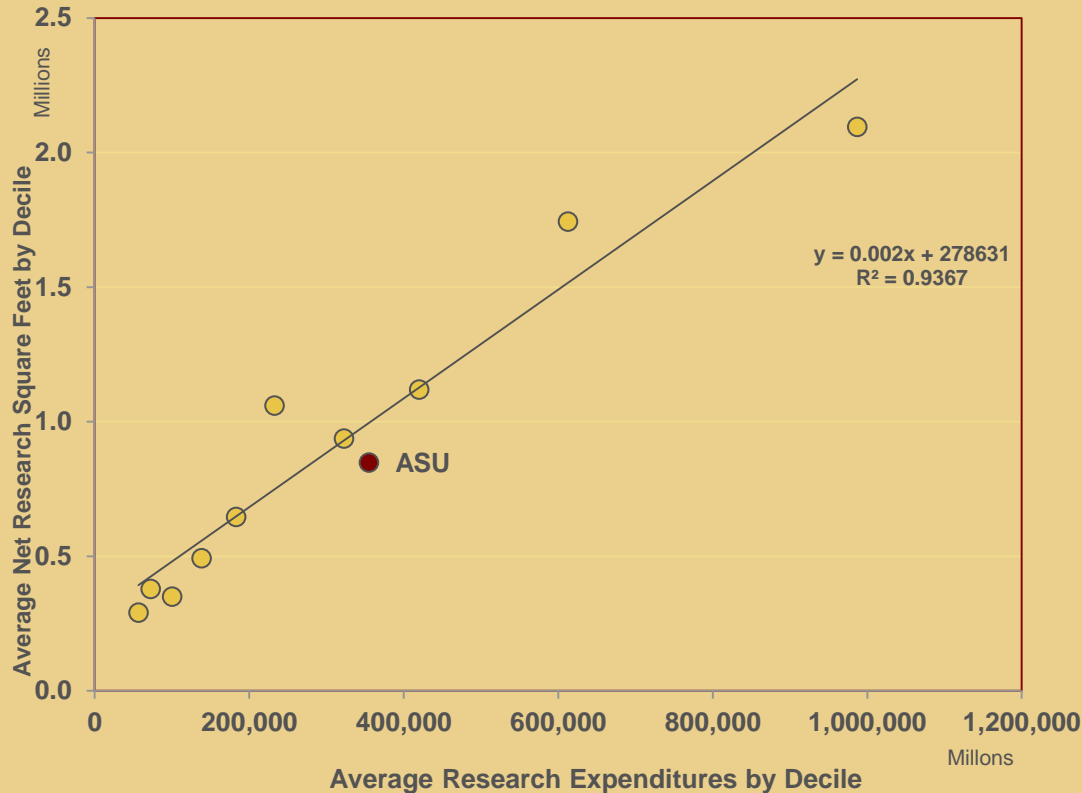
Enrolled in 12th Grade	Enter ASU	12th Grade Enrollment: actual and projected	HS Graduates: actual and projected	ASU Resident FTFT actual or used in model	ASU FTFTF from AZ HS: actual or used in model	% of 12th Grade at ASU	% of HS Graduates at ASU
2008-09	Fall 09	75,739	61,648	6,491	6,352	8.4%	10.3%
2009-10	Fall 10	79,363	63,807	6,247	6,103	7.7%	9.6%
2010-11	Fall 11	81,174	62,112	5,992	5,892	7.3%	9.5%
2011-12	Fall 12	80,108	59,382	5,863	5,776	7.2%	9.7%
2012-13	Fall 13	81,700	60,458	5,816	5,724	7.0%	9.5%
2013-14	Fall 14	82,663	61,643	5,903	5,795	7.0%	9.4%
2014-15	Fall 15	81,206	61,020	5,992	5,882	7.2%	9.6%
2015-16	Fall 16	81,158	61,448	6,082	5,970	7.4%	9.7%
2016-17	Fall 17	82,581	62,998	6,173	6,060	7.3%	9.6%
2017-18	Fall 18	82,797	63,636	6,265	6,150	7.4%	9.7%
2018-19	Fall 19	82,813	64,121	6,359	6,243	7.5%	9.7%
2019-20	Fall 20	82,217	64,129	6,455	6,336	7.7%	9.9%

Enrollment and graduation projections are based on AZDOE data for grade cohort enrollments in 2012/13 and average rates of progression for cohorts over 2009/09 to 2012/13

# Challenges: Research Metrics

- Faculty growth beyond that required for enrollment growth
- Additional facilities for research growth
- Developing funding sources beyond traditional federal agencies

# New Facilities are a Key to Research Growth



Enterprise plan includes about 700,000 GSF in new lab space

ASU space use is somewhat below national norms for its level of research

Even with current efficiency, the space needed to support the metric target level of activity would require 25%+ more space than planned



# Faculty Growth is a Key to Research Growth

- Enterprise plan has sufficient resources for increasing the faculty size to accommodate enrollment growth and some quality improvement- about 100-125 per year.
- Based on average faculty research activity and a standard mix of junior and senior hires, the new hires will support about \$100M to \$125M of new research expenditures annually by 2020
- Will need to increase average productivity for existing and new faculty as well as finding additional resources for hiring
- State support for RI2 plan frees up funds to help with this
- Success in large projects boosts productivity averages

# Challenges: Extending the Enterprise Model

- State adoption and routine funding of a performance funding model
- New public sector and private sector partnerships
- Relief from State policies and plans in health and pension benefits and risk insurance
- Continued review and modification of ABOR policies that hamper innovation
- Continued endorsement of enterprise plan tuition policy



# **Under the Hood:**

# **Expanding the Pipeline to College**



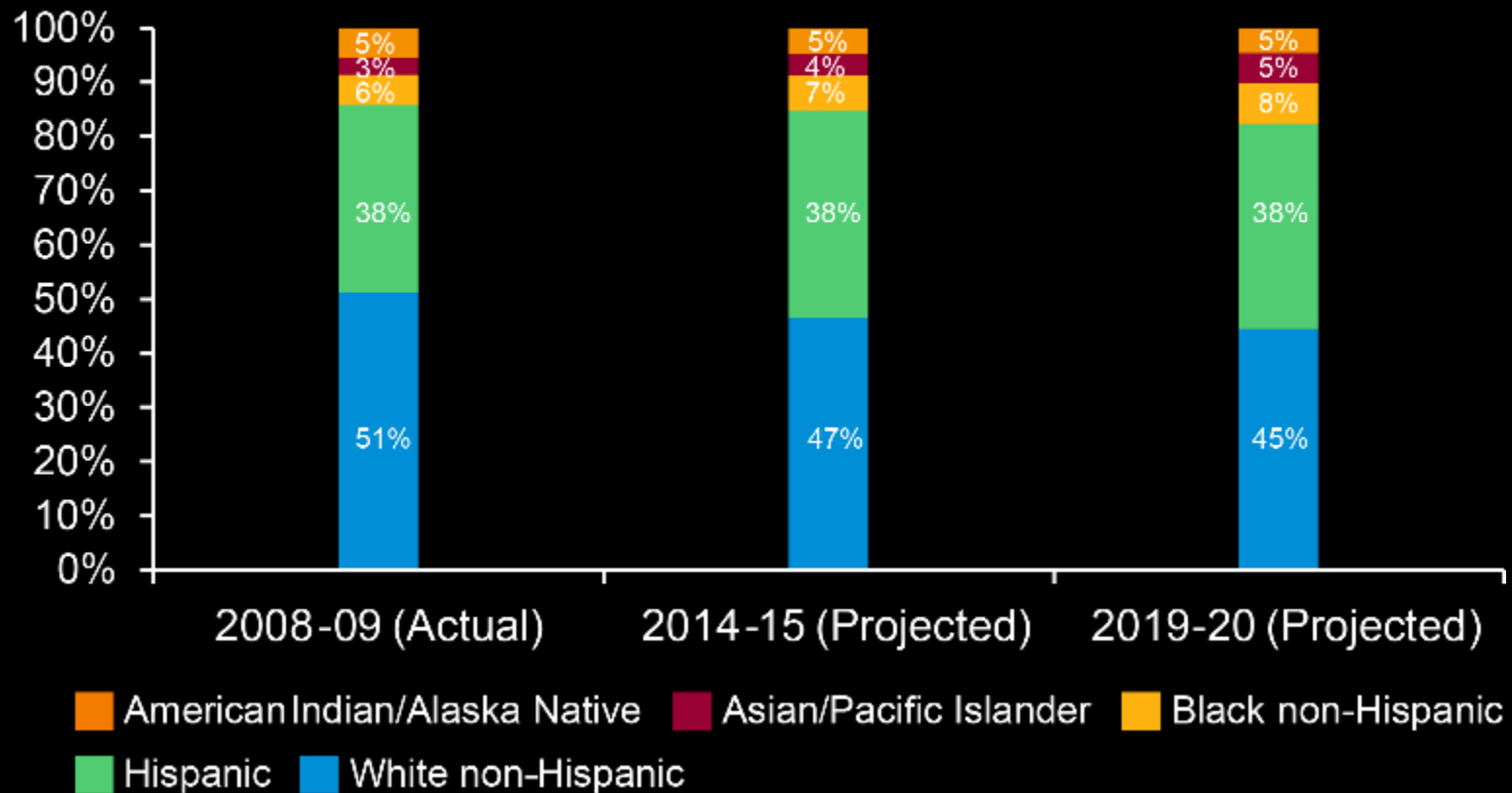
# **Access ASU:**

Efforts to Improve the Pipeline

# Race/Ethnicity

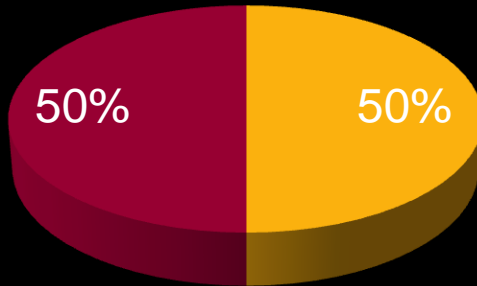
## Arizona High School Graduates

### Race/Ethnicity



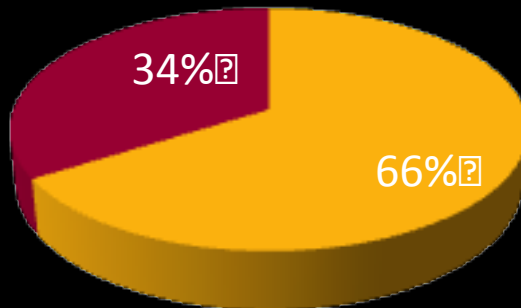


# Arizona Landscape: Poverty



- 50% of all children in Arizona live in low-income families

Low income is defined as 200% of the federal poverty level



- 66% of Latino children in Arizona live in low-income families

# Arizona Landscape: College Readiness for Low Income Students (2012)

In the U.S., the college participation rate for low income students is 39%.

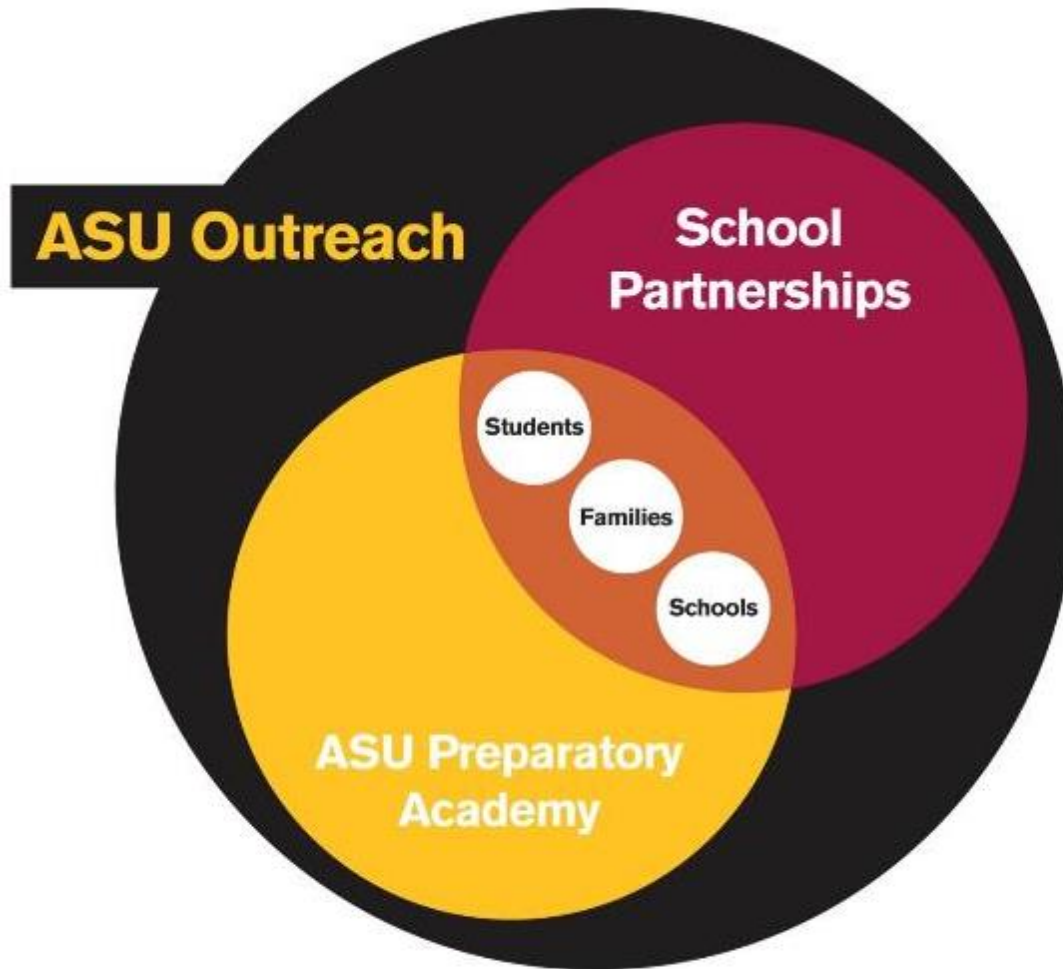


In Arizona, the college participation rate for low income students is 33%.



In 2008, College Participation Rates for AZ students from lower income families was 16.5%.

# ASU Outreach



# Impacting Families

- 6,000 families served annually; 30,000 since 2006
- American Dream Academy
- Future Sun Devil Families
- Hispanic Mother Daughter Program
- ASU Earn to Learn
  - \$2.5 million for 5 years will serve 500 students with maximum award

# Impacting Students

- 40,000 students contacted in FY 13
- 14,000 students participate in campus visits annually
- 10,000 student mentor experiences
- 3,000 students in summer programs
- 1,375 students served through community-based organization partnerships with ASU



# Access ASU Partner School Districts

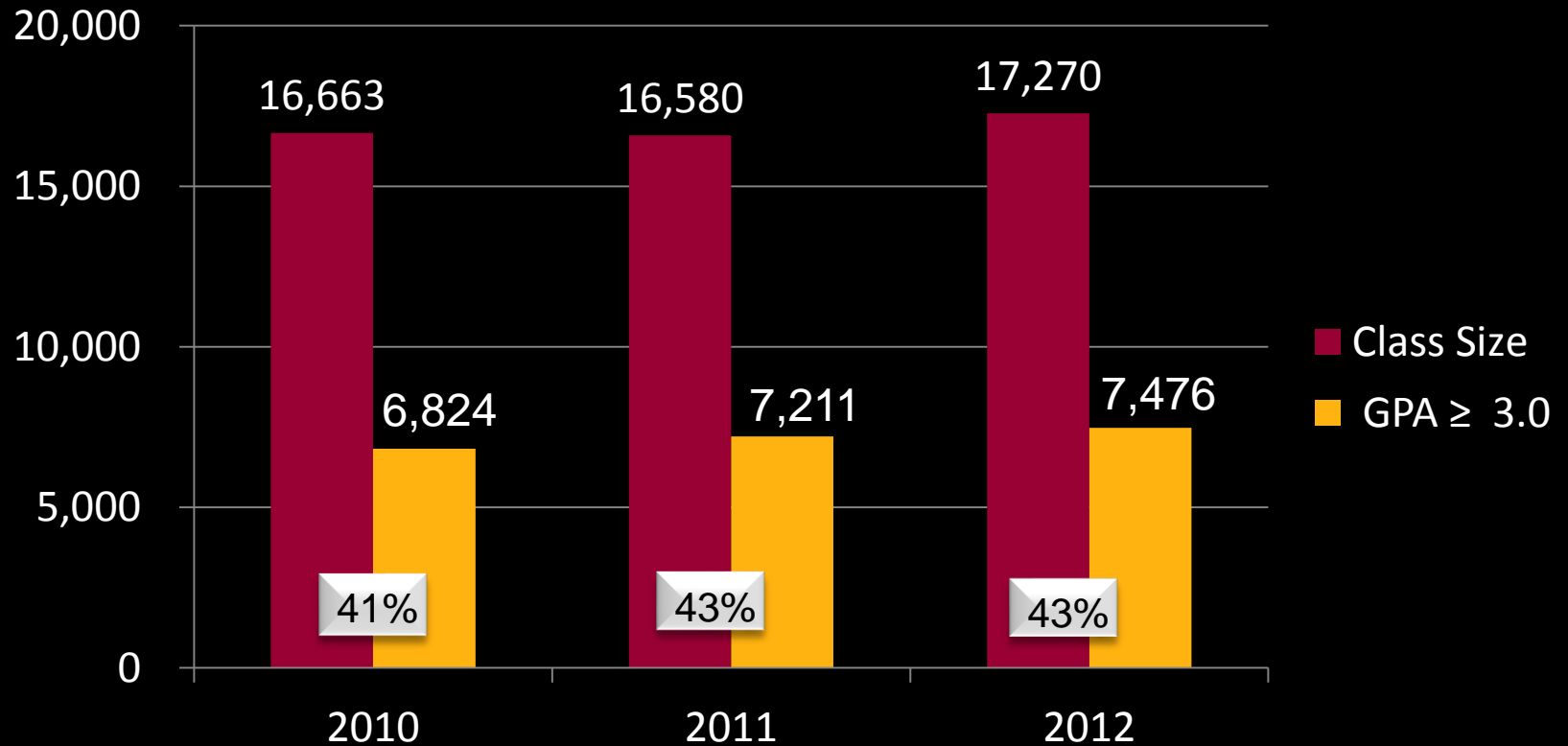
- Glendale Union High School District  
(Targets: Apollo, Cortez, Glendale, Independence & Washington)
- Mesa Public Schools  
(Targets: Mesa, Dobson, Skyline & Westwood)
- Phoenix Union High School District
- Tempe Union High School District  
(Targets: Marcos de Niza, McClintock & Tempe)
- Tolleson Union High School District

**Total: 60,000 9<sup>th</sup>-12<sup>th</sup> graders in target schools**

- 70% low income in target schools
- 83% non-white majority

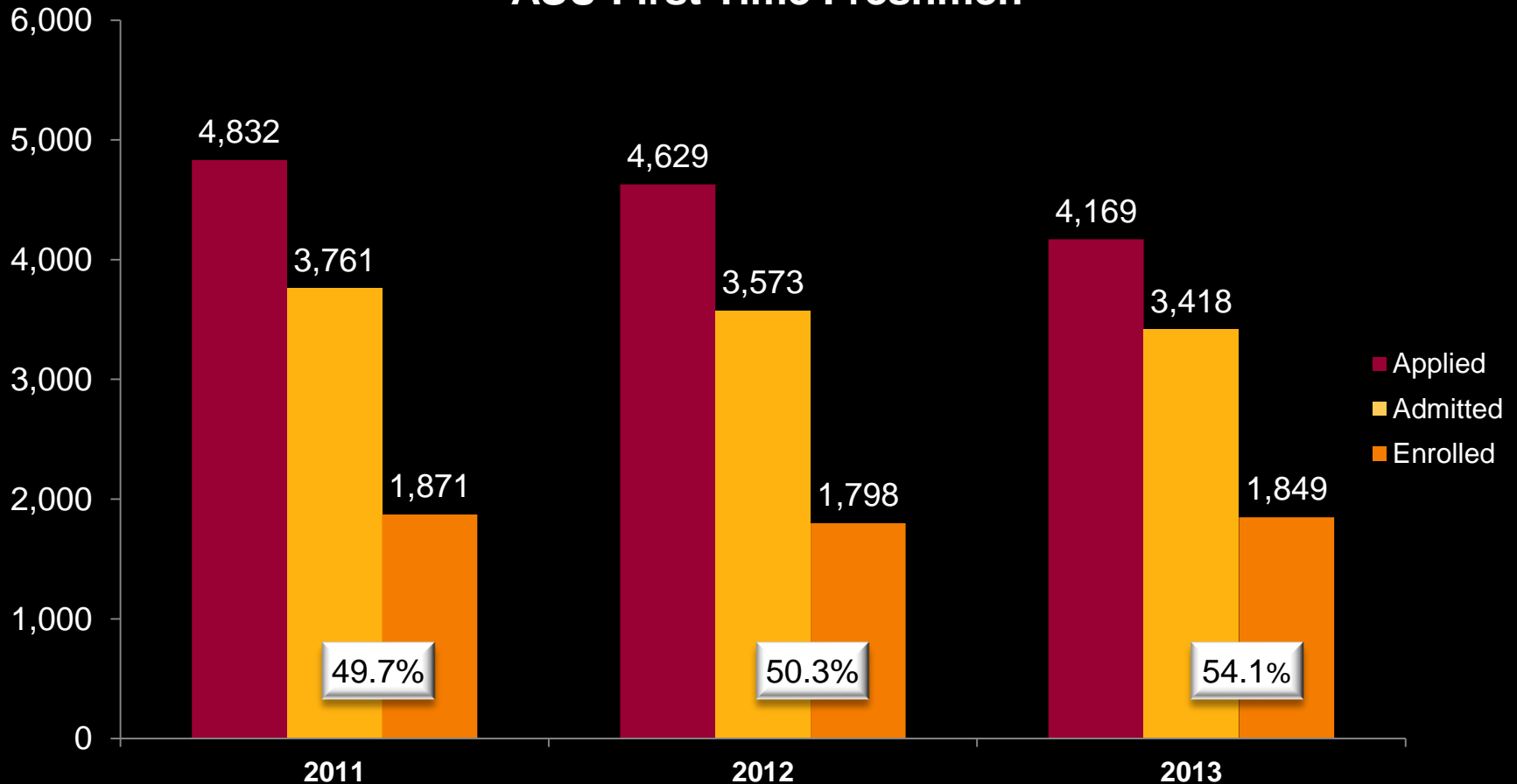
# Access ASU Target Districts

## Academic Success Indicator: 3.0 GPA or Higher in High School



# All Access ASU Target Districts

## ASU First Time Freshmen

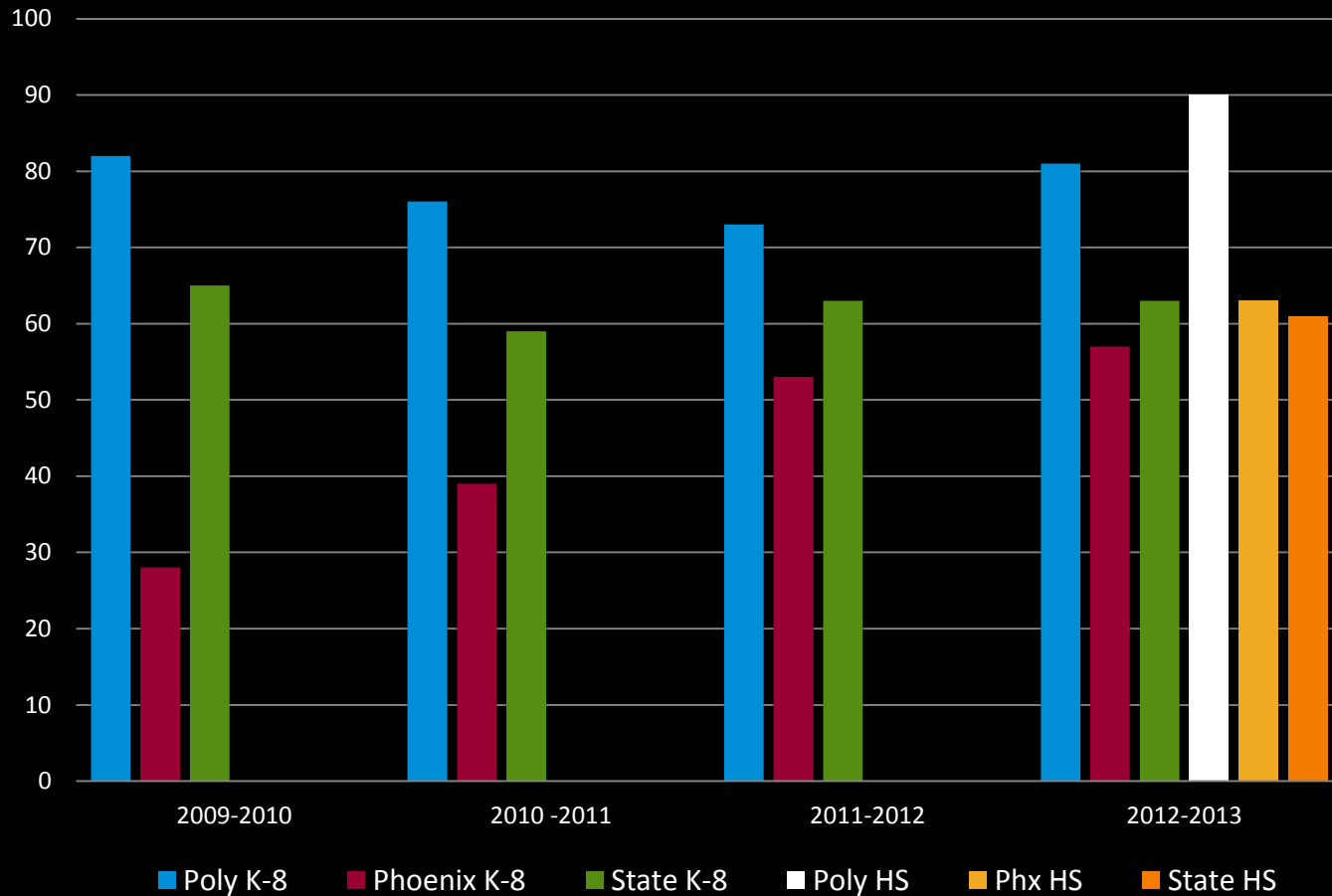


# ASU Preparatory Academy

- Demographics
  - Locations:
    - Downtown Phoenix (70% low income)
    - East Valley - Mesa on ASU Polytechnic
  - Over 2,000 in PreK-12 by Fall 2014
  - Over 325 waitlist
- Performance
  - All A's and 1 B
  - **Poly HS is the #1 charter high school in Arizona**
  - Downtown Phoenix campus inherited as “failing” 4 years ago
- Faculty
  - 74% of teachers currently hold or are pursuing a graduate degree
  - 83% retention rate
  - ASU faculty and student integration
  - All are highly qualified

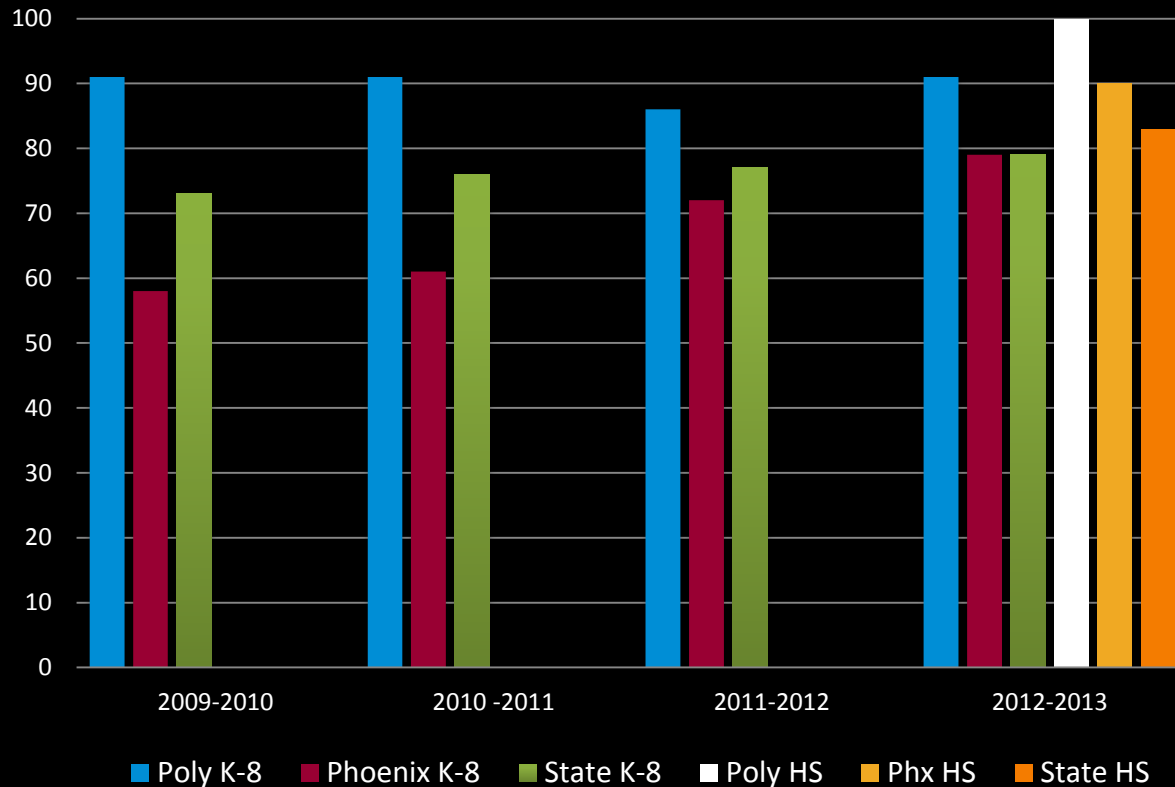


# ASU Preparatory Academy AIMS Performance-Math 2010-2013





# ASU Preparatory Academy AIMS Performance-Reading 2010-2013





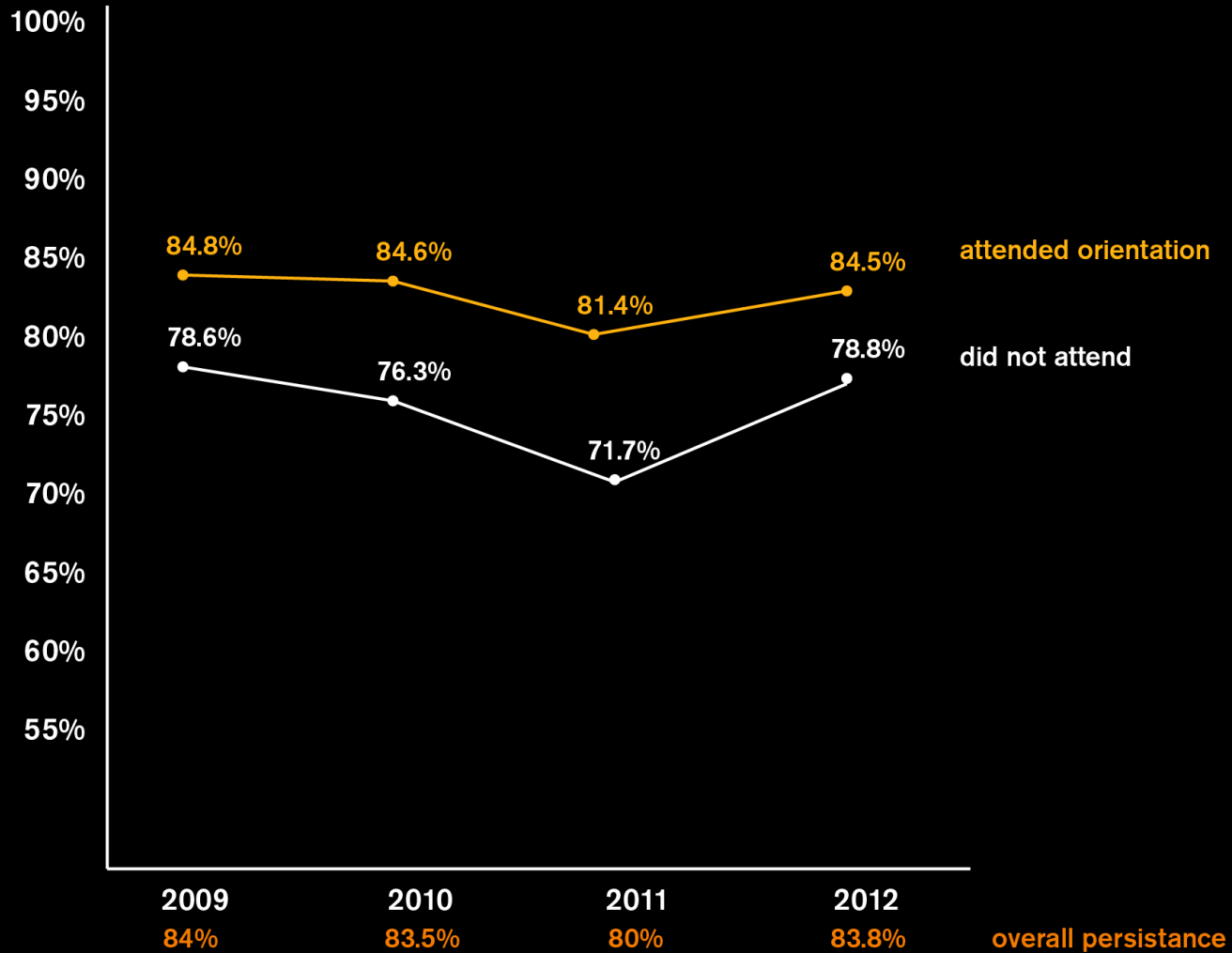
# Engagement

Foundations for Student Success

# Freshman Orientation

- Orient students to academic life through their discipline/field of study and professional aspirations.
- Provide academic support for first-year student success.
- Provide advising and registration support resulting in a first-semester course schedule.
- Establish institutional expectations regarding academic rigor and performance.

# Freshman Persistence and Orientation

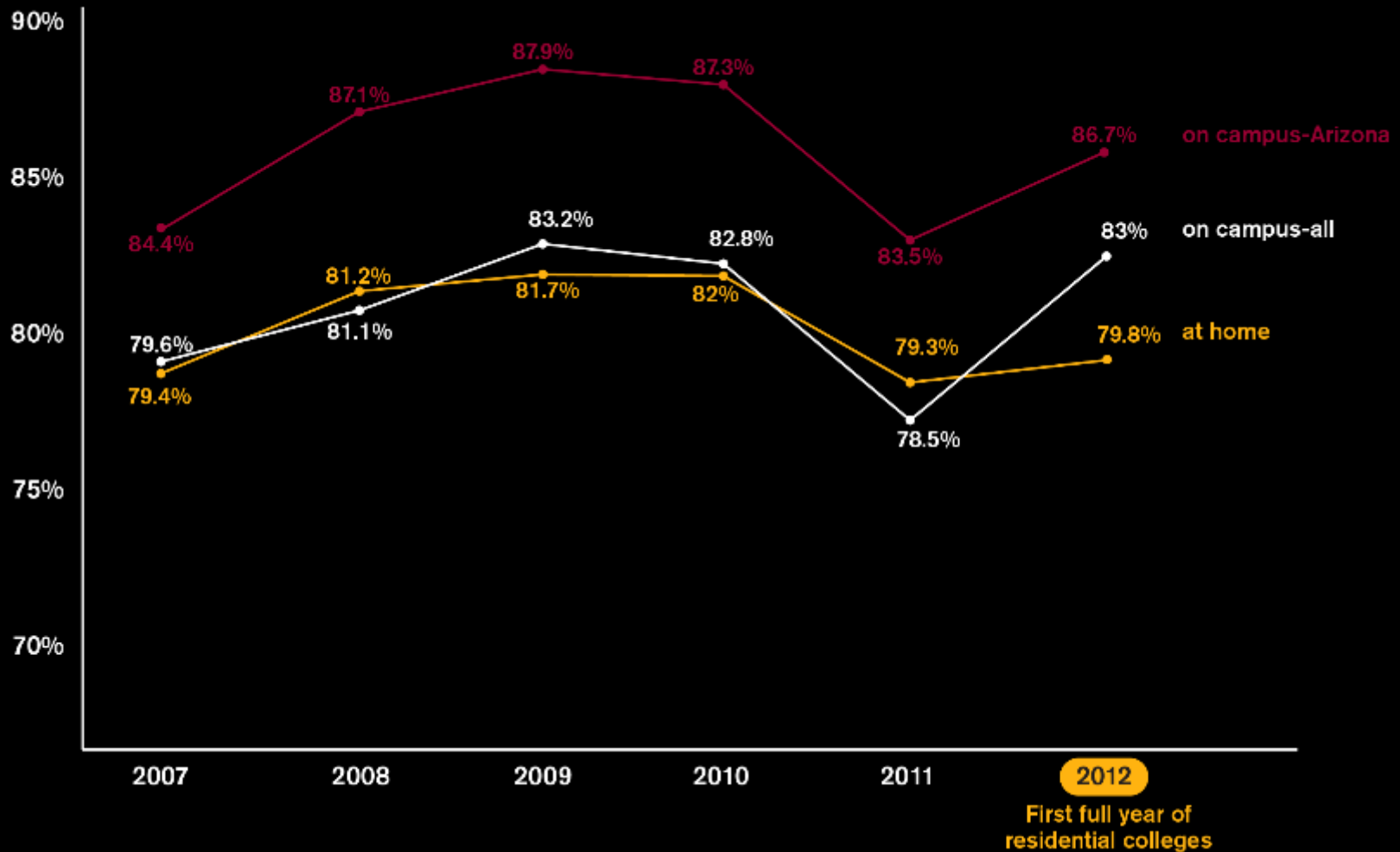


# Residential College Platform

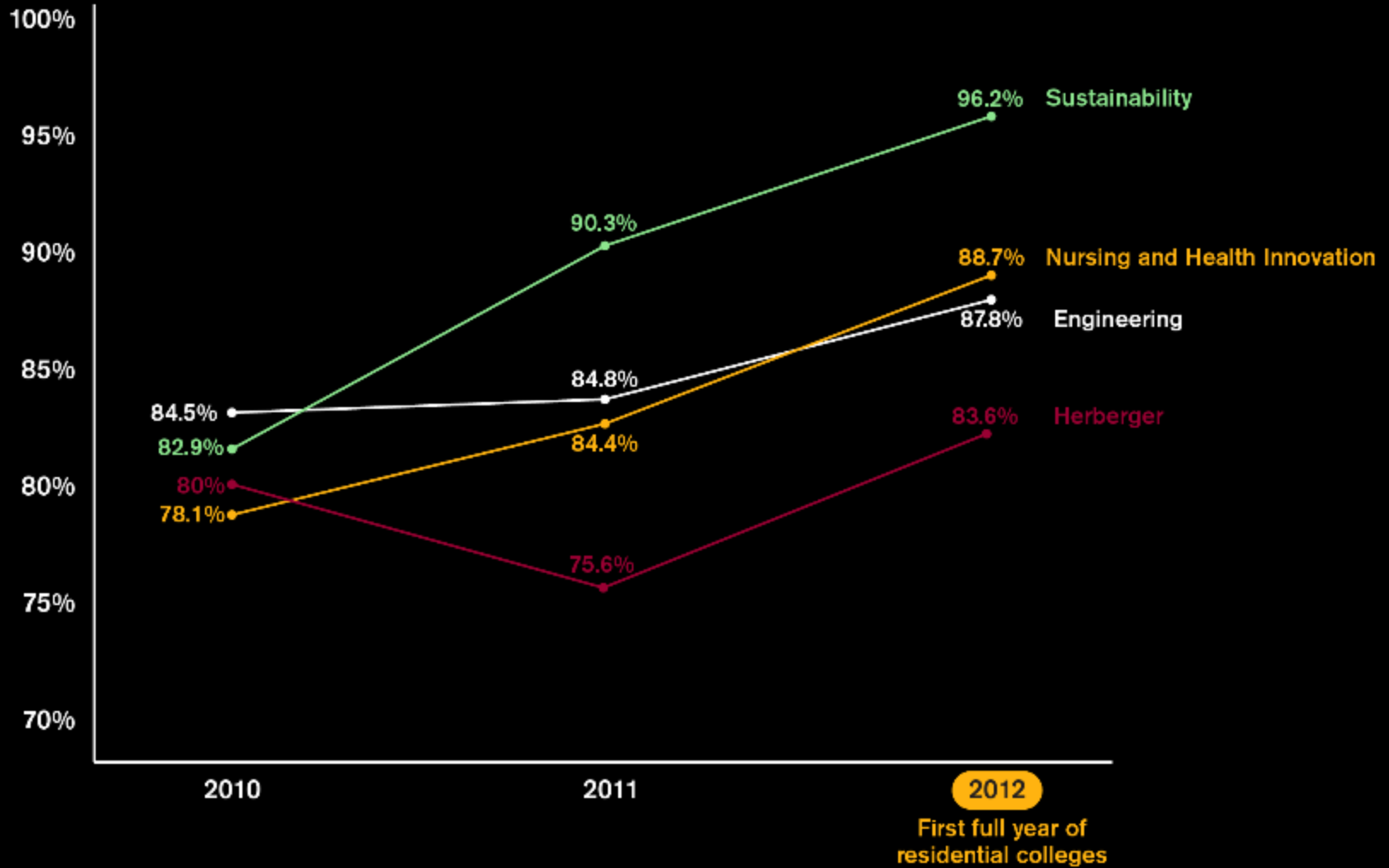
- Integrate academic and residential environments to successfully orient students to the college and disciplines.
- Provide academic resources, support and co-curricular experiences relevant to the disciplines/fields of study.
- Enhance faculty/student connections outside of the classroom through engagement in college and university traditions.



# Freshman Persistence Based on Residential Status



# Retention Rate Increases in Select Residential Colleges





# **Under the Hood: Building Enrollments and Increasing Graduations**

**2020 Goal**



**25,000**

Degrees delivered  
face to face and  
online

High School

Community College Transfer

Re-entry

K-12 Outreach

High Ability/ Barrett

ASU Online

Graduate Students

In-person

Arizona

Out-of-State

International

Veterans

Minority

Disability

Academic Advising/eAdvisor

Residential Communities

Barrett, the Honors College

First-year Success

Adaptive Learning

Tutoring and Student Success

General Studies Remodeling

Financial Assistance

Research Opportunities

International Student Support

Pat Tillman Veterans Center

Student Engagement

Disability Support

Eight-Semester Tracking

Success Coaches

**25,000**  
Degrees delivered  
face to face and  
online

**Recruit/Enroll**

**Success**

**Degrees** 90



## High School

Community  
College Transfer

Re-entry

K-12 Outreach

High Ability/  
Barrett

ASU Online

Graduate Students

In-person

## Arizona

Out-of-State

International

Veterans

Minority

Disability

Academic Advising/eAdvisor

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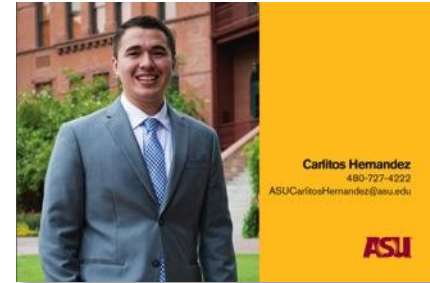
Pat Tillman Veterans Center

Student Engagement

Disability Support

Eight-Semester Tracking

Success Coaches



Recruit/Enroll

Success

Degrees 91

High School

**Community College Transfer**

Re-entry

K-12 Outreach

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Adaptive Learning

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General Studies Remodeling

Financial Assistance

Research Opportunities

International Student Support

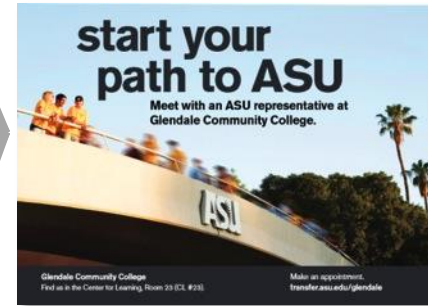
Pat Tillman Veterans Center

Student Engagement

Disability Support

Eight-Semester Tracking

Success Coaches



**Recruit/Enroll**

**Success**

**Degrees** 92

High School

Community College Transfer

Re-entry

K-12 Outreach

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ASU Online

Graduate Students

In-person

Arizona

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**Veterans**

Minority

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Academic Advising/eAdvisor

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Barrett, the Honors College

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Pat Tillman Veterans Center

Student Engagement

Disability Support

Eight-Semester Tracking

Success Coaches



**Recruit/Enroll**

**Success**

**Degrees**



# OPEN DOOR EVENTS ARE EXPANDING

## Tempe

March 1, 4-9 p.m.



## Downtown Phoenix

March 1, noon-4 p.m.



## Polytechnic

Feb. 21, 5-8 p.m.



## West

April 5, 11 a.m.-2 p.m.

**You are invited** to hands-on activities, laboratory tours, book readings, video games; featuring ASU scientists and cutting edge art and research. It's your opportunity to get behind the scenes and engage with the creative invention that is ASU's signature blend of science, engineering, art and the humanities.

Register at: [opendoor.asu.edu](http://opendoor.asu.edu)

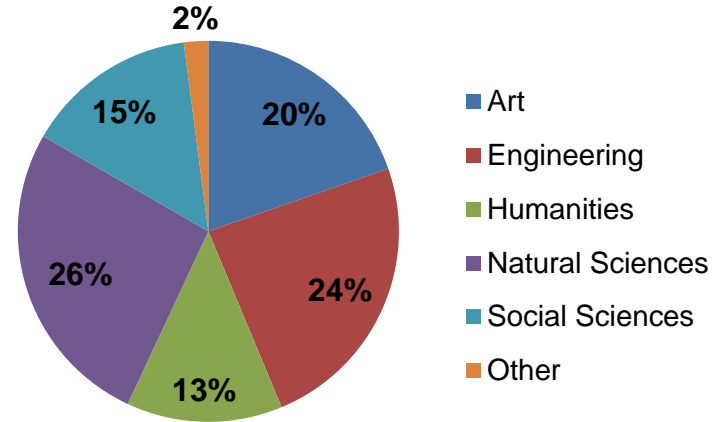




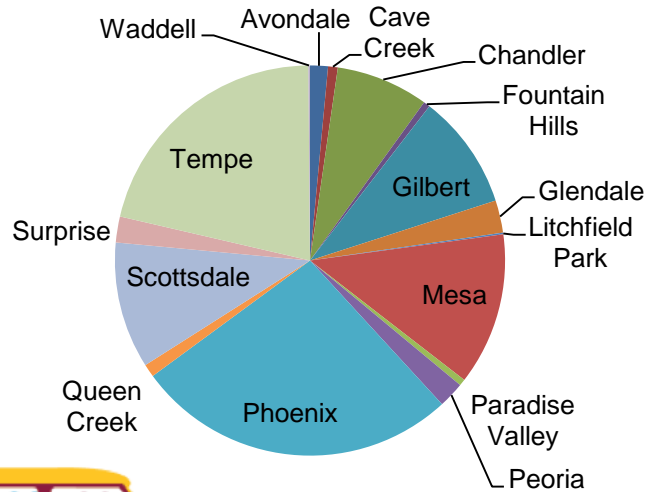
# NIGHT OF THE OPEN DOOR SNAPSHOT

ASU's **Night of the Open Door** is a signature event of the Arizona SciTech Festival, and rated one of the top events of 2012 and 2013. The evening offers a window into the creative energy that powers a world-class university, with more than 100 interactive activities.

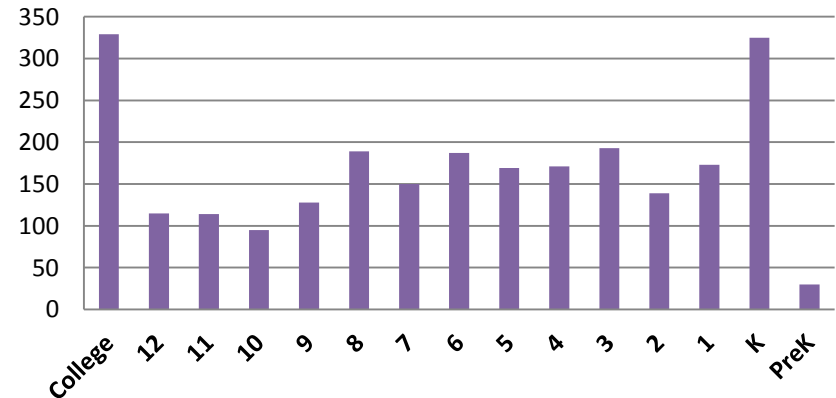
Areas of interest at NOD?



Where they came from?



Registered Student Grade Levels



Data from 2013 registration (n=6,133). Note registration was not required to attend.





# **Under the Hood: Building the Scale of the Research Enterprise**

**Advancing Research, Operations  
and Strategic Planning**

**William Petuskey**

*Associate Vice President  
Science, Engineering, & Technology  
Professor  
Chemistry & Biochemistry*

**Tamara Deuser**

*Associate Vice President  
Operations*

**Nadya T. Bliss**

*Assistant Vice President  
Research Strategy  
Professor of Practice  
Engineering*



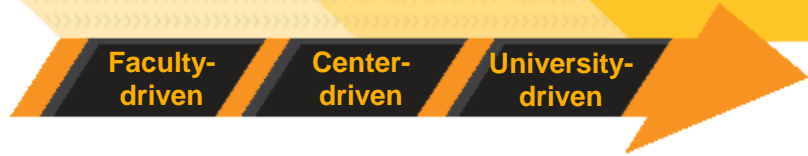
*Growing Research at ASU*

Faculty-driven

Center-driven

University-driven



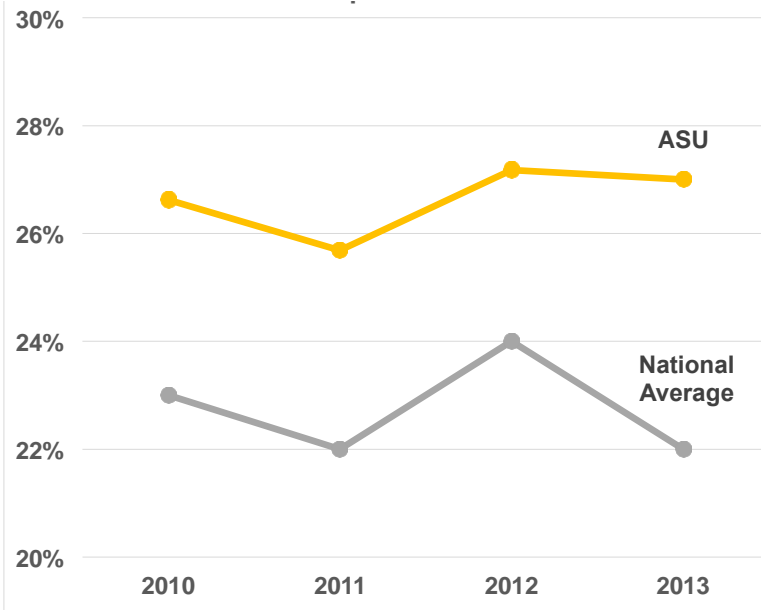


# Diversify Funding Sources and Approaches



## A Culture of Service & Strategy

NSF Proposal Win Rate



**Forums  
Analysis  
SciVal  
Teaming**

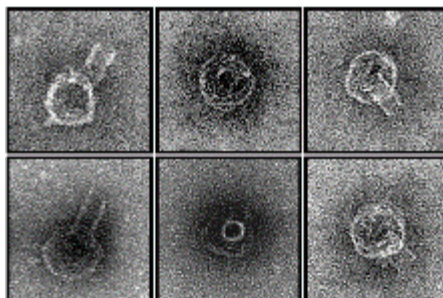
## Mapping Expertise onto Opportunity



## Professor Hao Yan

*Chemistry and  
Biochemistry and the  
Biodesign Institute*

*One molecule bottle  
70 nm long*



**2004 Assistant Professor**

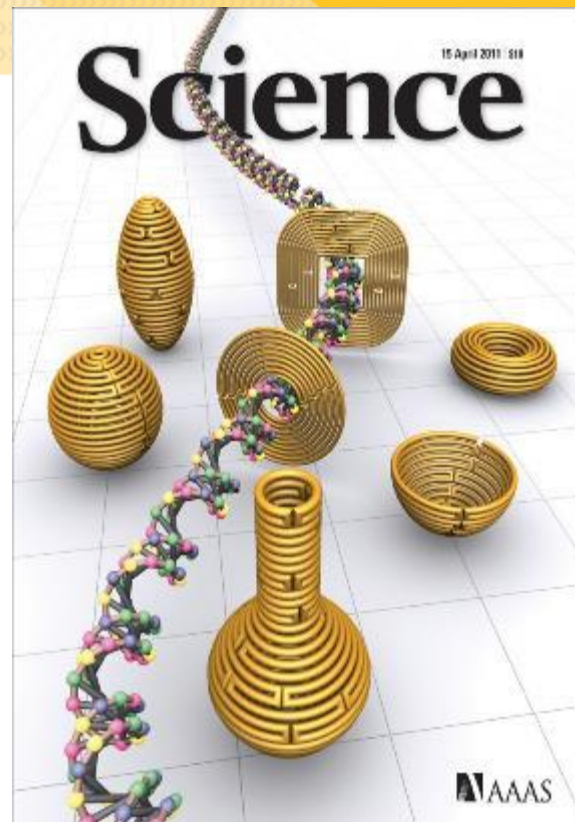
**2008 Professor**

**2012 Glick Distinguished Professor**

**2013 Founding Director**

**center for**

**molecular design and biomimicry**



**109 Publications**

**Citation index, h=50**

**\$17M Impact as Leader**

**\$11M Assigned Research  
Expenditures**

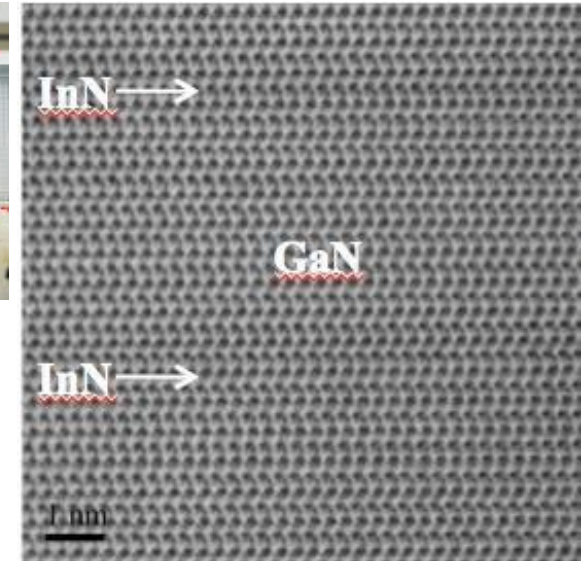
**13 Ph.D.'s Graduated**

**Leads 3 Multi-institution efforts**



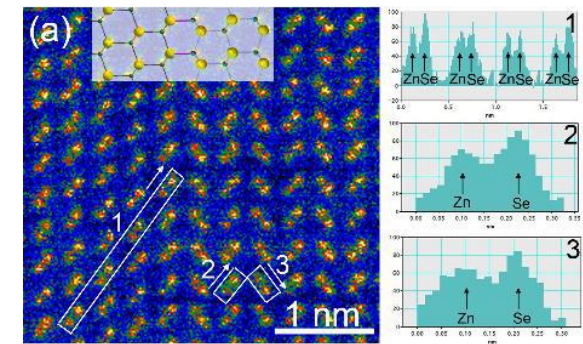
# Precision Interfaces:

# A Case for an Materials Research Science and Engineering Center



**ASU one of 28 Invited by NSF**  
(\$17.2M, 22 Faculty, 3 Universities)

- Invest and apply development resources
- Add OKED's resources on outreach



Faculty-  
driven

Center-  
driven

University-  
driven

## Case for new Engineering Research Center (ERC)

- Existing NSF-DOE Center at ASU: Quantum energy and Sustainable Solar Technologies (QESST)
- Bio-Mediated and Bio-Inspired Geotechnics (ASU)
- Sensing and Processing via Autonomous Conformal Electronics Systems (ASU)
- Resilient Nutrients, Energy, and Water (ASU)
- Nanosystems ERC for Off-Grid Nanotechnology Enabled Water Treatment (RICE)



Outreach

Economic impact  
Innovation and enterprise  
development

proposal development and  
assembling

**Out of 18 invitations nationally!**



## Key Drivers for OKED Operations

- Service to faculty and reduction of administrative burden
- Effective and efficient use of resources
- Providing a competitive advantage to our investigators by provisioning specialized services

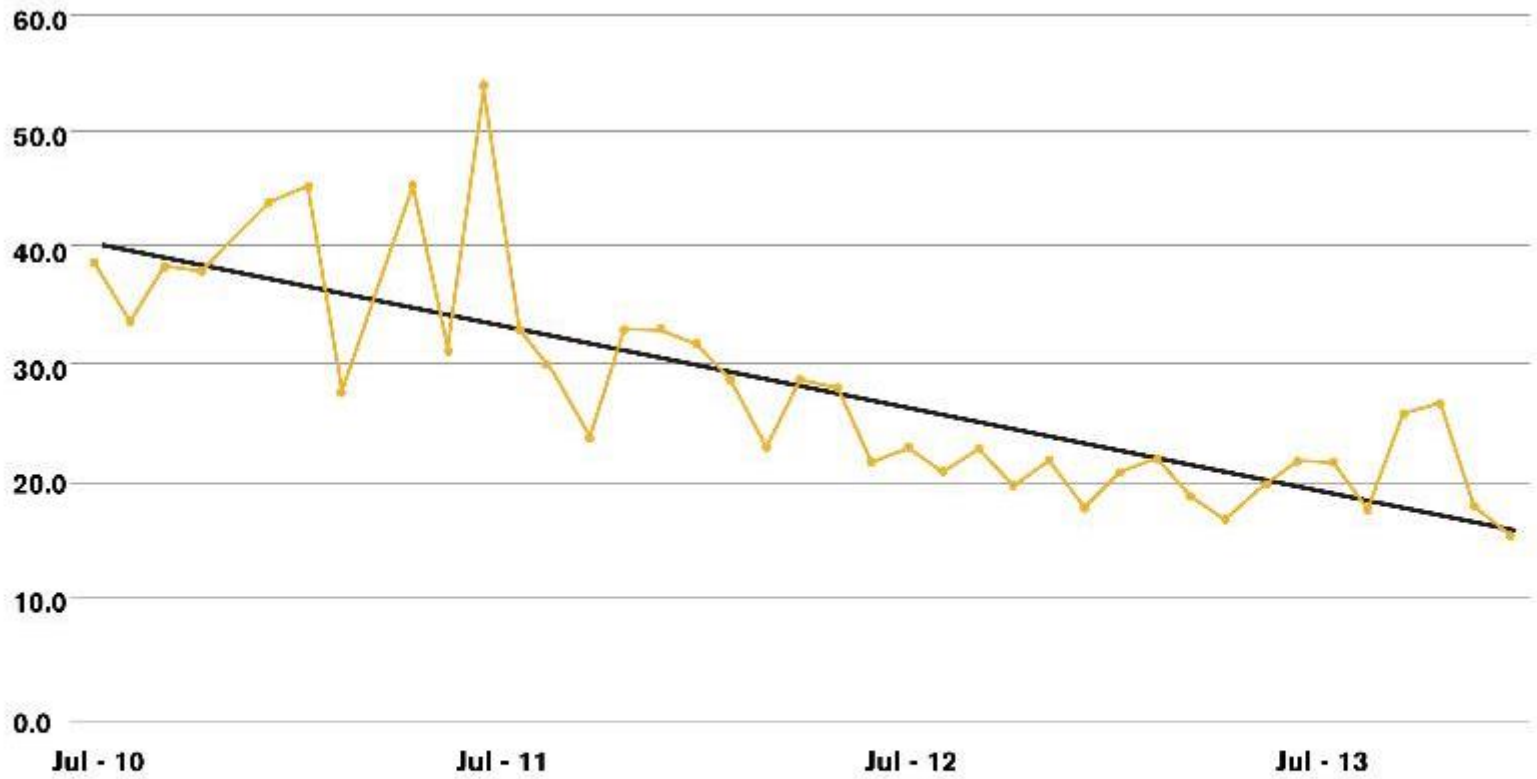


**Operational  
Excellence**



## Operational Excellence

### Days to Contract Execution

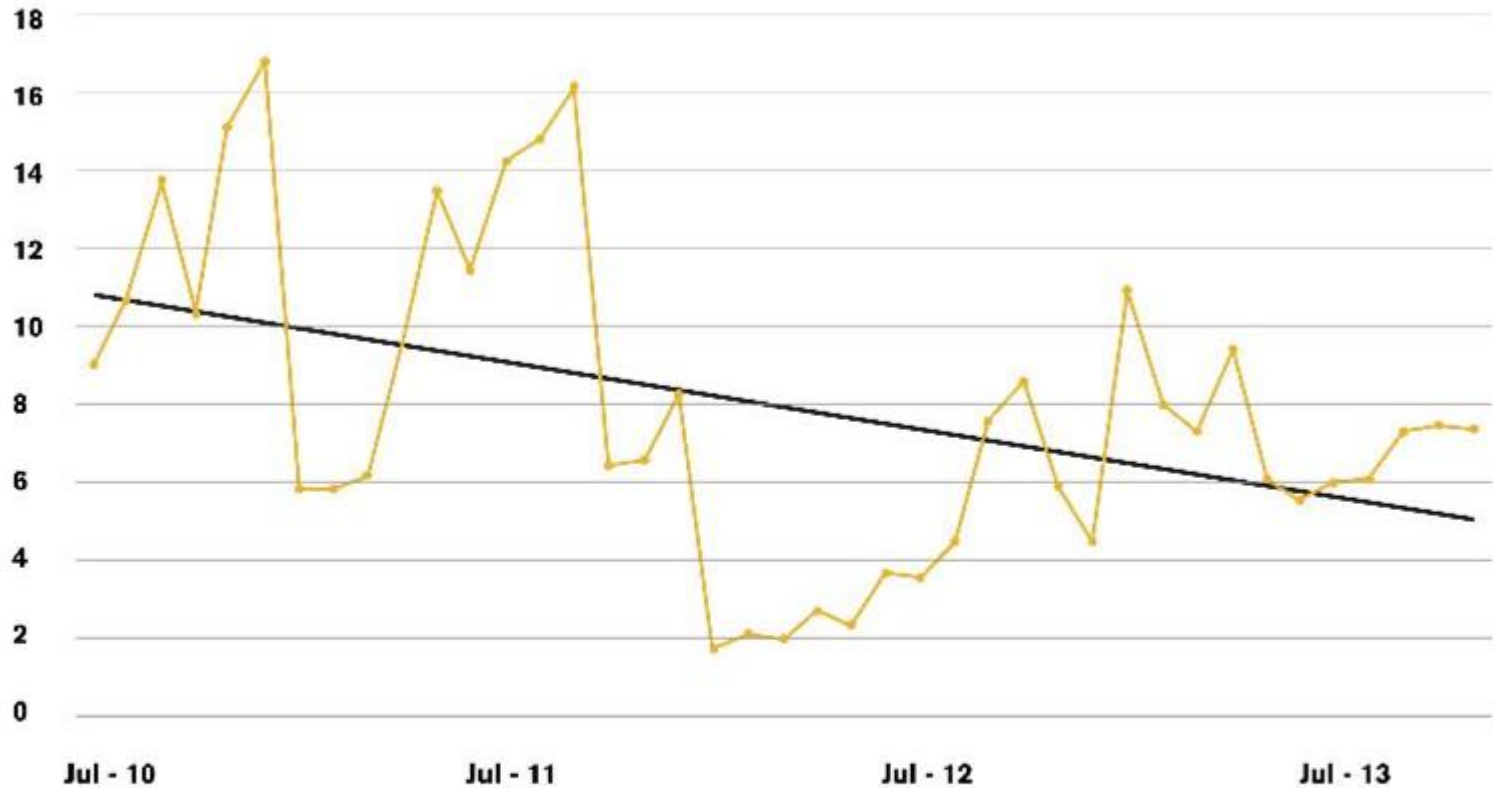


— Average days from beginning of negotiation to fully executed agreement  
— Linear (average days from beginning of negotiation to fully executed agreement)



## Operational Excellence

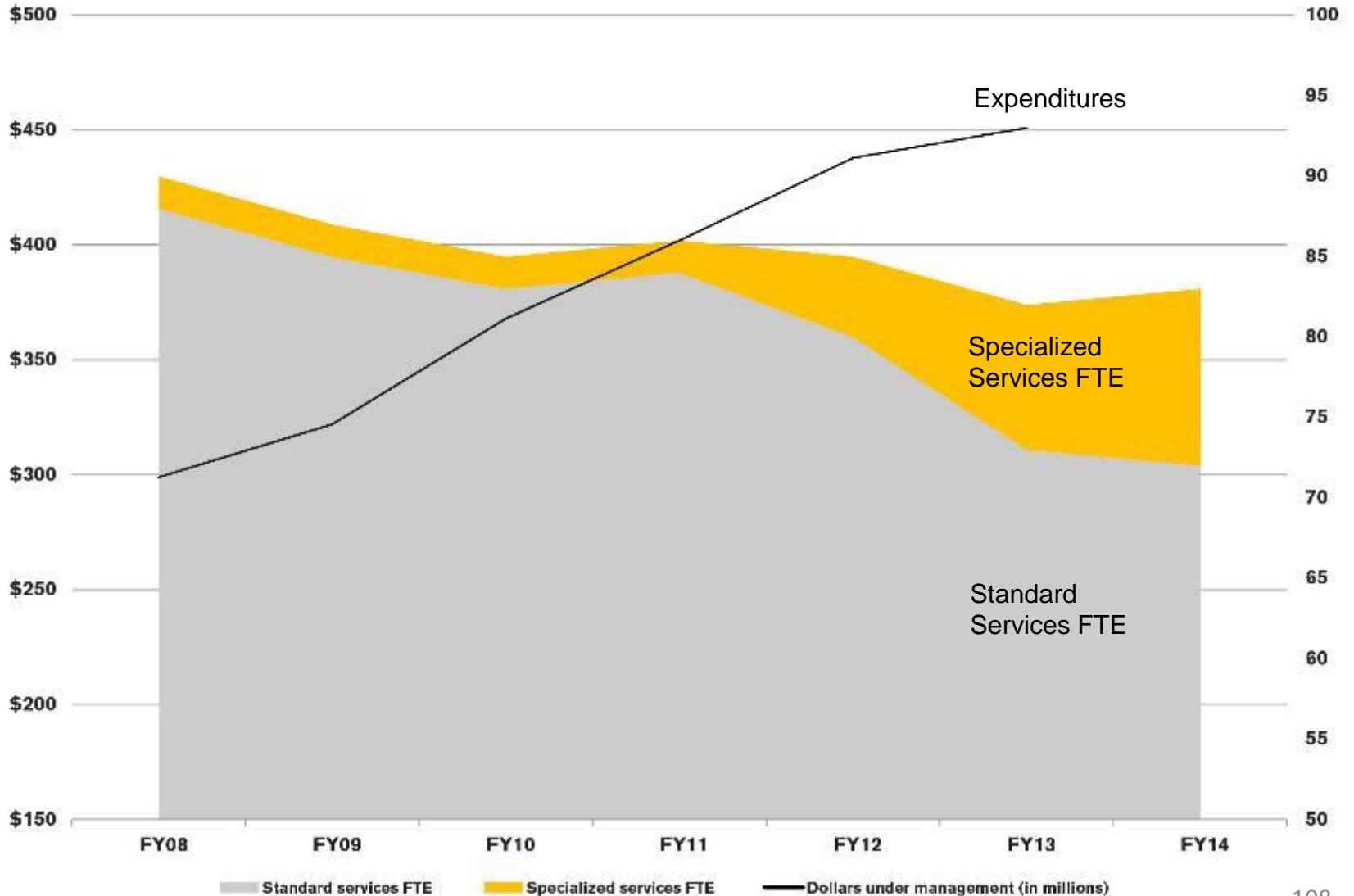
### Days to Account Activation



— Average days from notification of award to account activation  
— Linear (average days from notification of award to account activation)

# Efficient Resource Utilization

Research and Other Sponsored Projects Expenditures and FTE



# Specialized Services



## Project Management Office



### Kevin Reinhart

Director of PMO and  
Research Development  
20+ years of project and  
operations management  
10+ years as senior engineer  
at Motorola



### John McGowen, PhD

16+ years project management &  
product development experience  
Director of Operations and  
Program Management, ASU ATP<sup>3</sup>  
10+ years as senior scientist at Amersham  
Biosciences and GE Healthcare



### Jessica Cheng

13+ years project management &  
government relations experience  
PM on multiple LightWorks &  
global programs  
10+ years as industry  
environmental planner



### Ambika Adhikari

30+ years of project planning &  
management experience  
PM of USAID VOTEC program  
10+ years as instructor & country  
representative for IUCN in Nepal

EXPLORE  
EXPLORE

### Lisa Schultze

10+ years of project coordination  
and accounting experience  
Key member of NASA OSIRIS-Rex  
program team

### Lauren Kmiecik

10+ years of health care & clinical  
research management experience  
Assigned to manage emerging health  
care portfolio

- Elements of a Strategic Plan
- Vision
  - Trends, Challenges and Opportunities
  - Key players
  - Goals
  - Status
  - Approach

**ASU performs strategic planning**



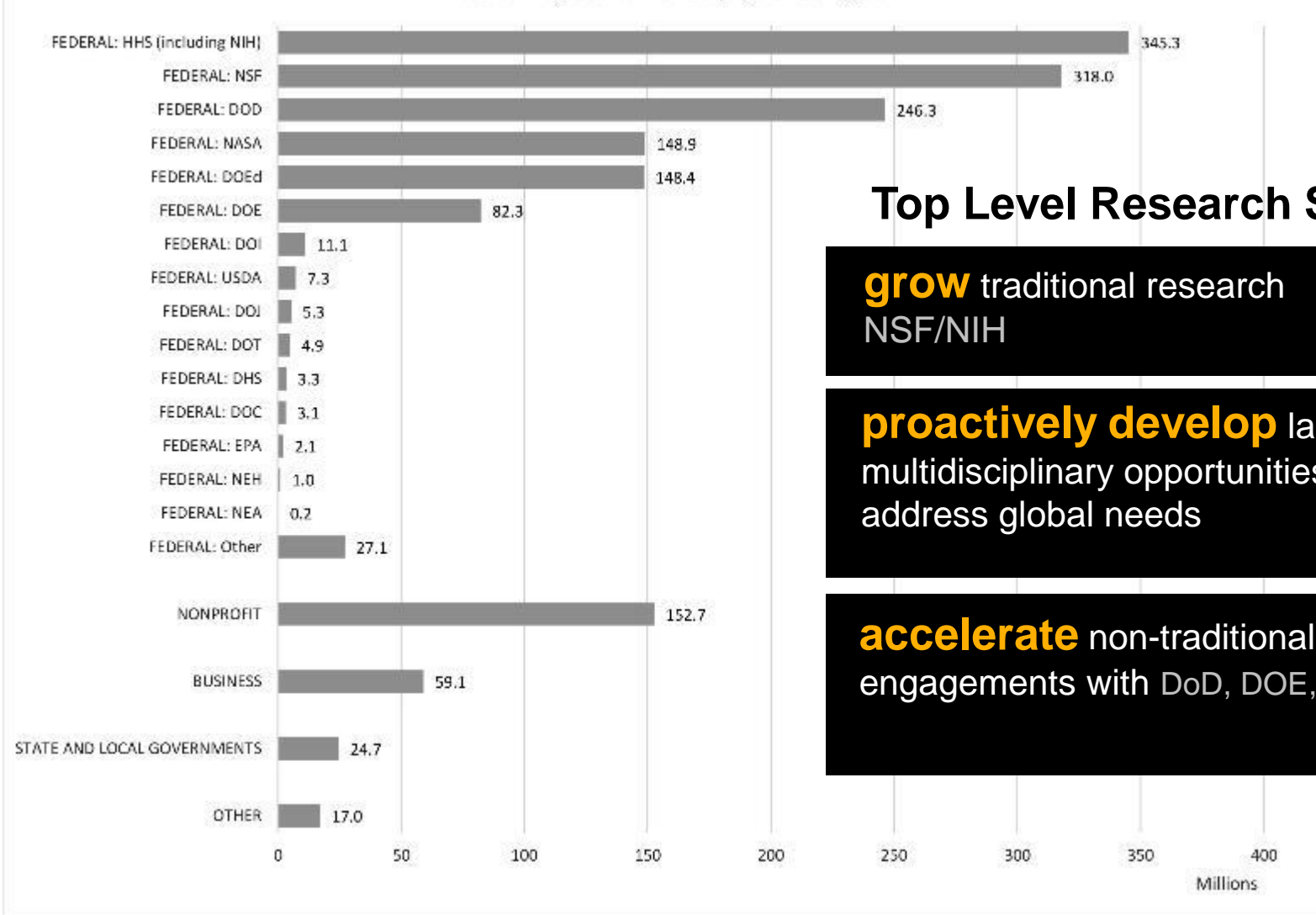
**at all levels**

- Individual faculty research strategies
- Strategic relationships and thought leadership on major global challenges
- Sustainability
- Healthcare delivery
- Security and defense



# ASU – Top Tier Research University (without a medical school - #15, NSF)

Active Projects in 2013 by Sponsor Type



## Top Level Research Strategy

**grow** traditional research  
NSF/NIH

*Faculty-driven*

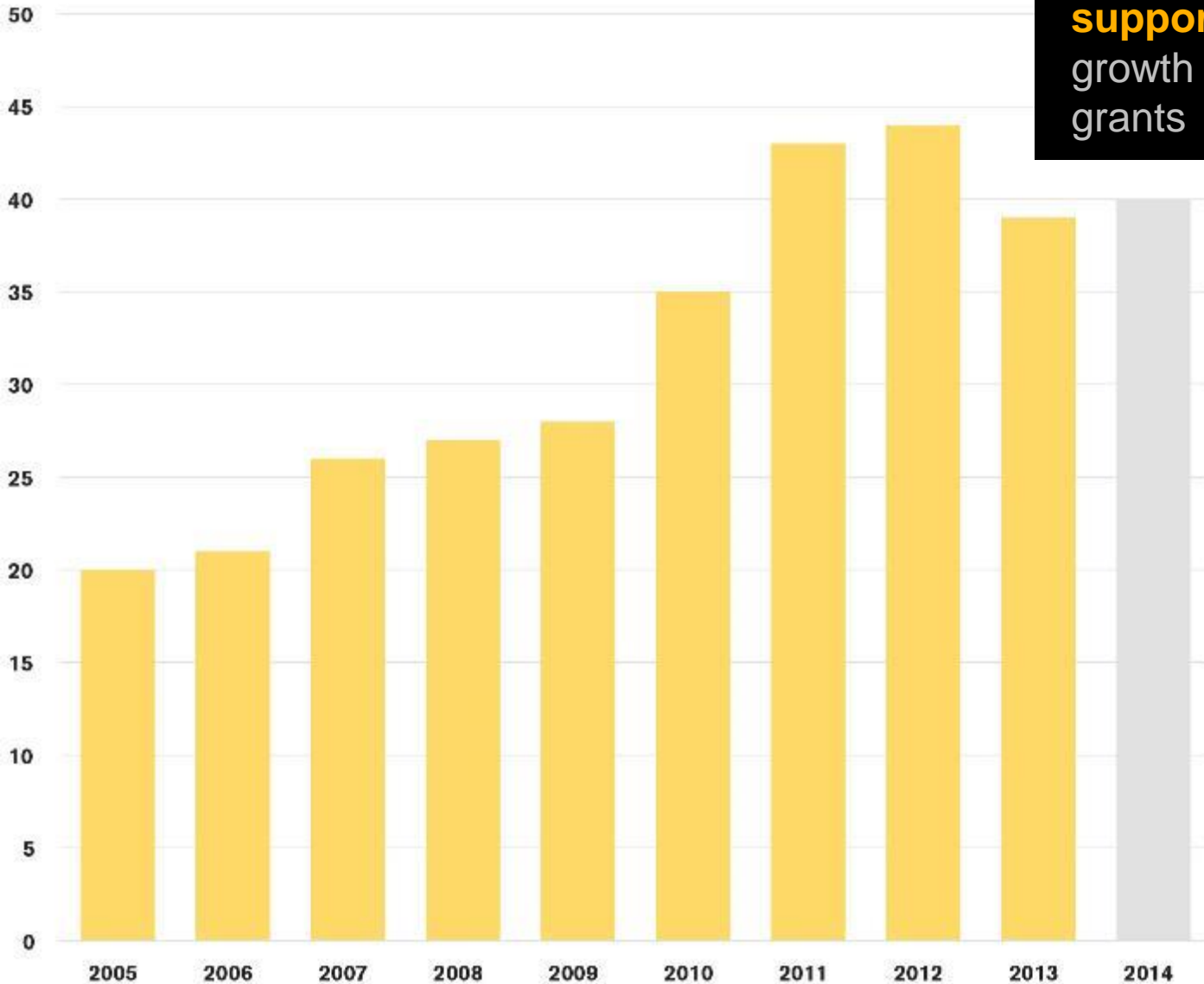
**proactively develop** large  
multidisciplinary opportunities to  
address global needs

*Center-driven*

**accelerate** non-traditional research  
engagements with DoD, DOE, Industry

*University-driven*

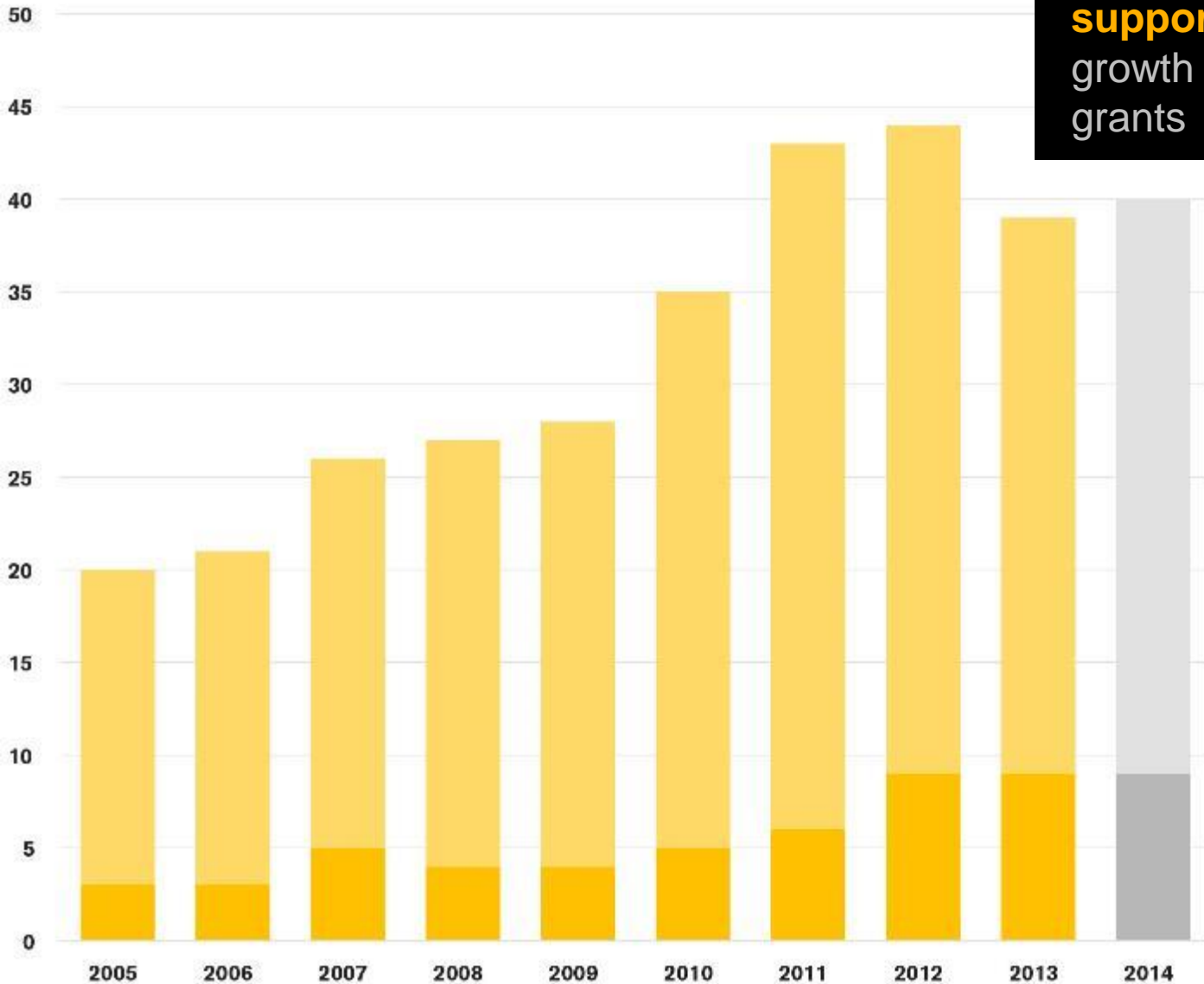
Number of Large Active Projects



**Targeted services and support** enable significant growth in center-driven grants

**Projects  $\geq$  \$5M**

Number of Large Active Projects

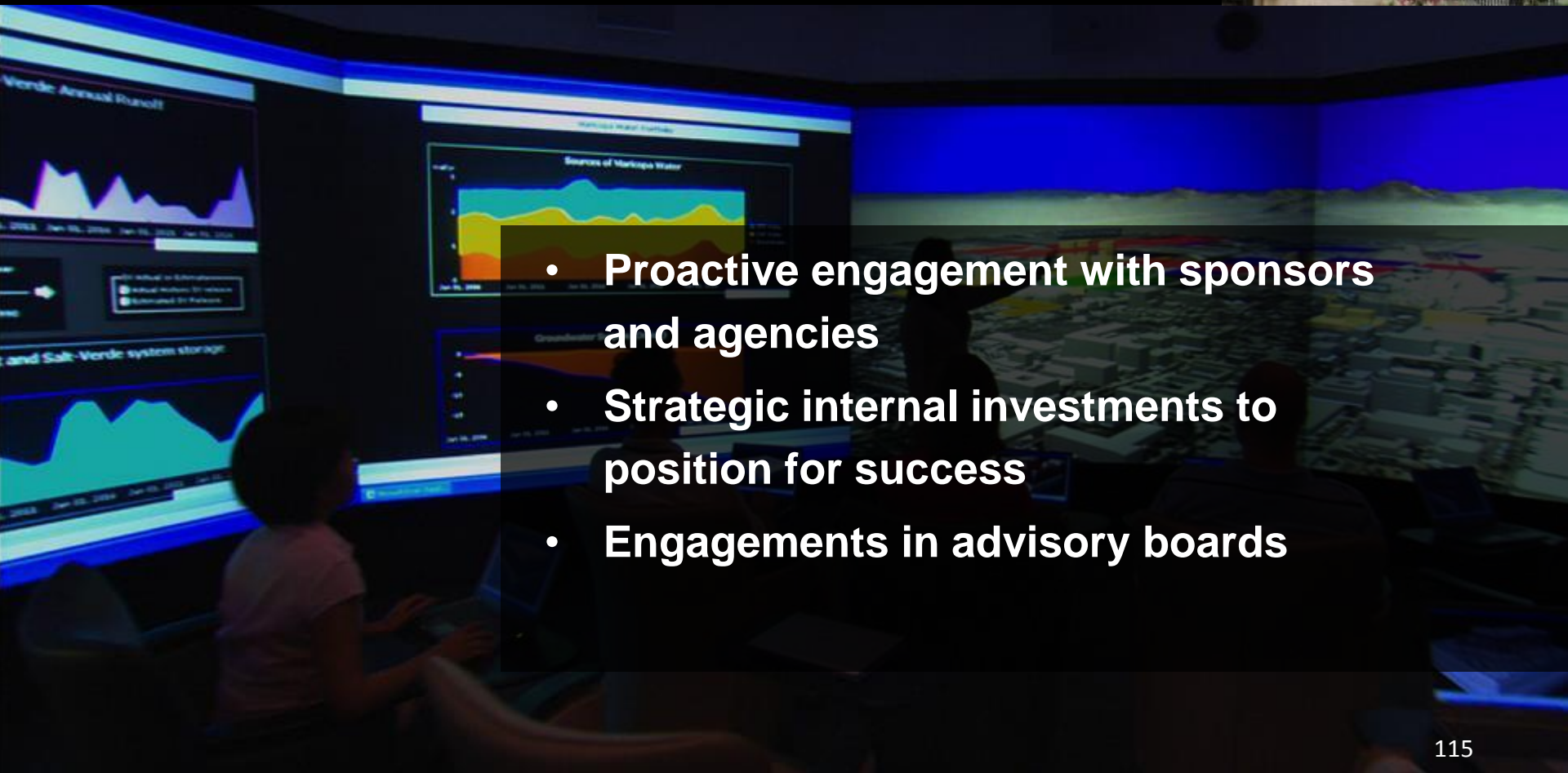


**Targeted services and support** enable significant growth in center-driven grants

**Projects  $\geq \$5M$  and  $< \$20M$**

**Projects  $\geq \$20M$**

## Goals drive investments and engagements



- Proactive engagement with sponsors and agencies
- Strategic internal investments to position for success
- Engagements in advisory boards

# Partnerships accelerate success

## – Strategic industry partnerships



## – National laboratory partnerships

- Existing



- Emerging





# Flexible Electronics and Display Center

## Evolution and key accomplishments

- CNN top 10 ideas
- World's largest flexible color display
- World's largest flexible x-ray detector with Parc

FEDC has created/inspired/led to large number of academic and industry partnerships

## Coming full circle

Significant capability supports the development of new opportunities:

Center-driven - *ERC - E-spaces*

University-driven - *National Network of Manufacturing*

*Institutes (NNMI), Fraunhofer USA Center*

Advancing Research & Economic Development

The products of a knowledge enterprise are **people**, **ideas** and **solutions**.







# **Under the Hood: Increasing Philanthropy and Affinity**



# ASU Foundation for A New American University

ABOR February 7, 2014

## charity navigator



**The ASU Foundation recently earned a premium, 4-Star rating from the nation's top charity evaluator, Charity Navigator, and scored highest of 105 higher education foundations polled. In FY13, the foundation received donations from nearly 97,000 investors and secured \$136 million in new gifts and commitments.**



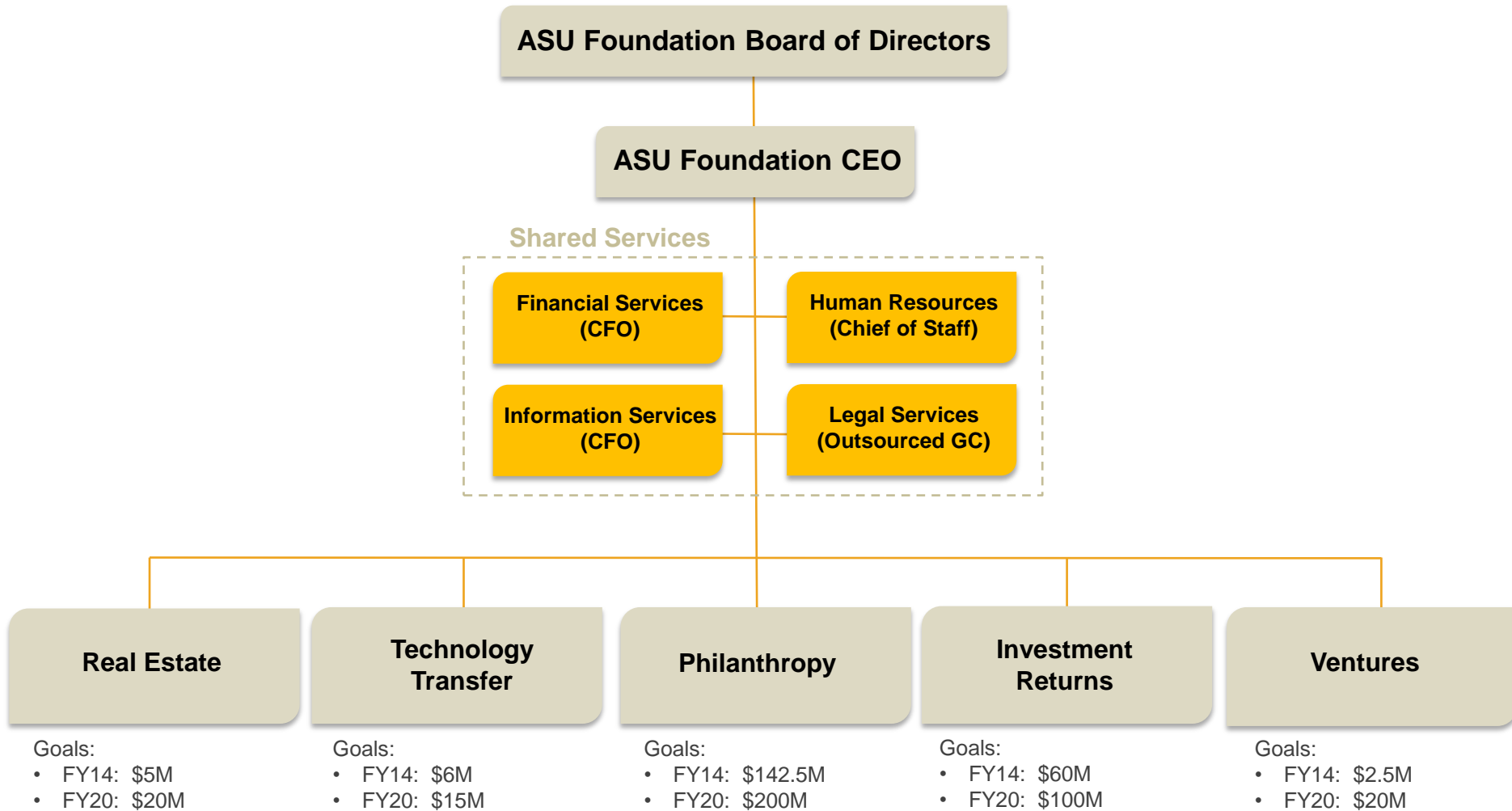
A wide-angle photograph of the Arizona State University (ASU) campus. The central focus is a large, multi-story brick building with a prominent cylindrical tower in the middle. The tower has a glass-enclosed section. To the right, a modern blue glass building is visible. The foreground is a paved walkway with long shadows cast by people walking, suggesting a bright, sunny day. Several tall palm trees are scattered across the scene, and a green lawn is visible in the middle ground. The sky is clear and blue.

**Our mission: to ensure  
the success of ASU as a  
New American University**

# Beyond Philanthropy



# structure

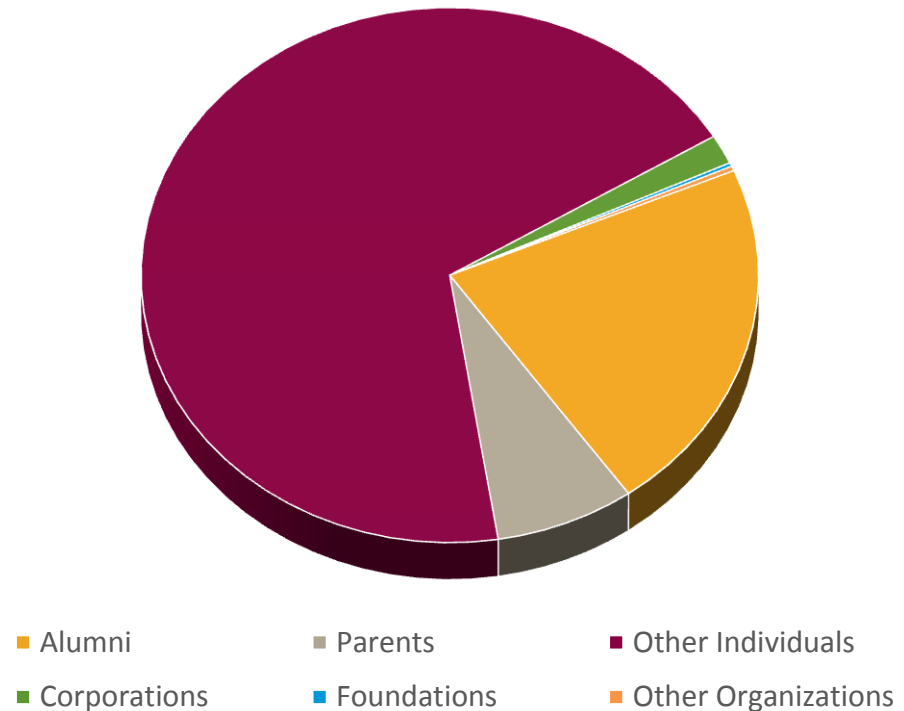


our donors

**38%** of  
**ASU Alumni**  
have graduated  
since 2002

**156,363 Alumni**

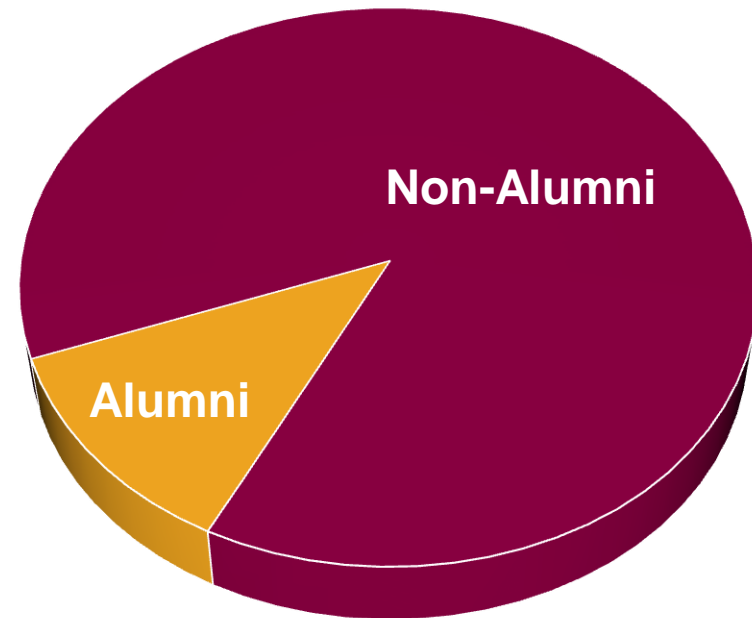
Donor Types



our donors

**88%** of FY13  
New Gifts and  
Commitments  
came from non-  
alumni

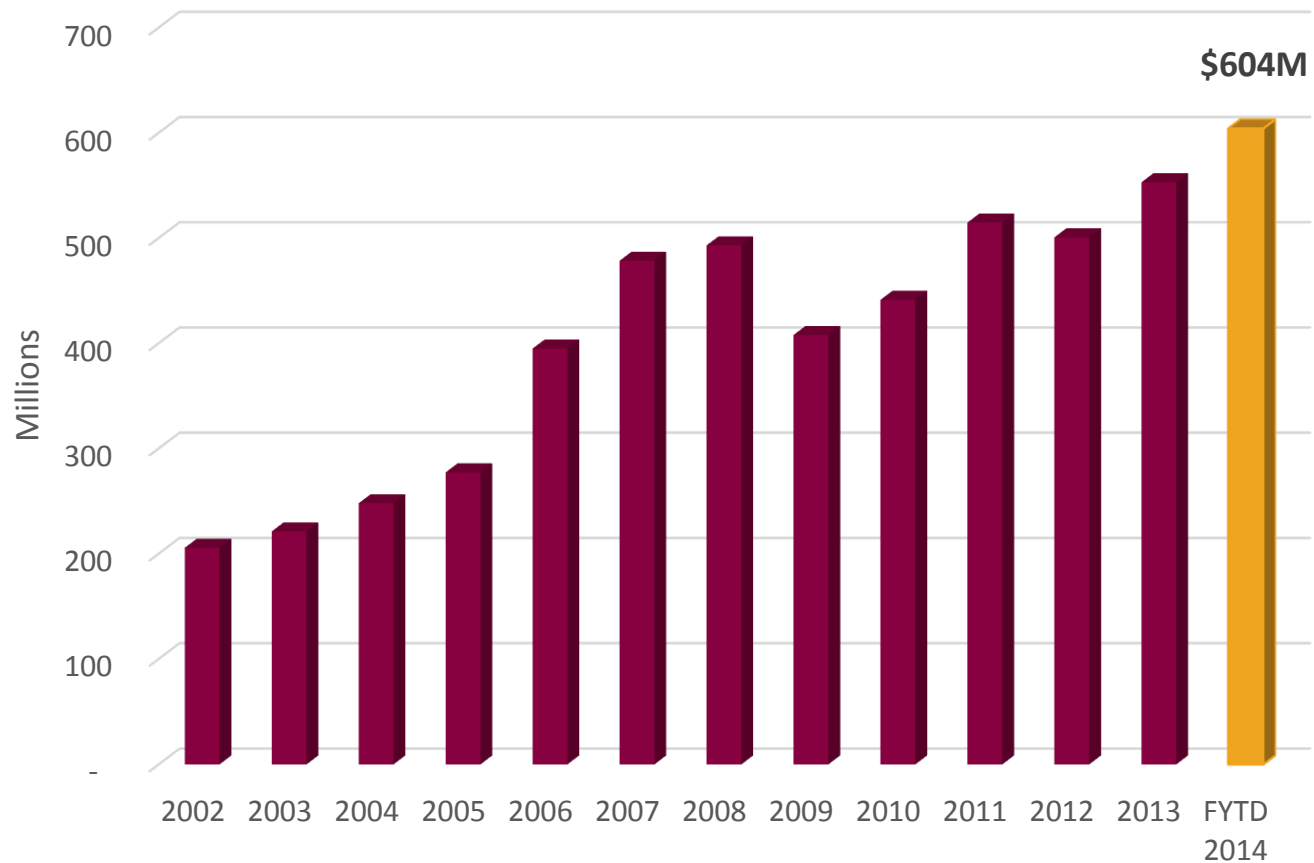
New Gifts and Commitments





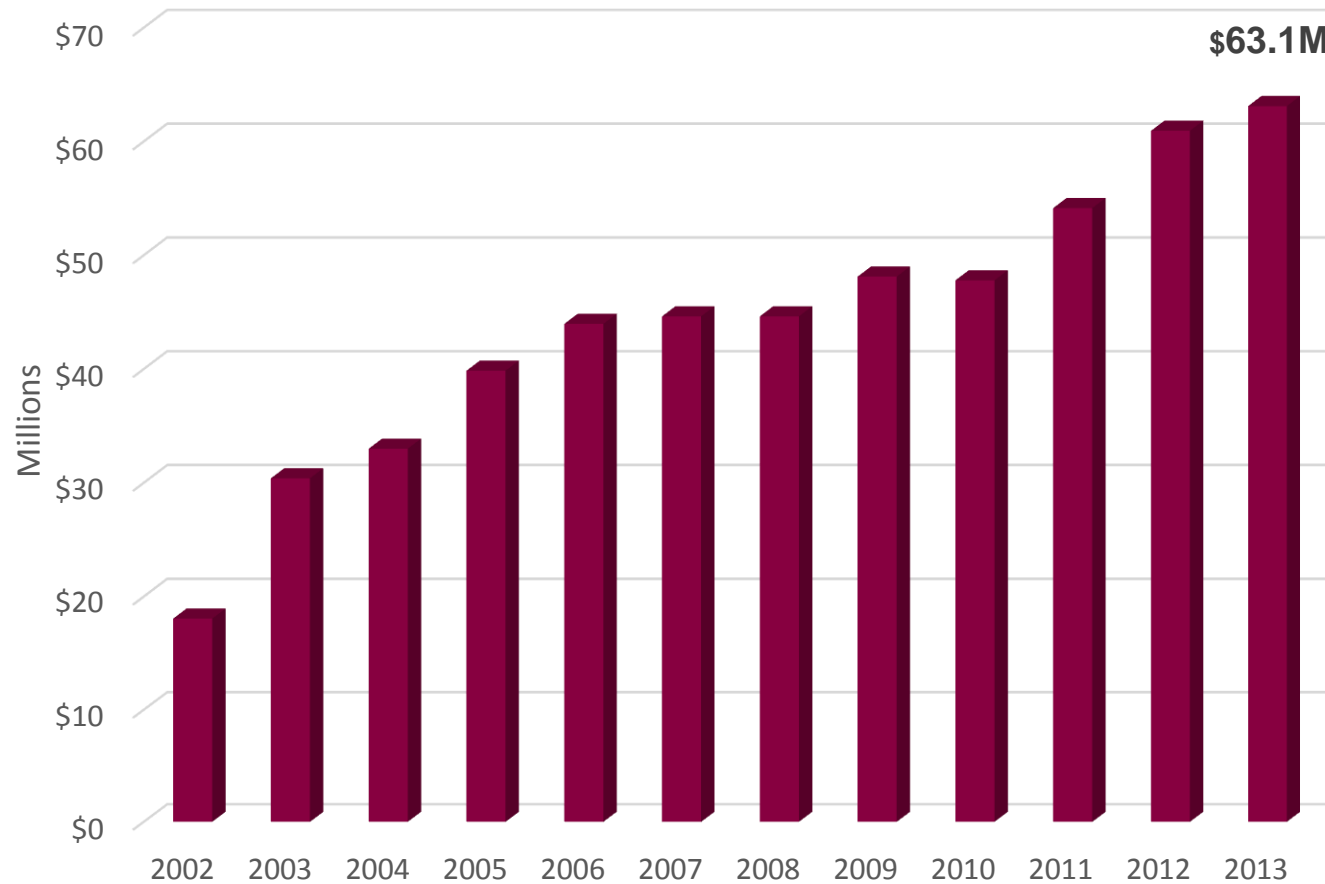
# successful fundraising

## Endowment Level

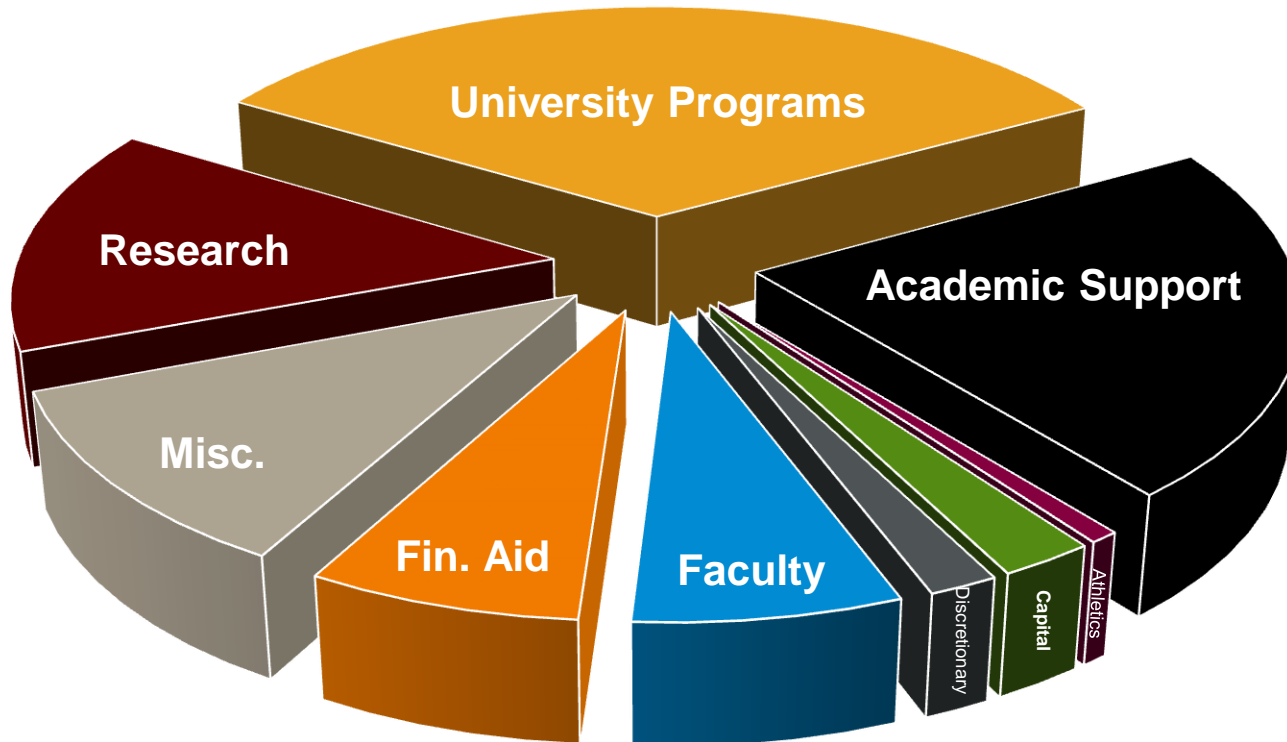


## successful fundraising

### Amount to/for ASU



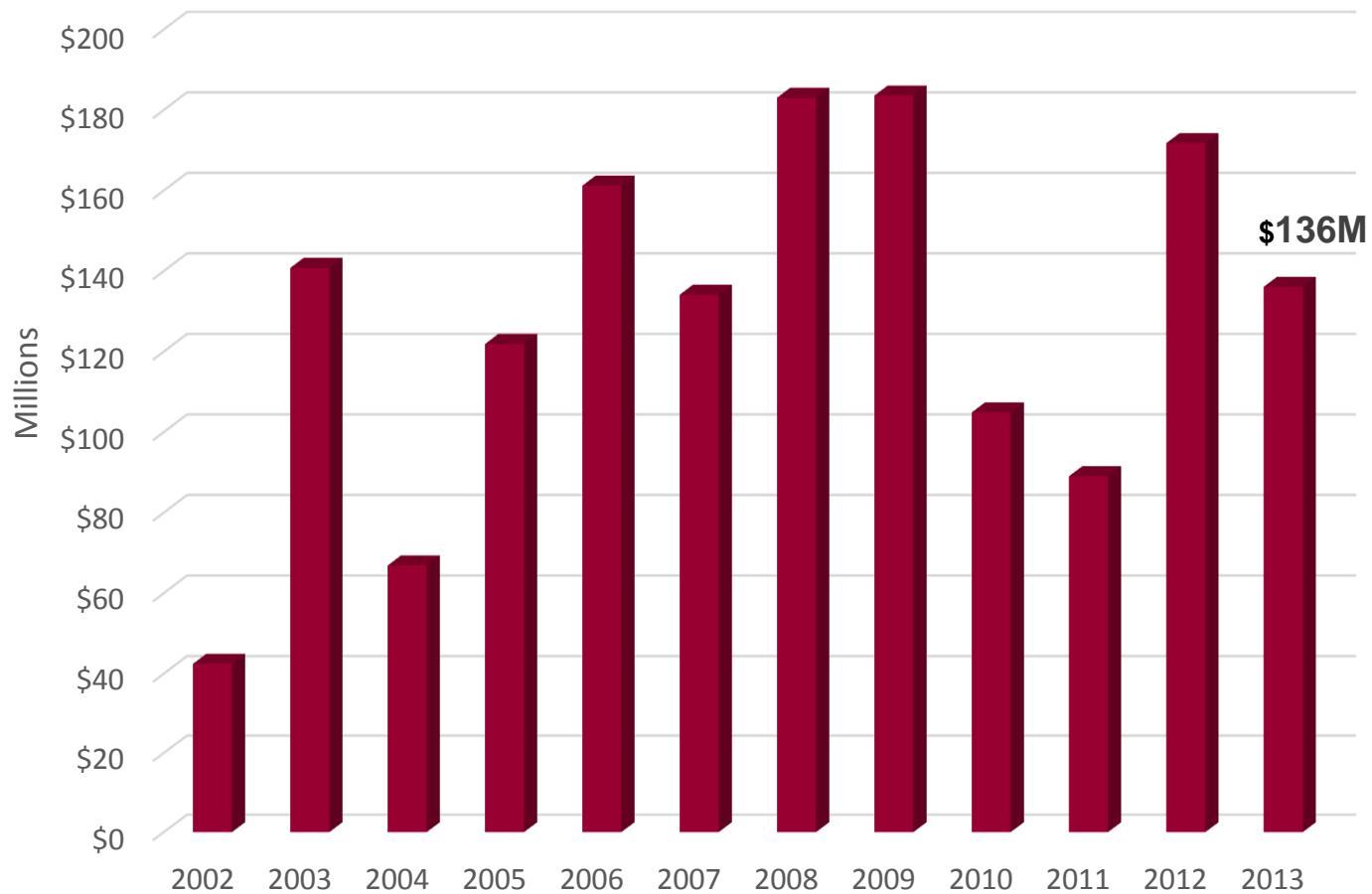
# assets to ASU – FY13



- Academic Support
- Athletics
- Capital
- Discretionary
- Faculty
- Financial Aid
- Misc.
- Research
- Univ. Programs

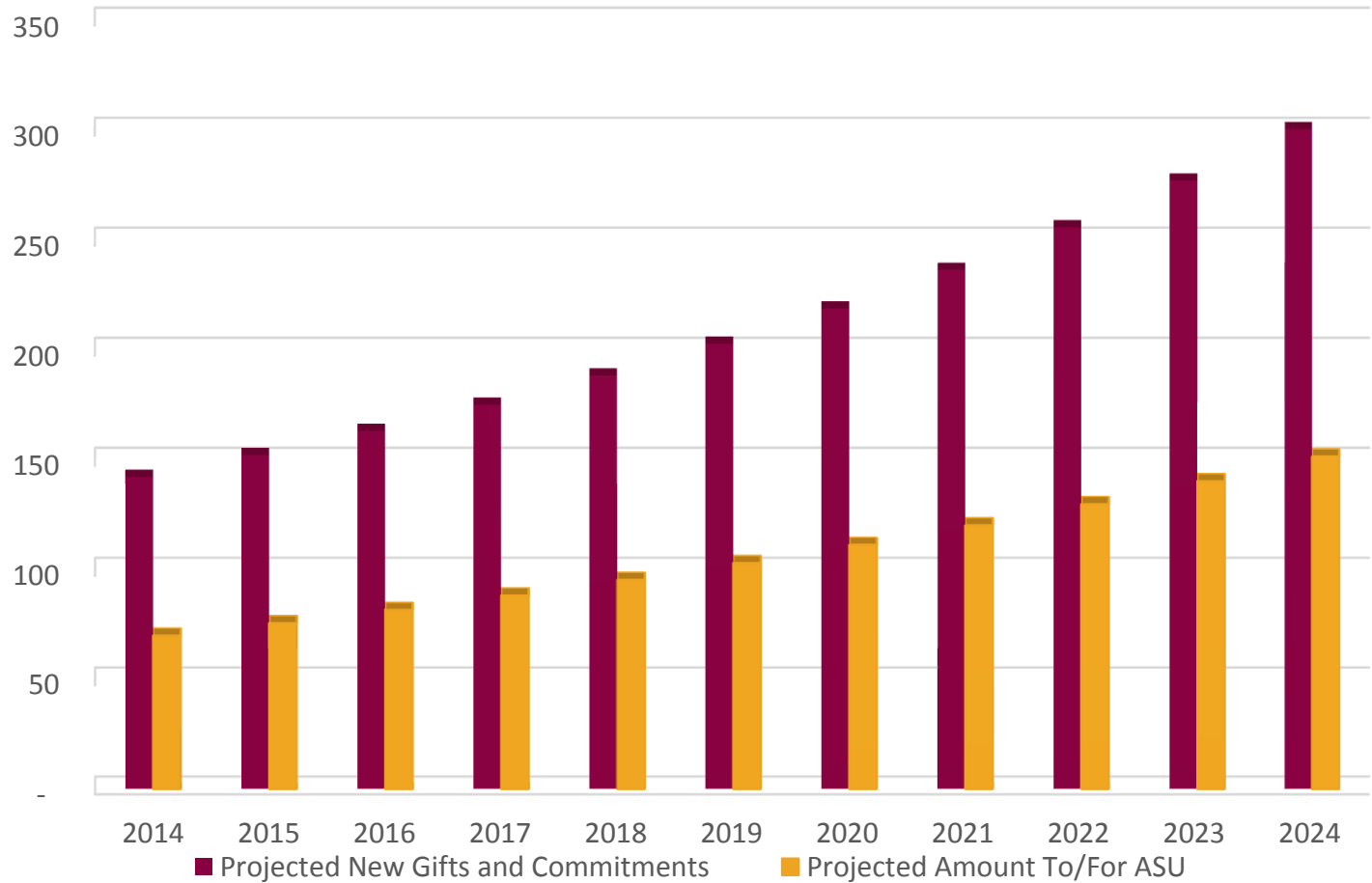
## successful fundraising

### New Gifts and Commitments



successful fundraising

Projected Growth





## key objectives for 2014

donor count

**104,000**

**7%**

alumni participation rate

new gifts and commitments

**\$142.5M**

**\$65M**

direct support to ASU

**15%**

percent of gifts to endowment

**\$3M**

unrestricted cash receipts

**\$120M**

cash receipts

**we care —**  
**we serve • we engage • we innovate**

**ASU Foundation**  
**thank you**



# **ASU Strategic Enterprise Plan: 2014 Update**