



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

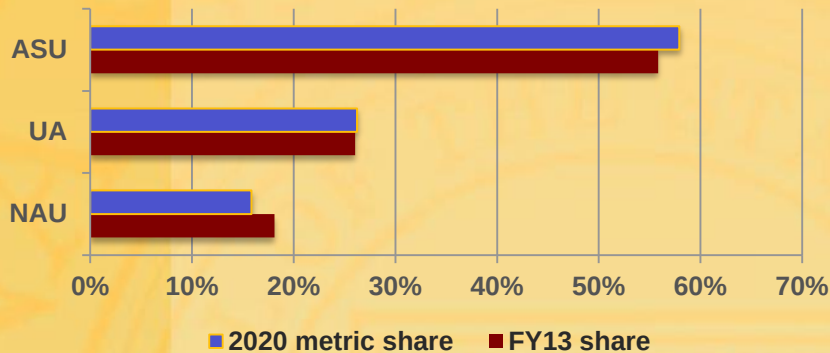
ASU's Enterprise Plan has outlined the means for building revenue while maintaining modest tuition rate growth for resident undergraduates

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

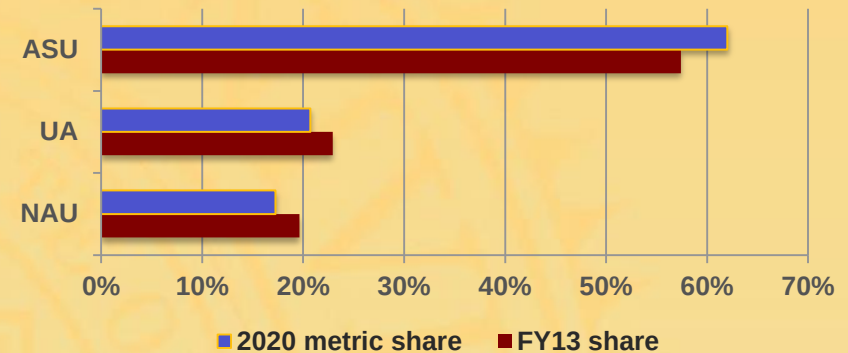
ASU's has demonstrated its ability to accomplish this

ASU Share of Degree and Enrollment Metrics

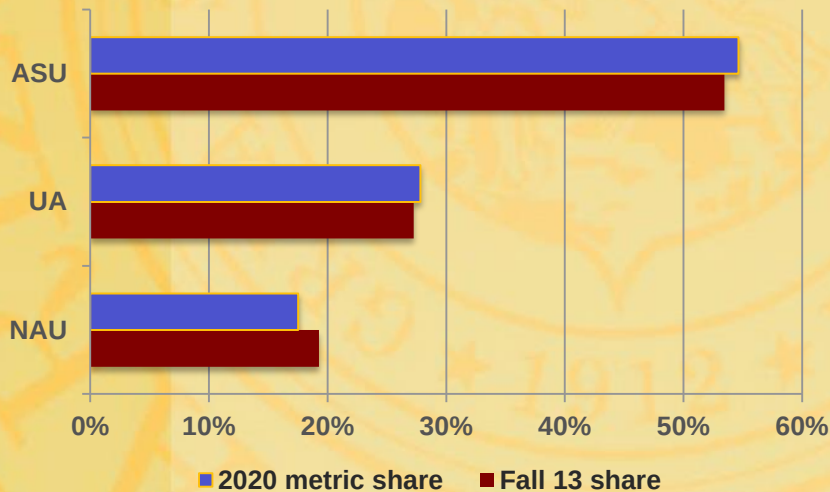
Share of Bachelor Degrees



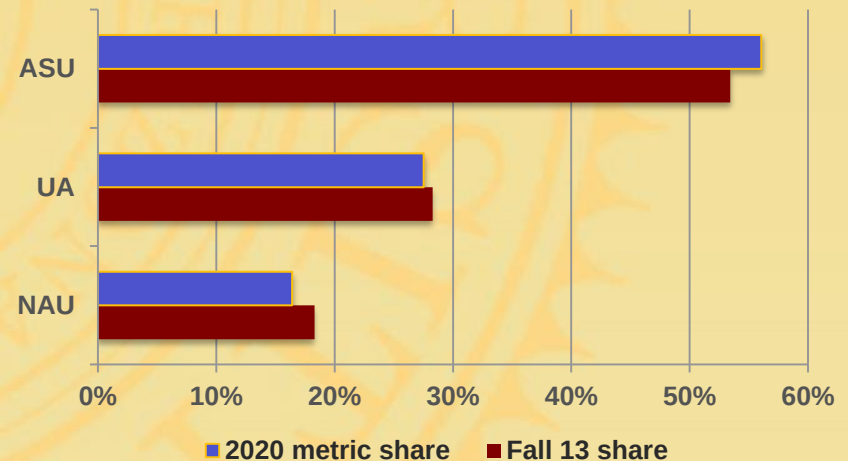
Share of Master's Degrees



Share of Undergraduate Enrollment

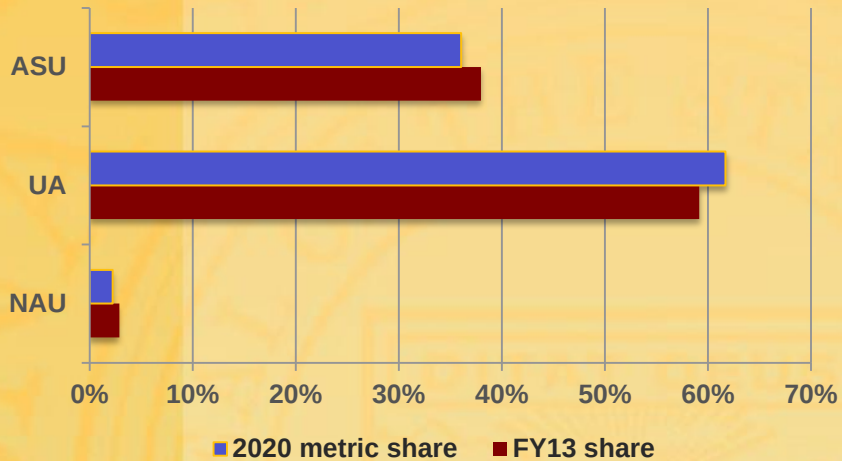


Share of Total Enrollment

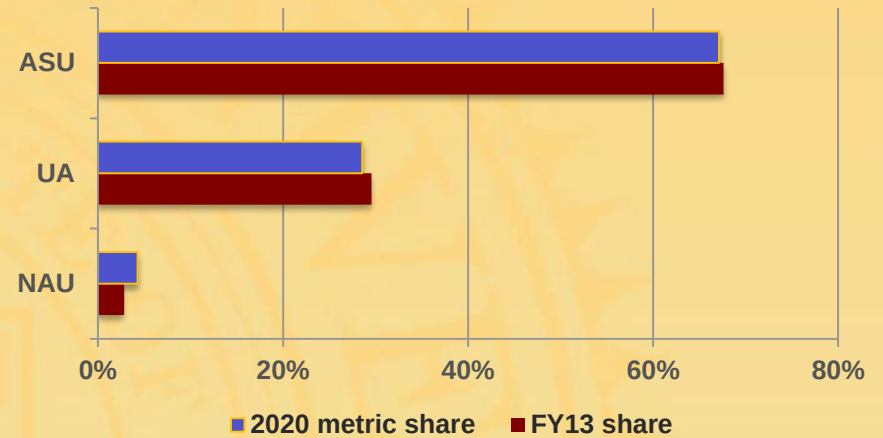


ASU Share of Research Metrics

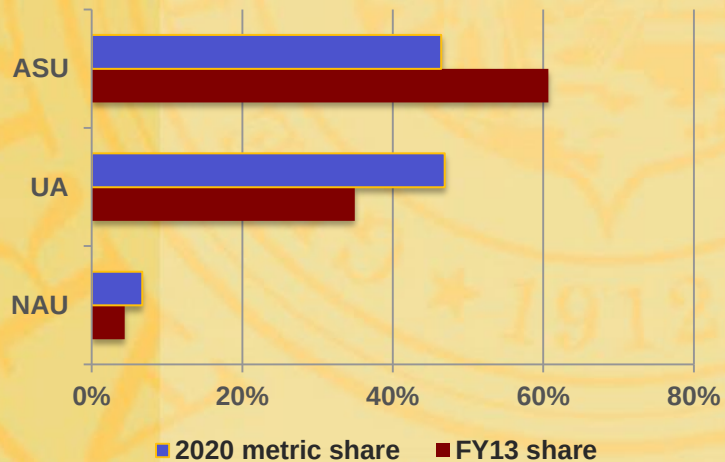
Share of Research Expenditures



Share of Patents Issued



Share of Invention Disclosures



The ASU Enterprise Revenue Model

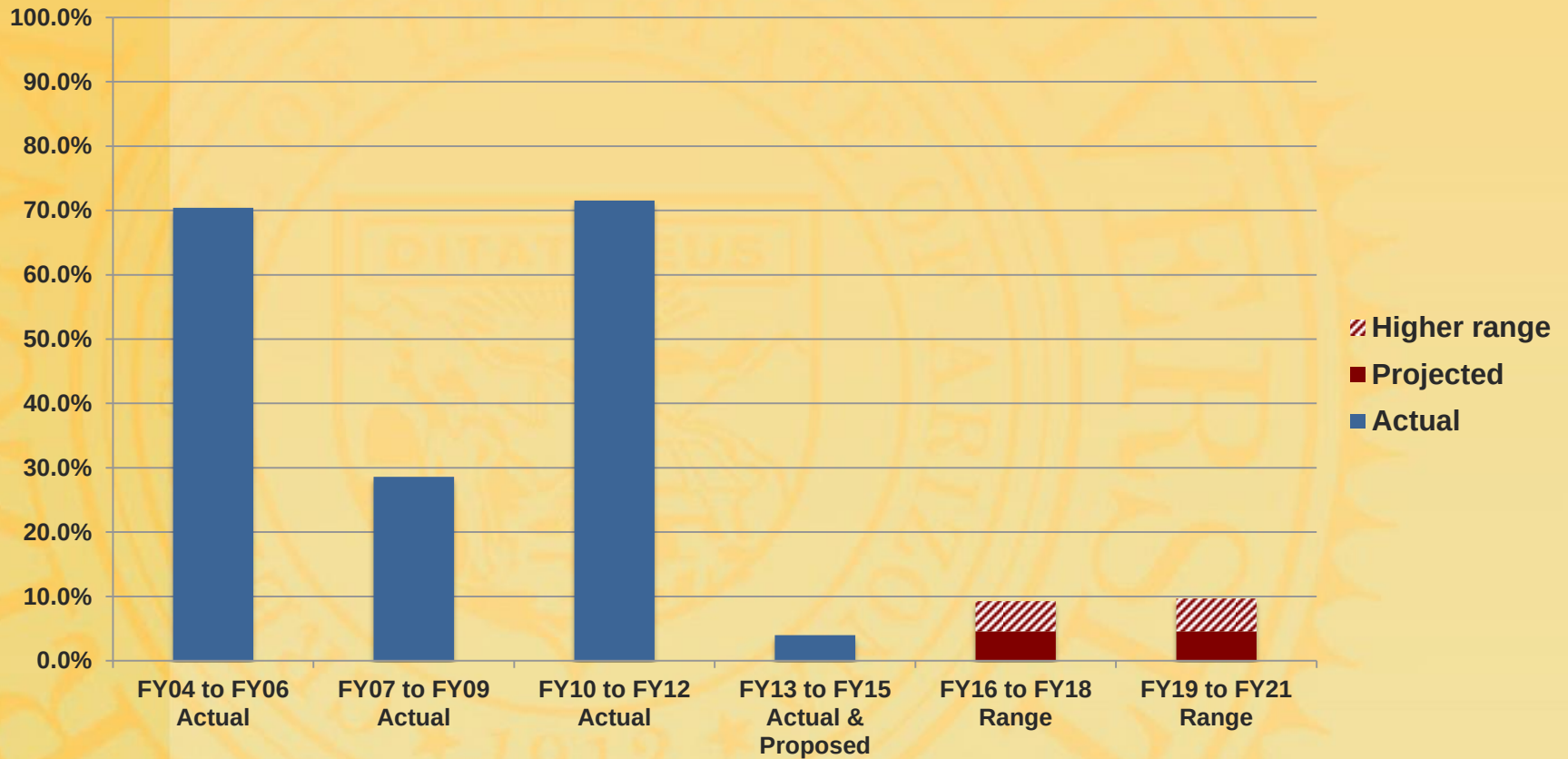
- Modest and predictable average resident tuition rates of 0% to 3% annually— this has been achieved with an average average increase of 1% over FY13, FY14, and FY15
- Market tuition rates for non-residents and online students
- Performance funding
- Increases in non-resident and international student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

Resident UG Tuition Rate Increases

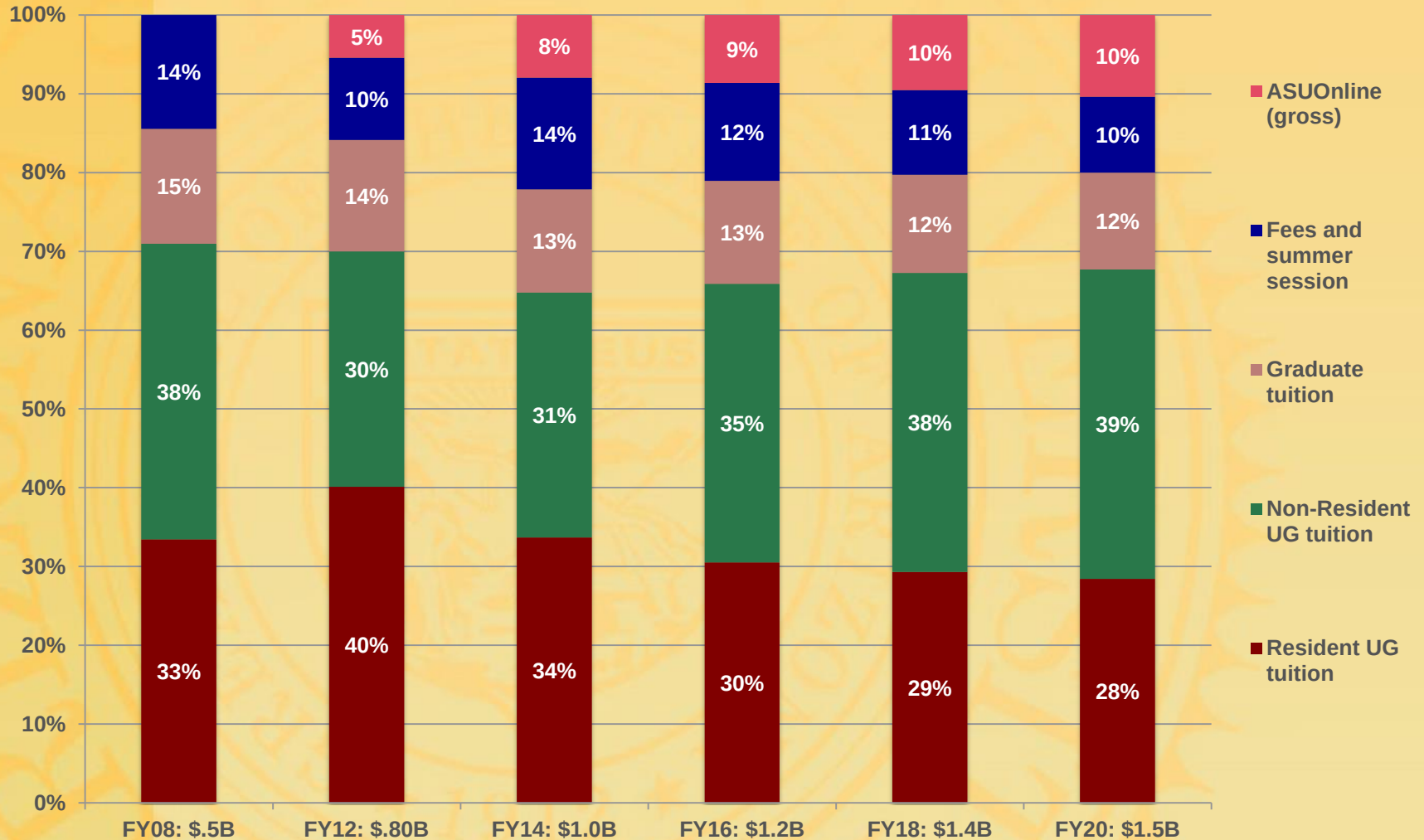
Actual FY04 to FY14

Proposed FY15

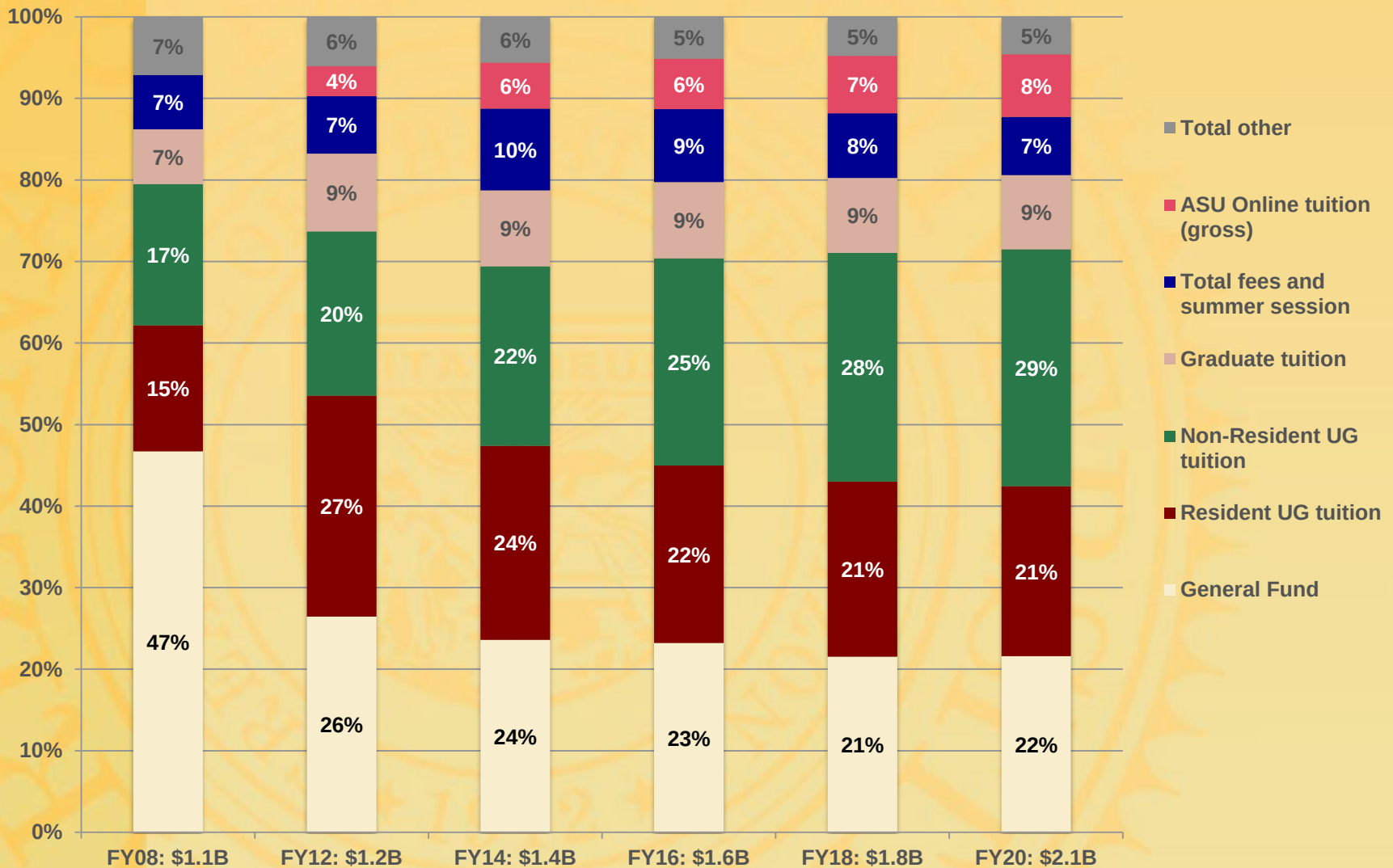
Planning Range FY16 to FY21



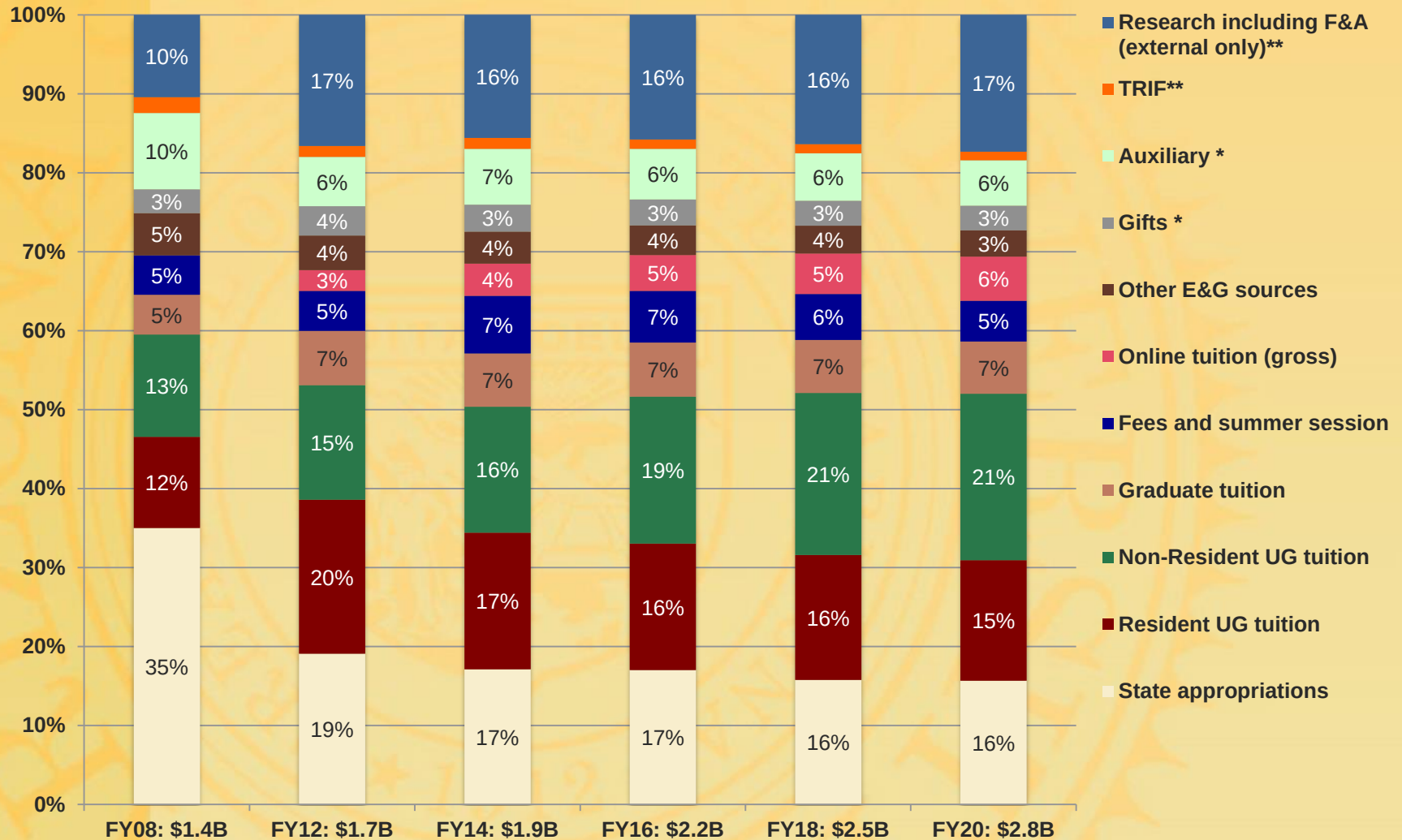
Revenue Sources: Gross Tuition and Fees



E&G Revenue Sources

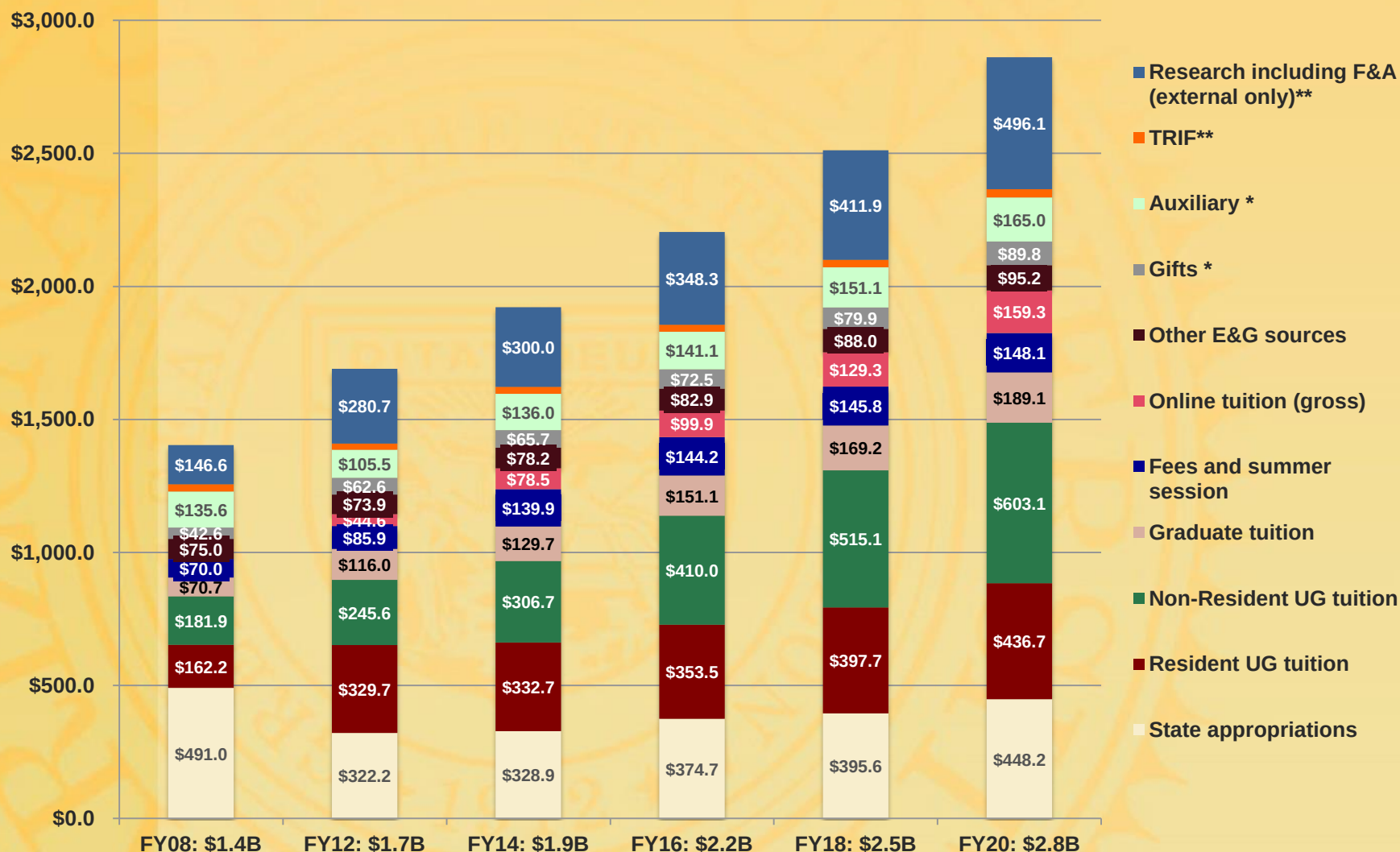


Gross Revenue Sources: All Funds



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

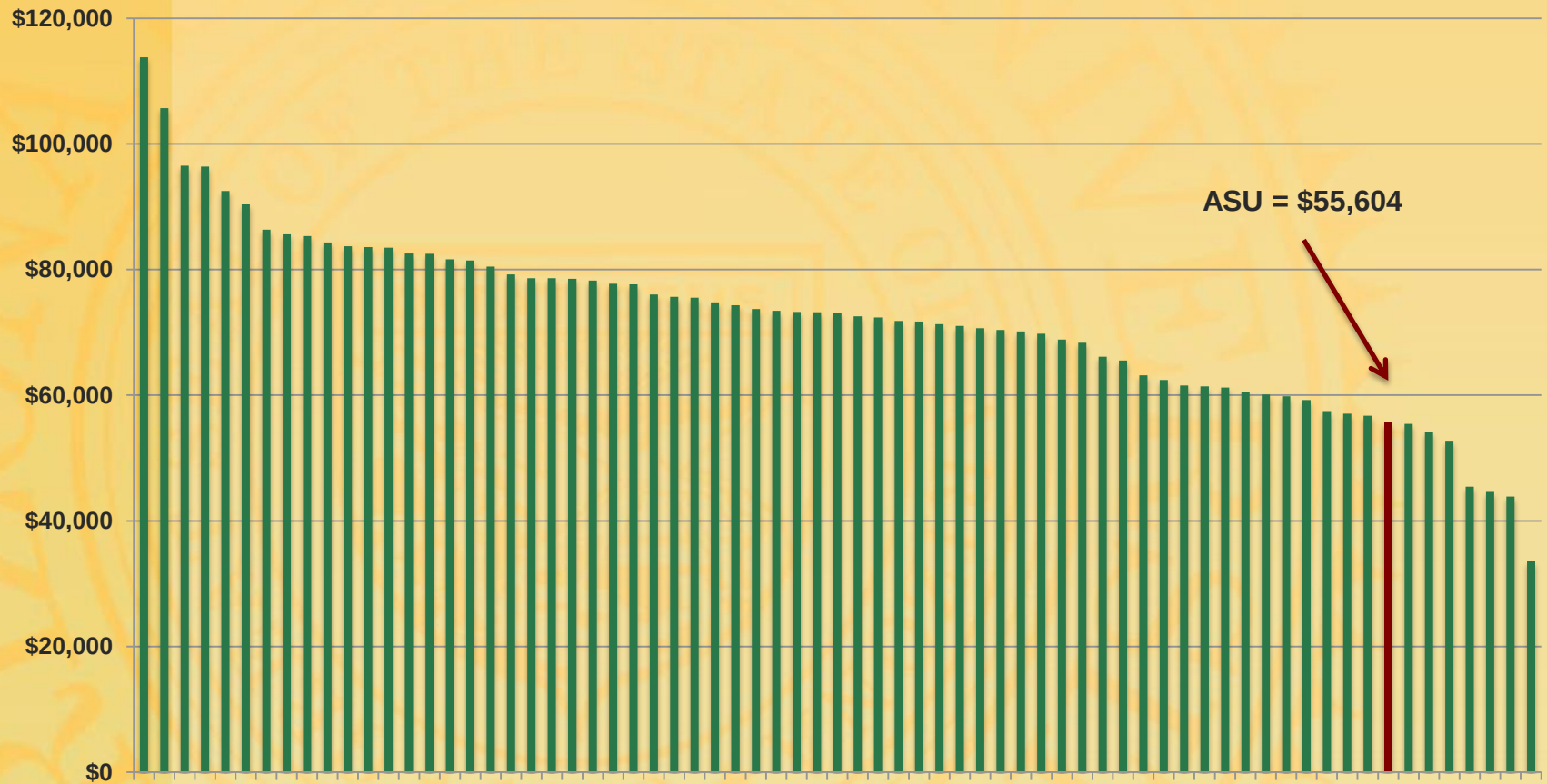
ASU will maintain a revenue per degree produced that is substantially below the national average for highly productive public research universities.

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

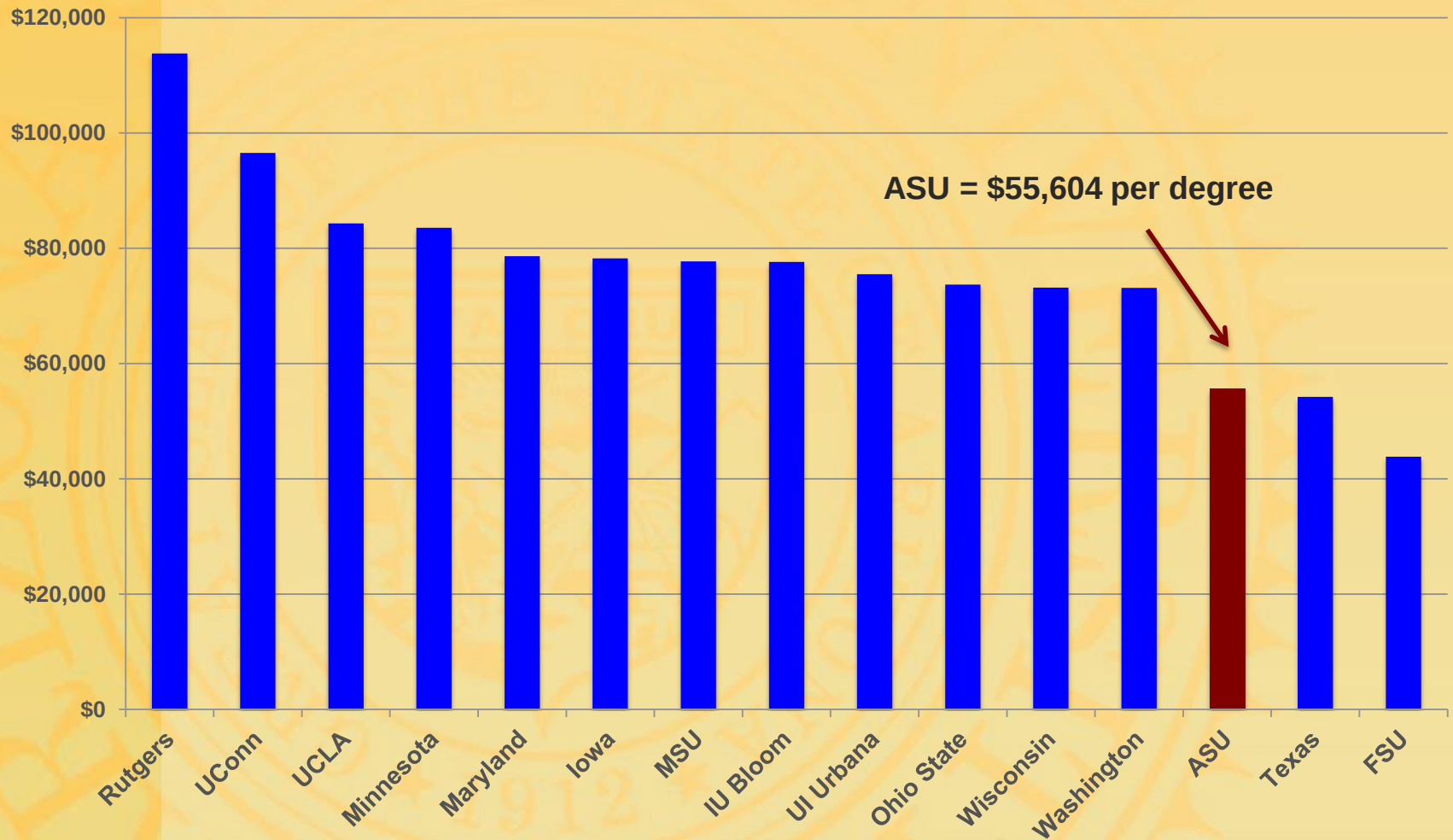
- **28% below** the median of the ASU peers
- **24% below** the median of all public VH research universities (\$73,200)
- **21% below** public VH research universities without medical schools (\$70,500)

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

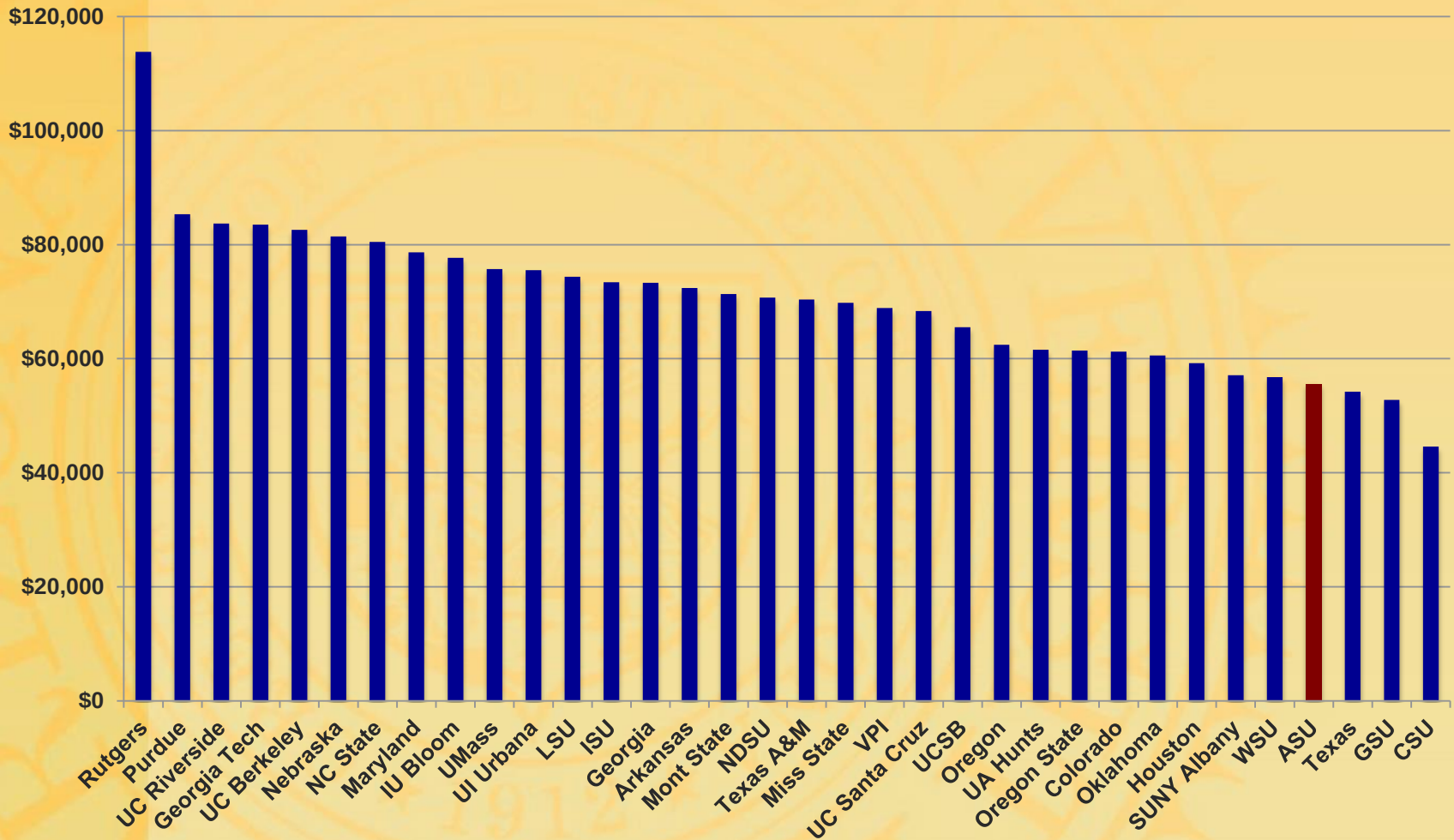
Net Tuition, Fees, and State Appropriations per Degree All Public Very High Research Universities IPEDS FY2012



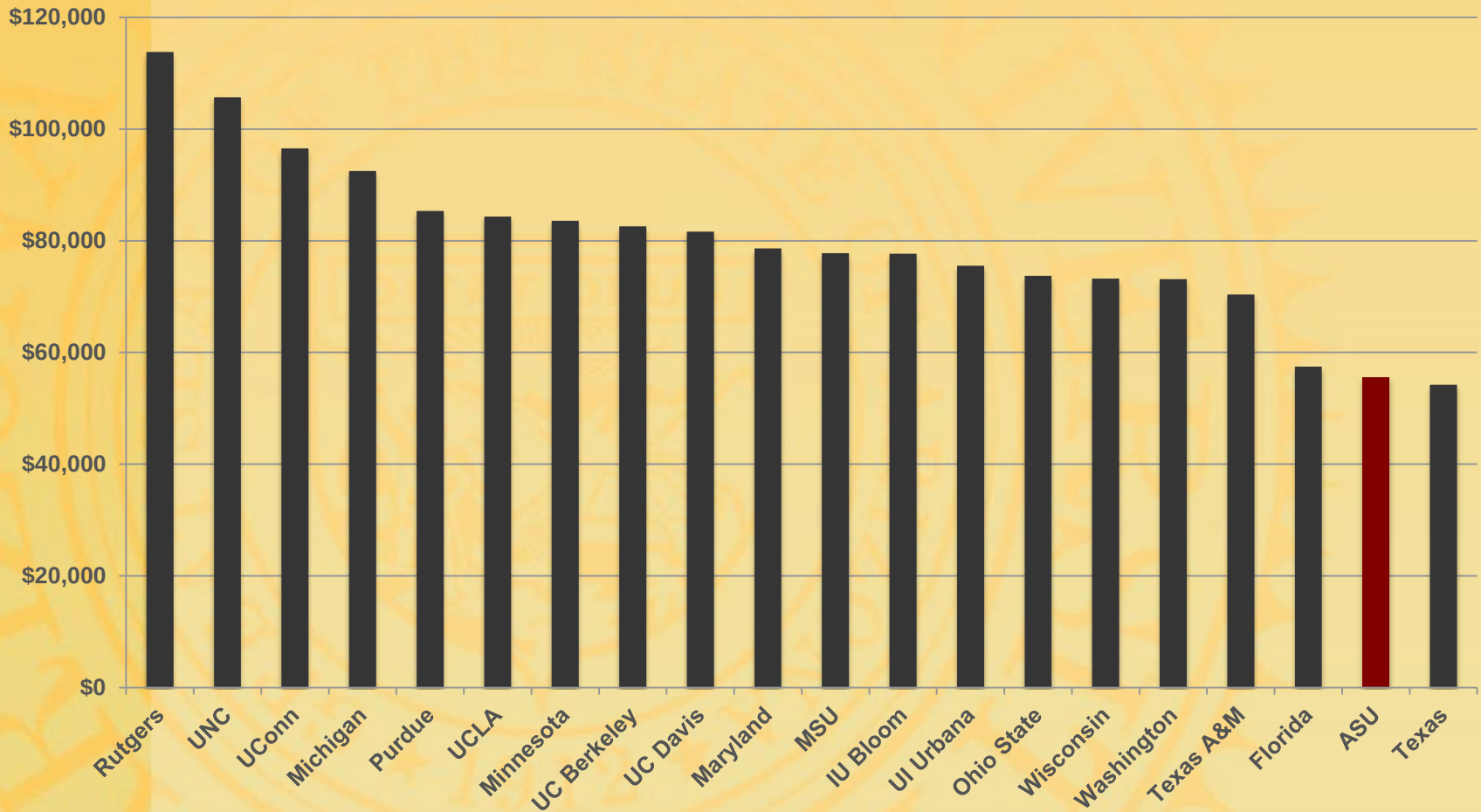
Net Tuition, Fees, and State Appropriations per Degree ASU Peers IPEDS FY2012



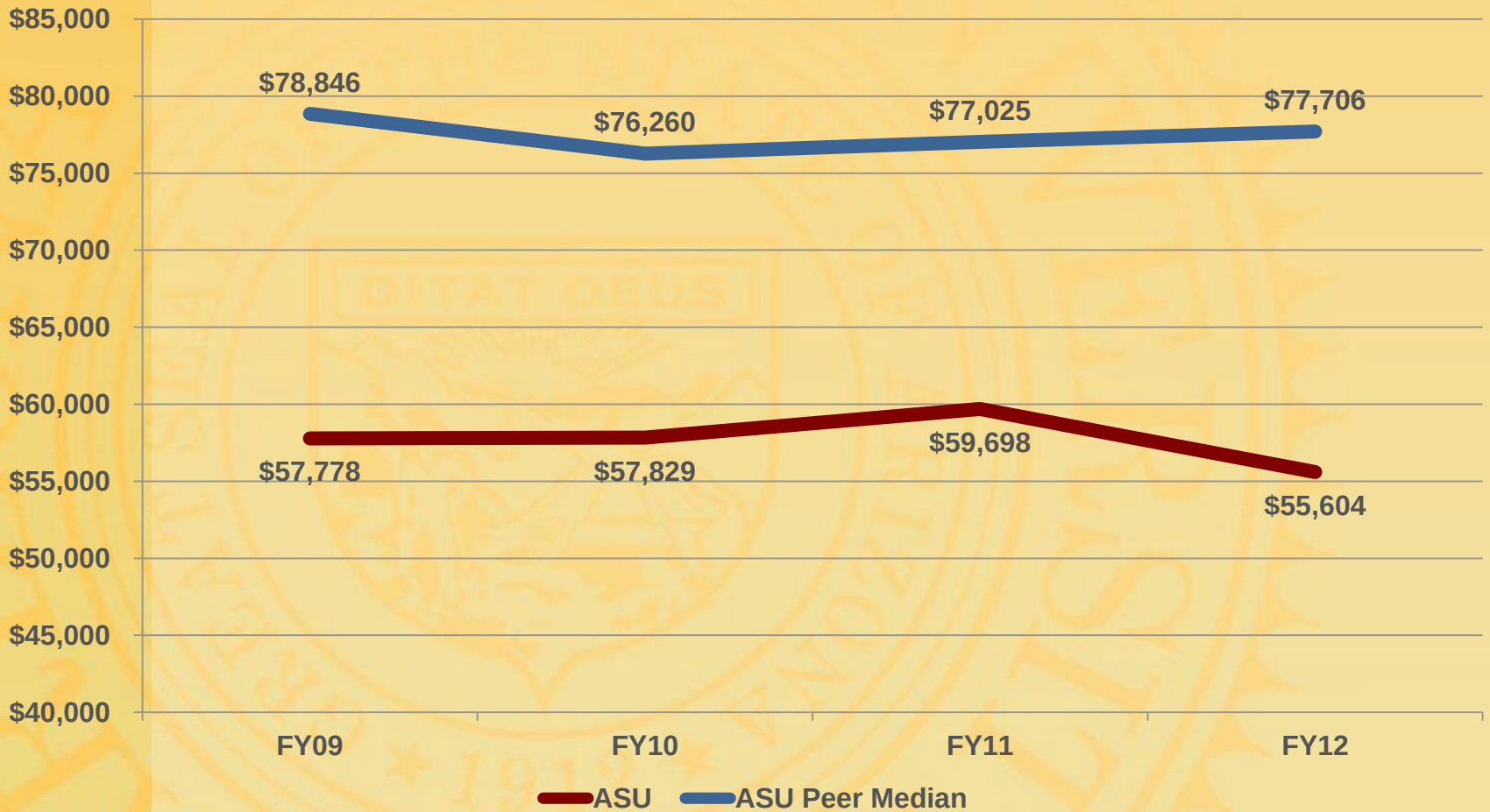
Net Tuition, Fees and State Appropriation per Degree Very High Research Publics without Medical Schools IPEDS FY2012



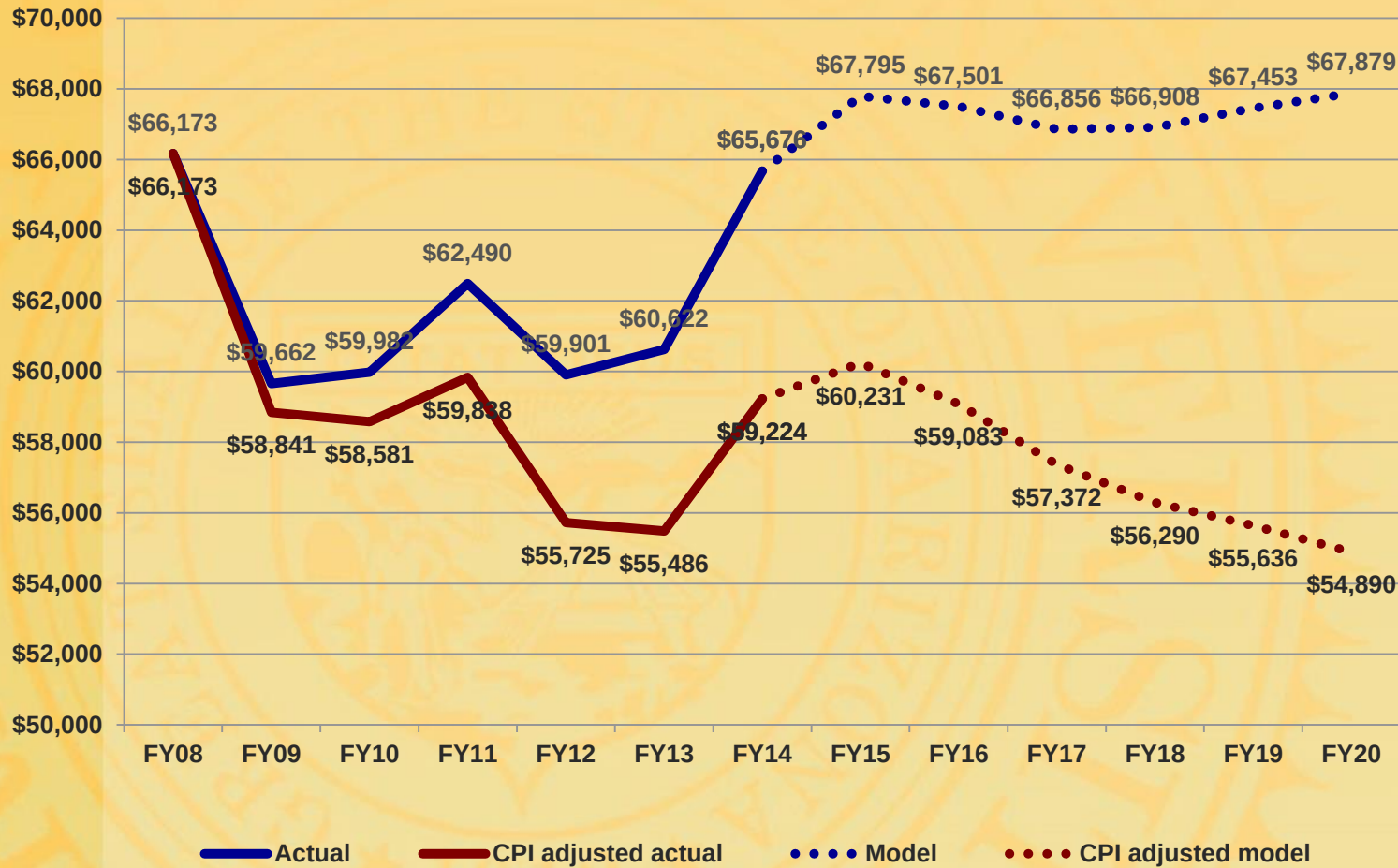
**Net Tuition, Fees, and State Appropriations per Degree
Very High Research Publics Over \$700M
IPEDS FY2012**



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



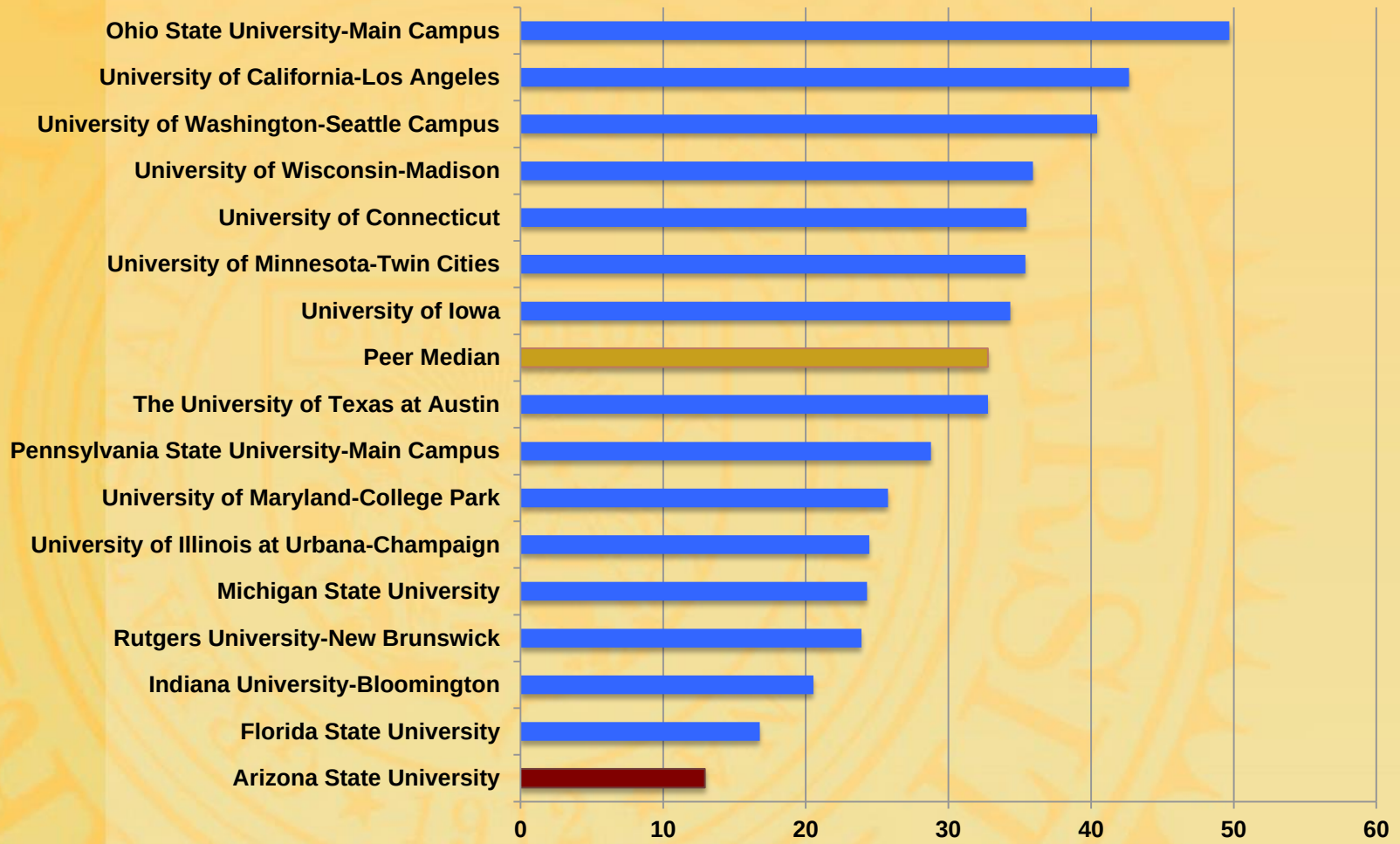
Gross Tuition, Fees and State Appropriation per Degree FY08 to FY20



ASU Strategic Enterprise Planning: Staffing Efficiency

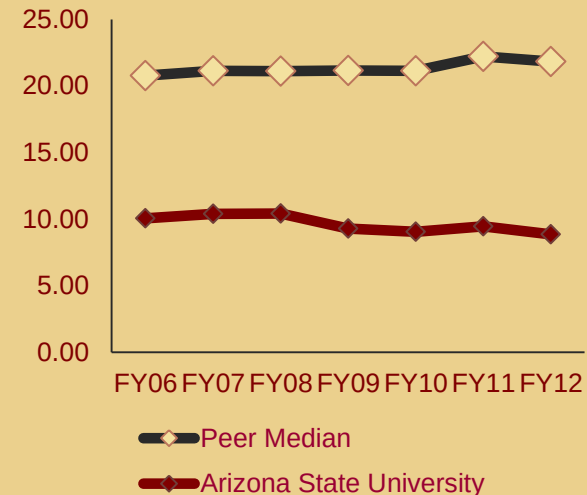
ASU will continue to be an innovative and productive organization that requires fewer personnel per student than its peers.

FY12 Total Employees per 100 FTE Students



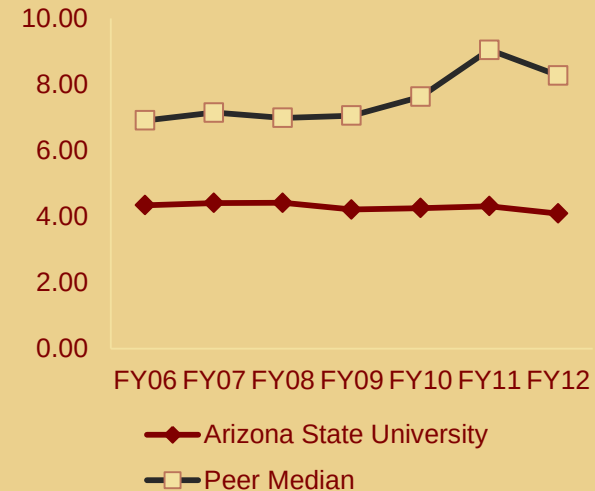
Full Time Non-Faculty Employees Per 100 FTE Students (Includes Medical School Employees)

	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
Peer Median	20.77	21.14	21.10	21.15	21.13	22.21	21.84



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

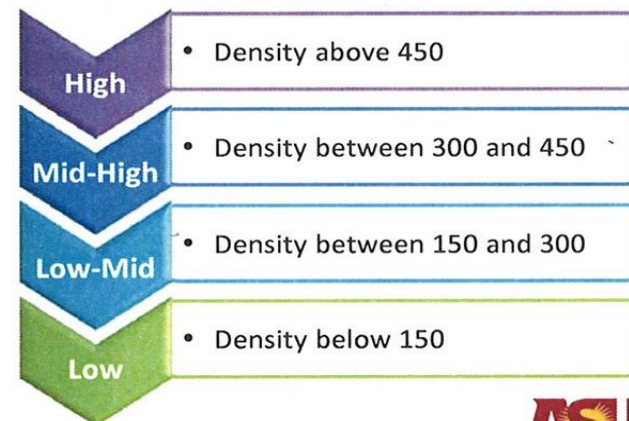
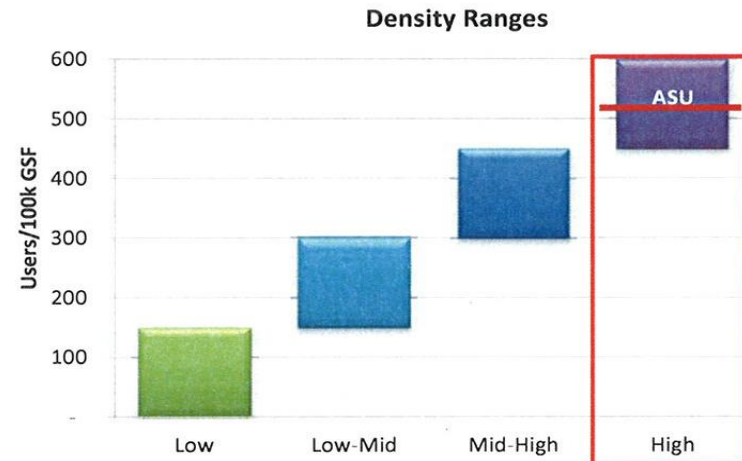
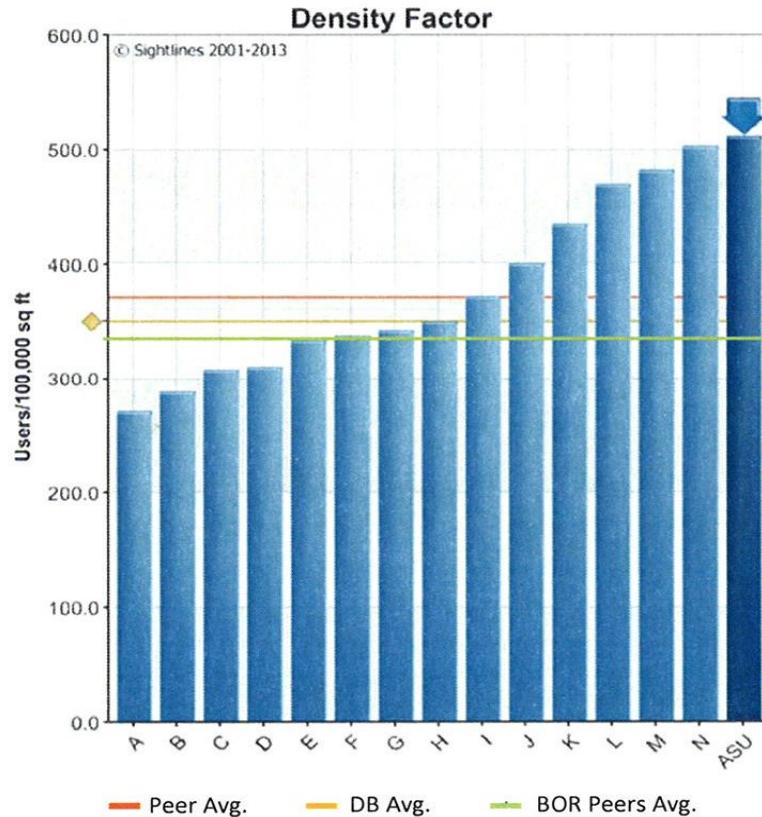
ASU will continue to use its facilities intensively to reduce the need for new capital expenditures.

ASU's density factor in context

ASU's density is the highest among peers



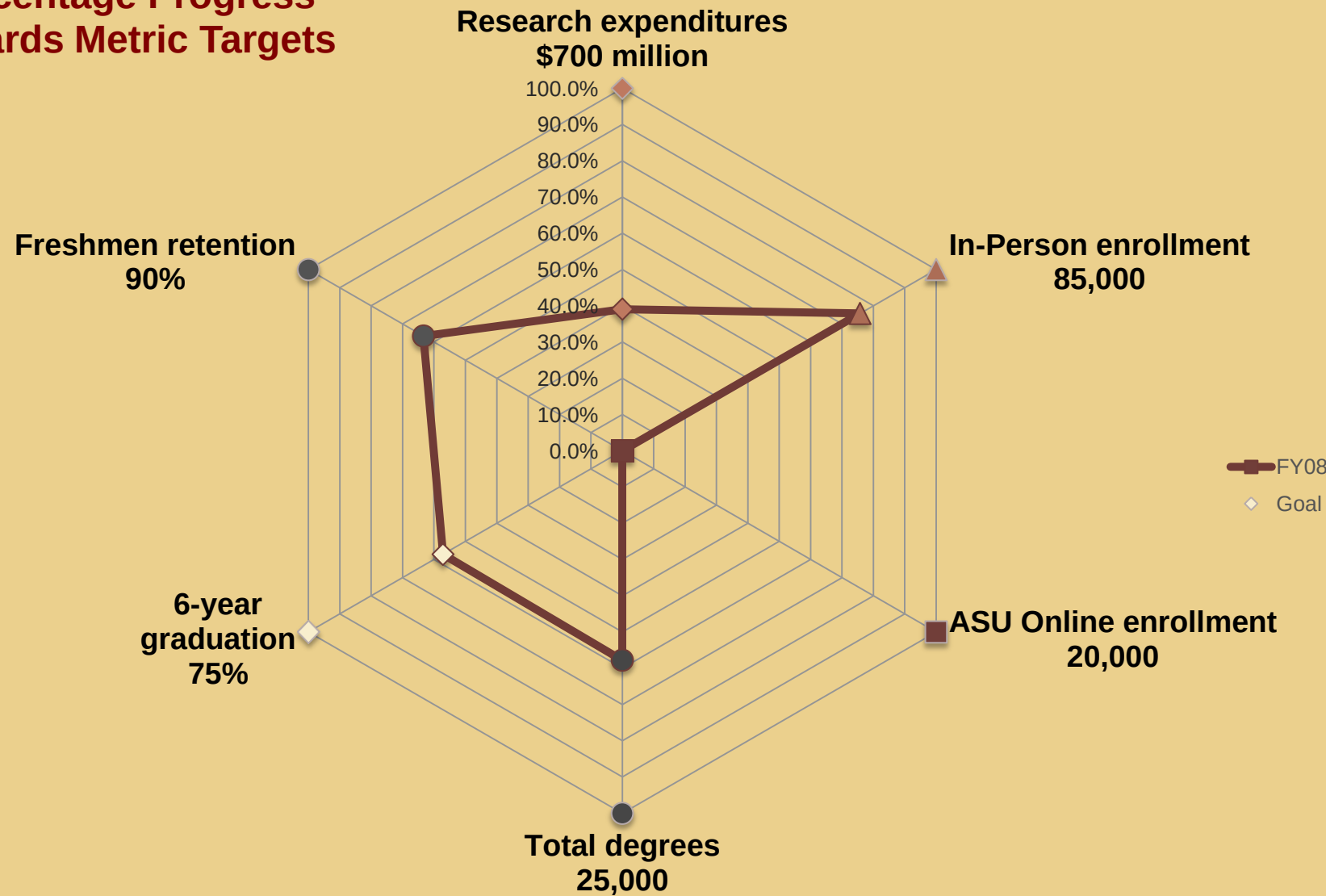
Sightlines



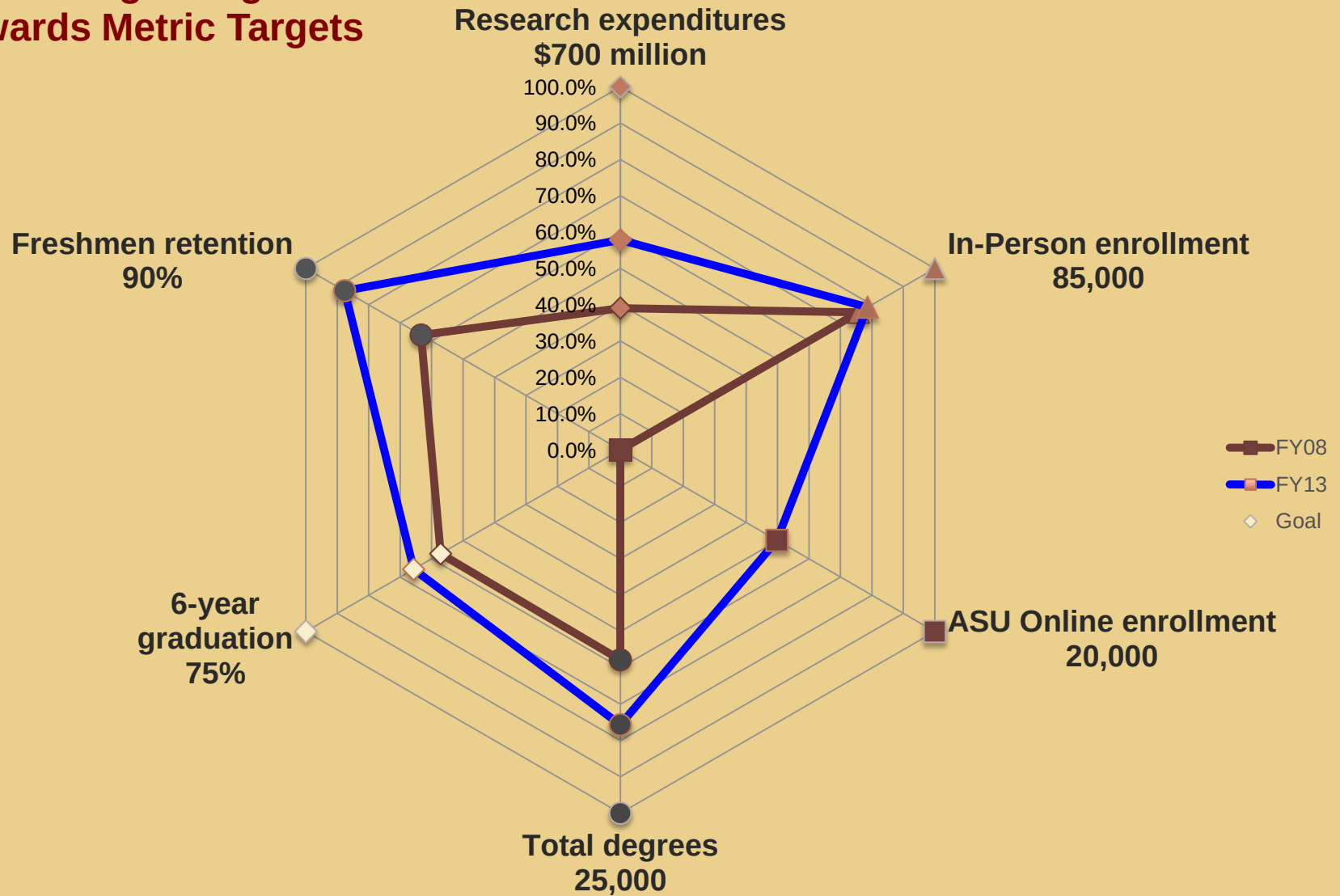


Progress: ABOR Metrics

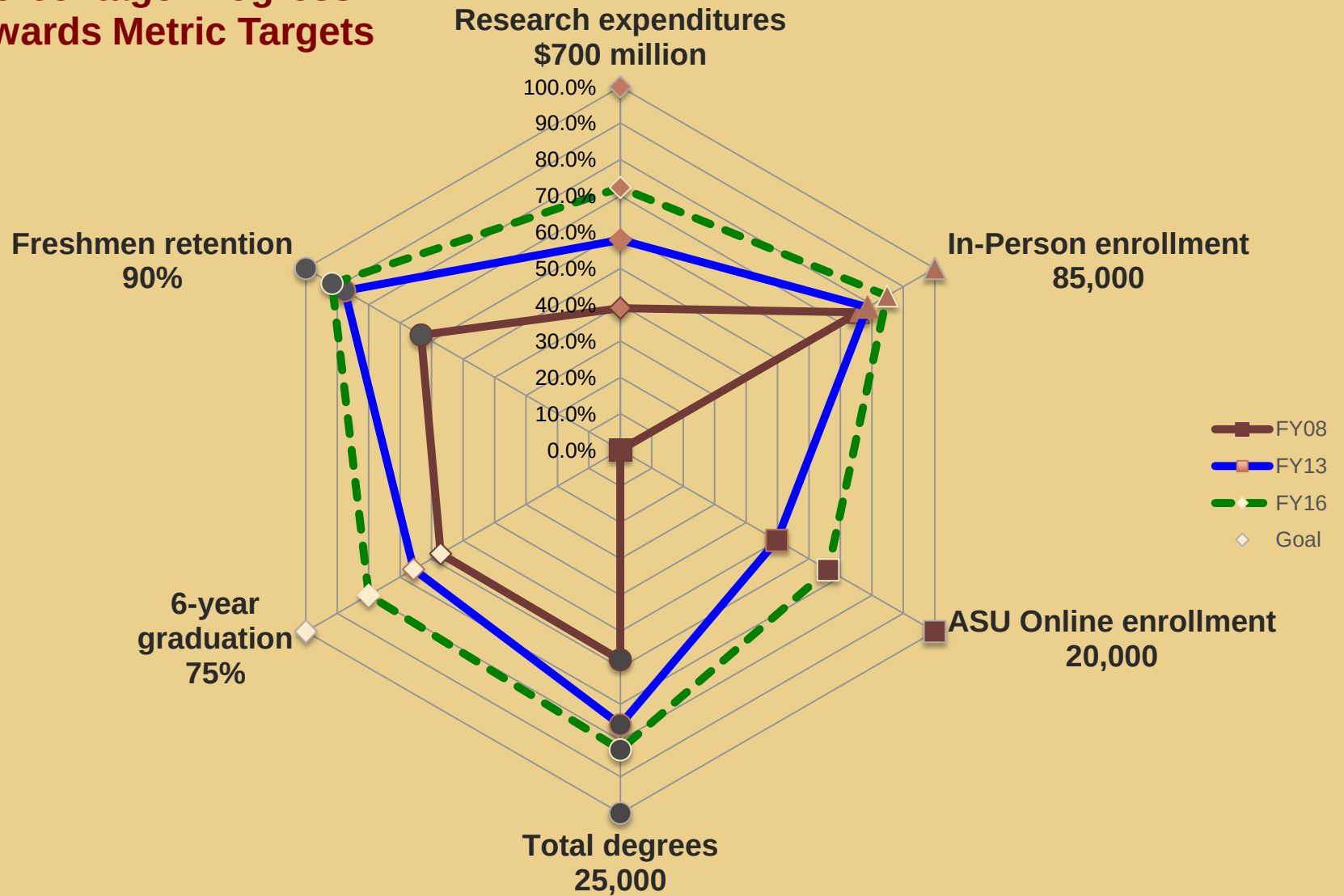
Percentage Progress Towards Metric Targets



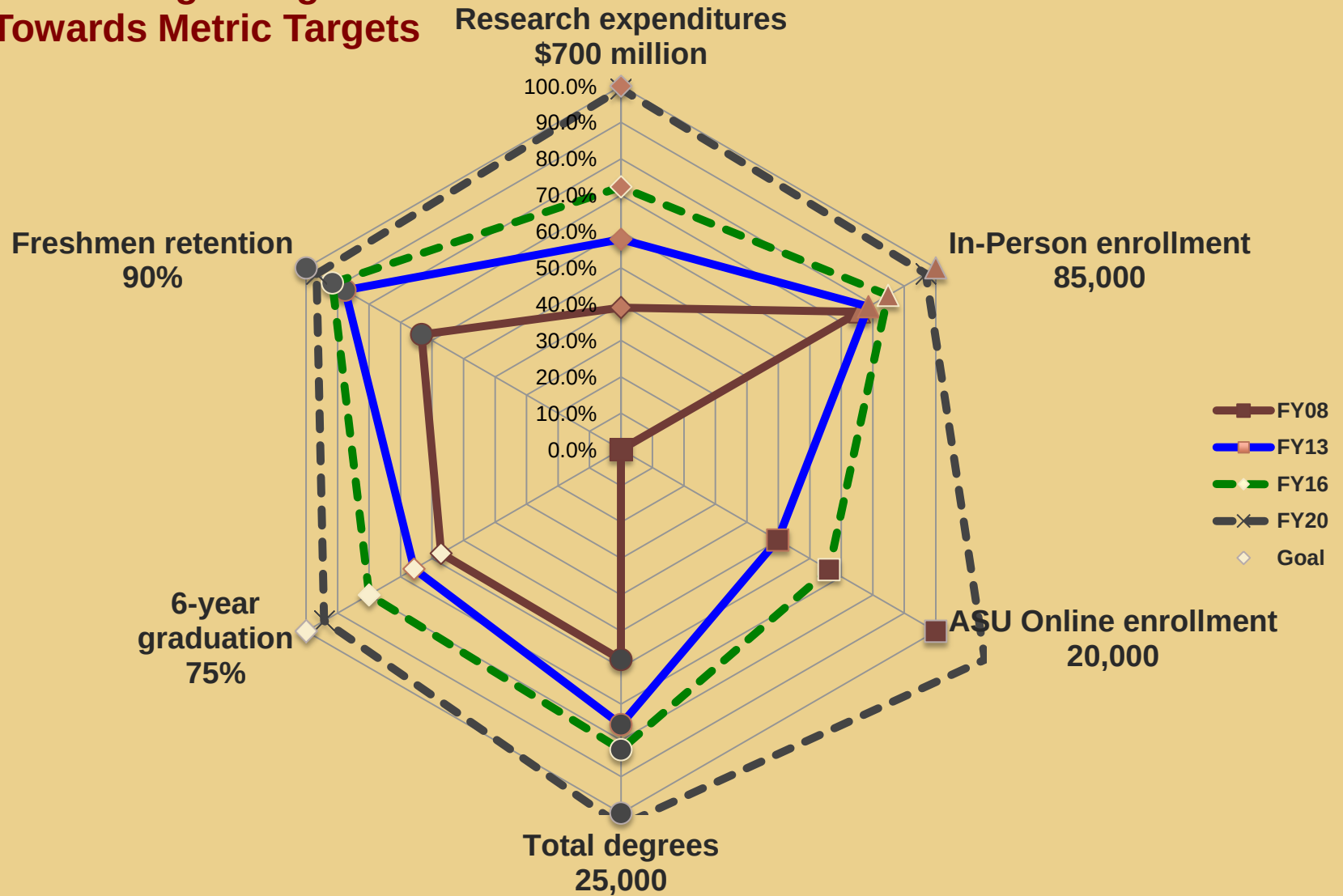
Percentage Progress Towards Metric Targets



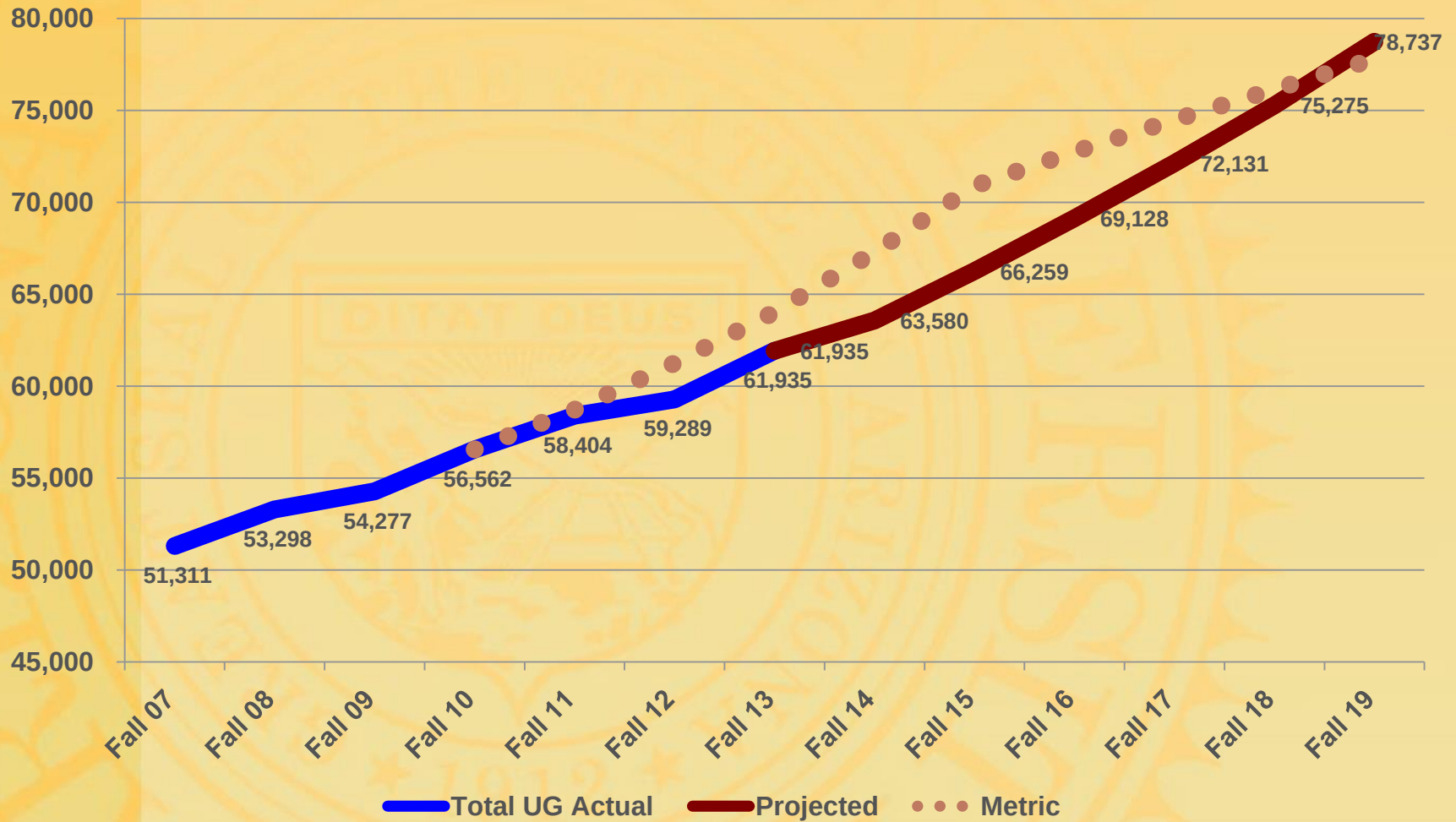
Percentage Progress Towards Metric Targets



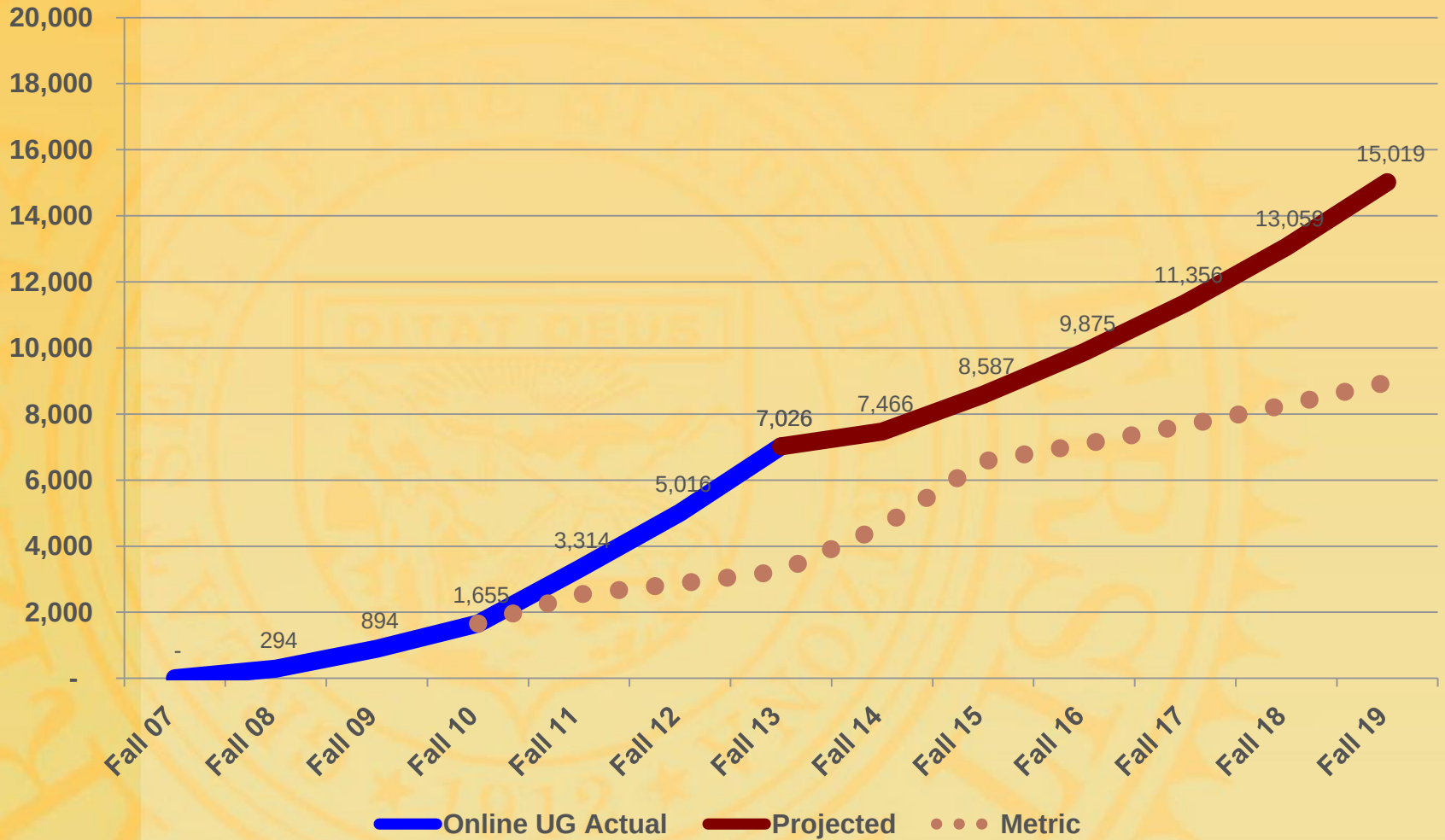
Percentage Progress Towards Metric Targets



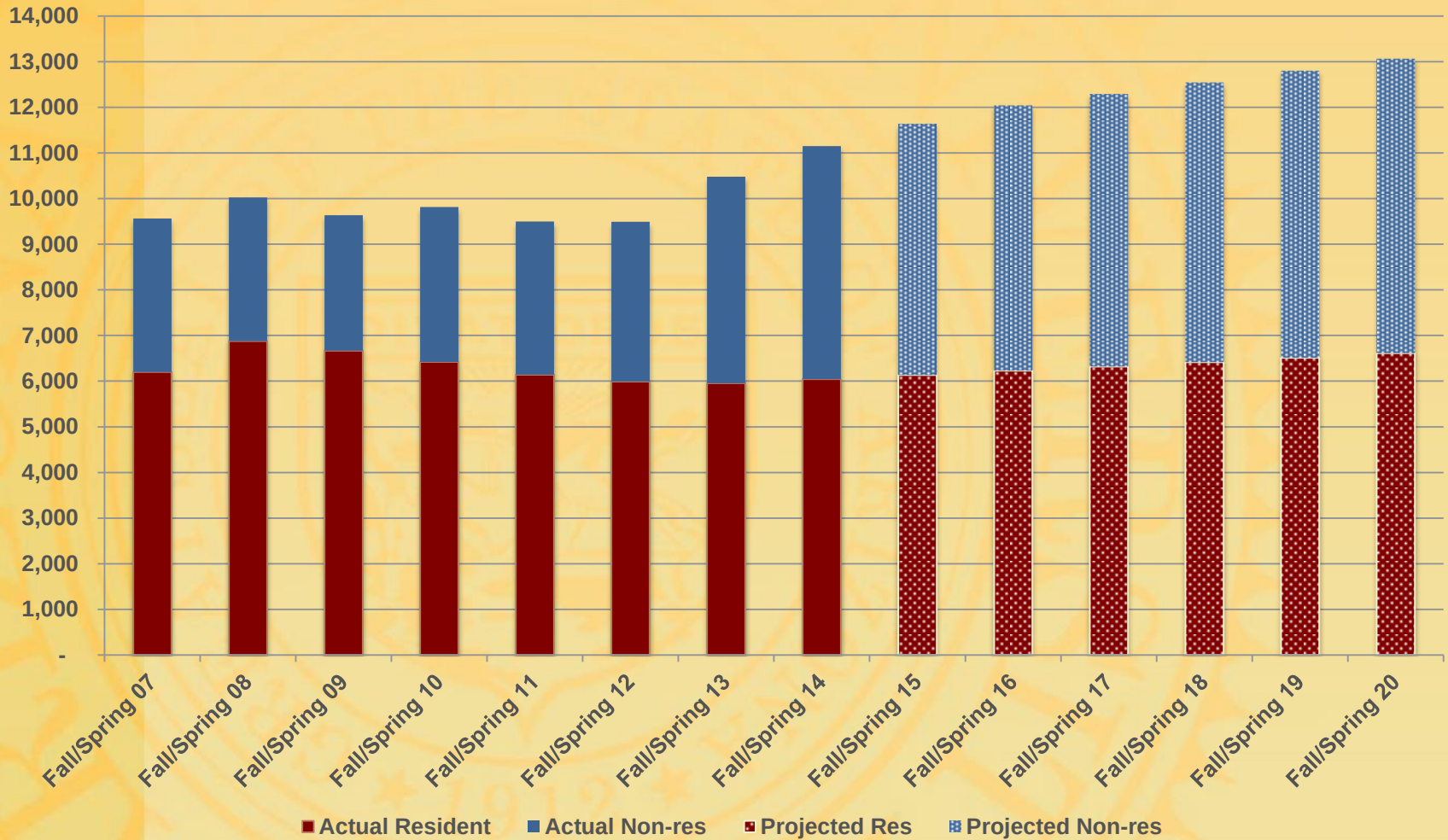
Total Undergraduate Enrollment Actual and Projected vs. Metric Target



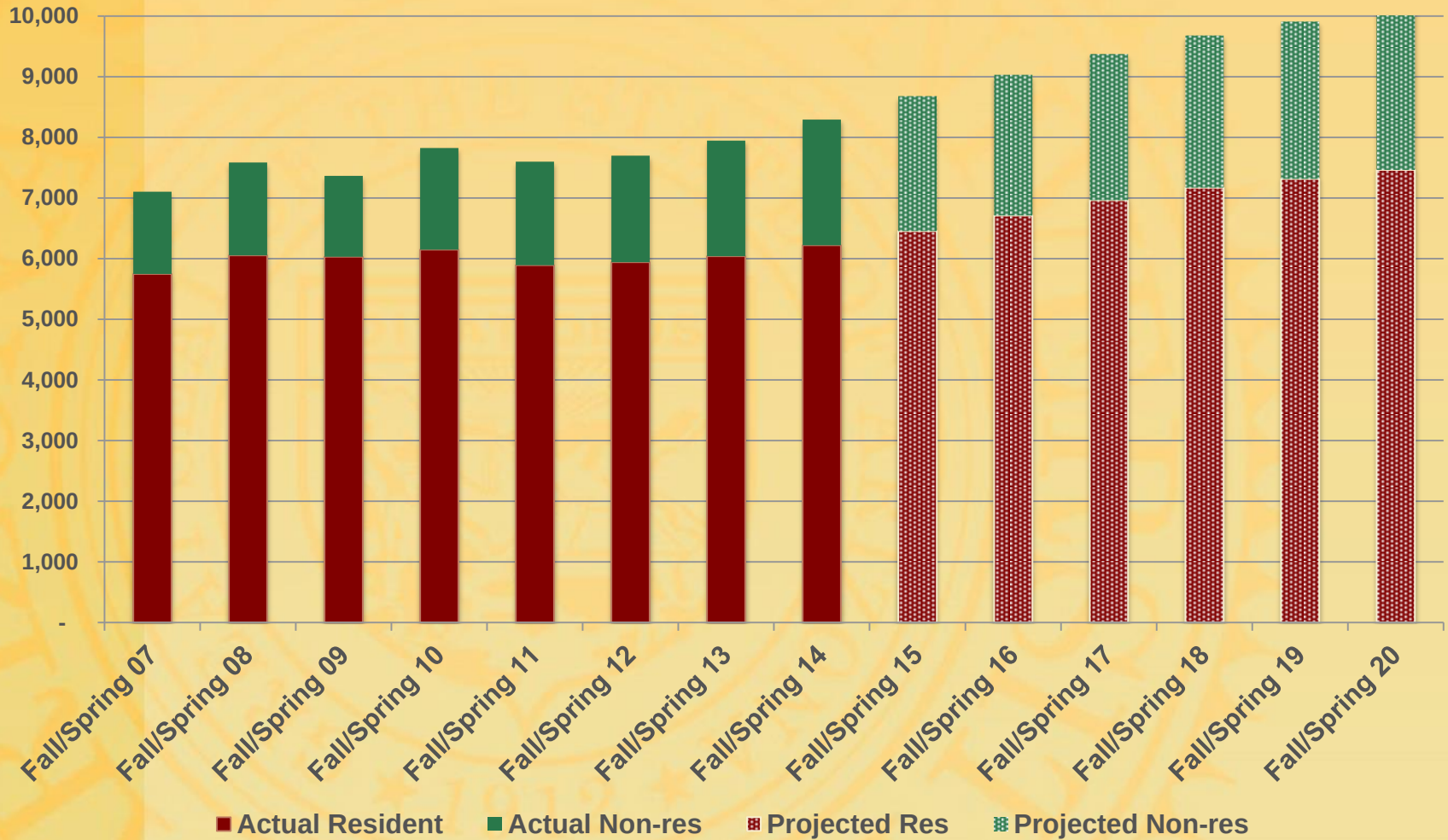
Online Undergraduate Enrollment Actual and Projected vs. Metric Target



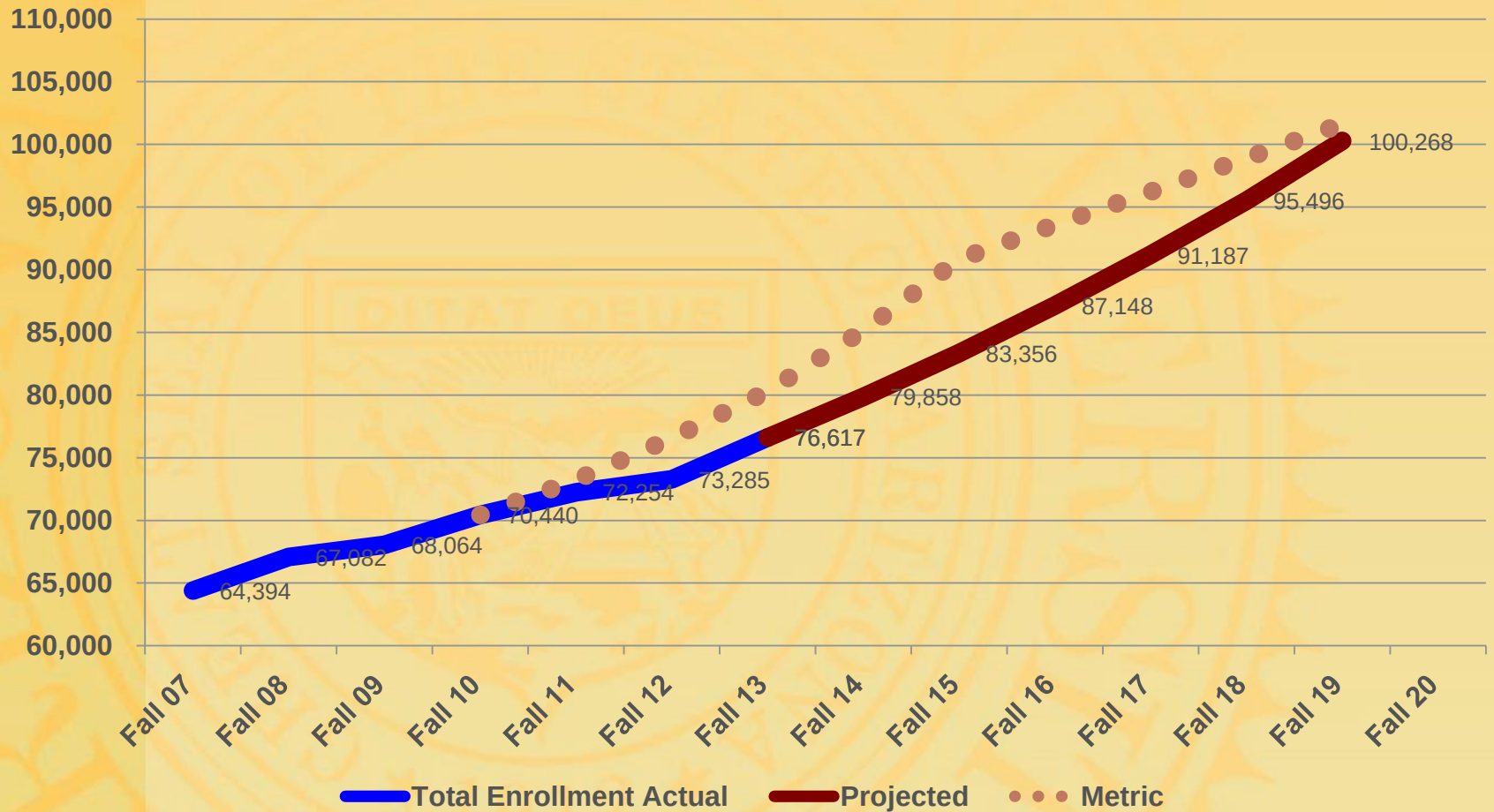
Total Freshman Intake Projections Fall/Spring 2014 to Fall/Spring 2020



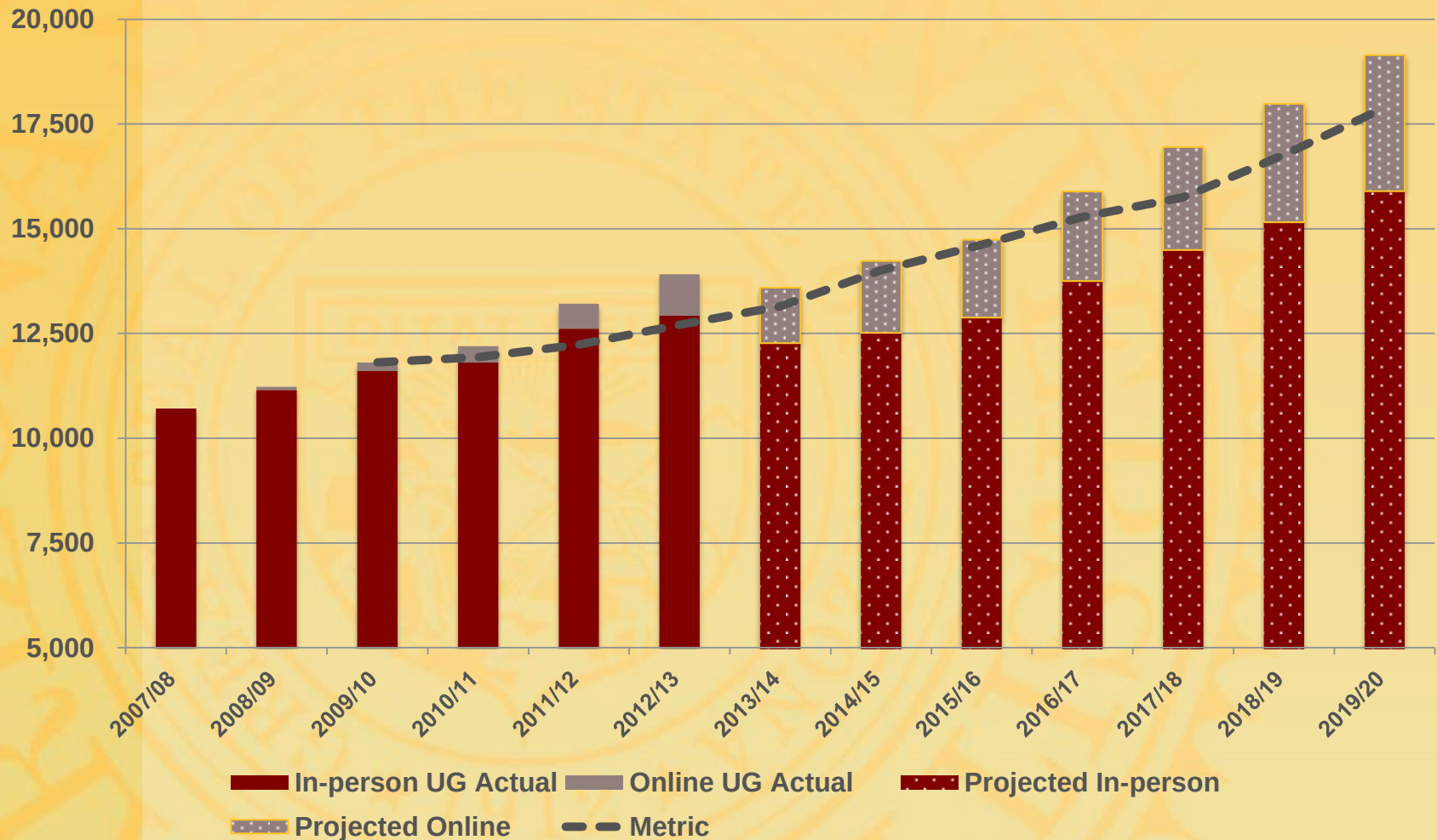
Total Transfer Intake Projections Fall/Spring 2014 to Fall/Spring 2020



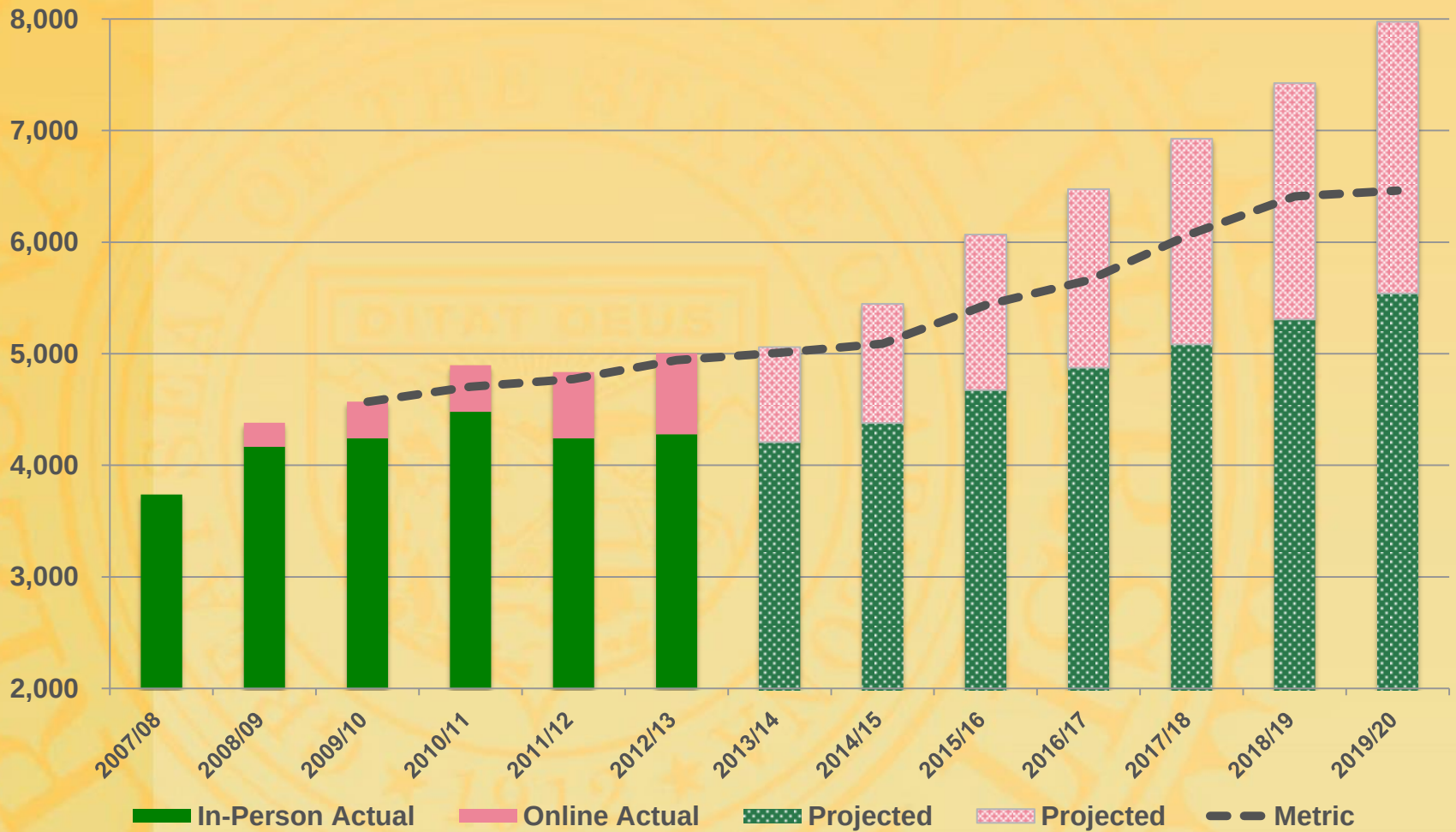
Total Enrollment Actual and Projected vs. Metric Target



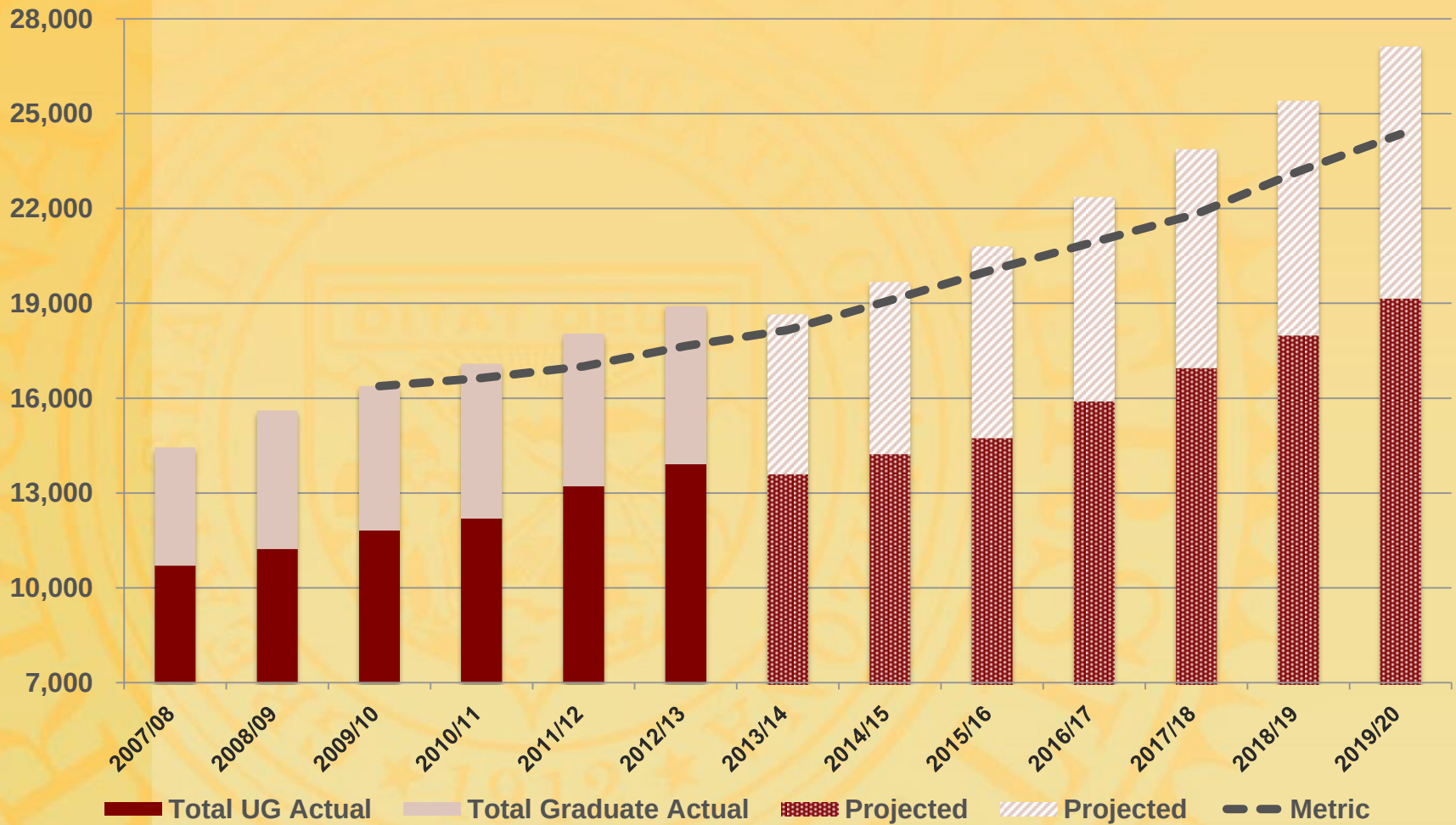
Total Undergraduate Degrees Actual and Projected vs. Metric Target



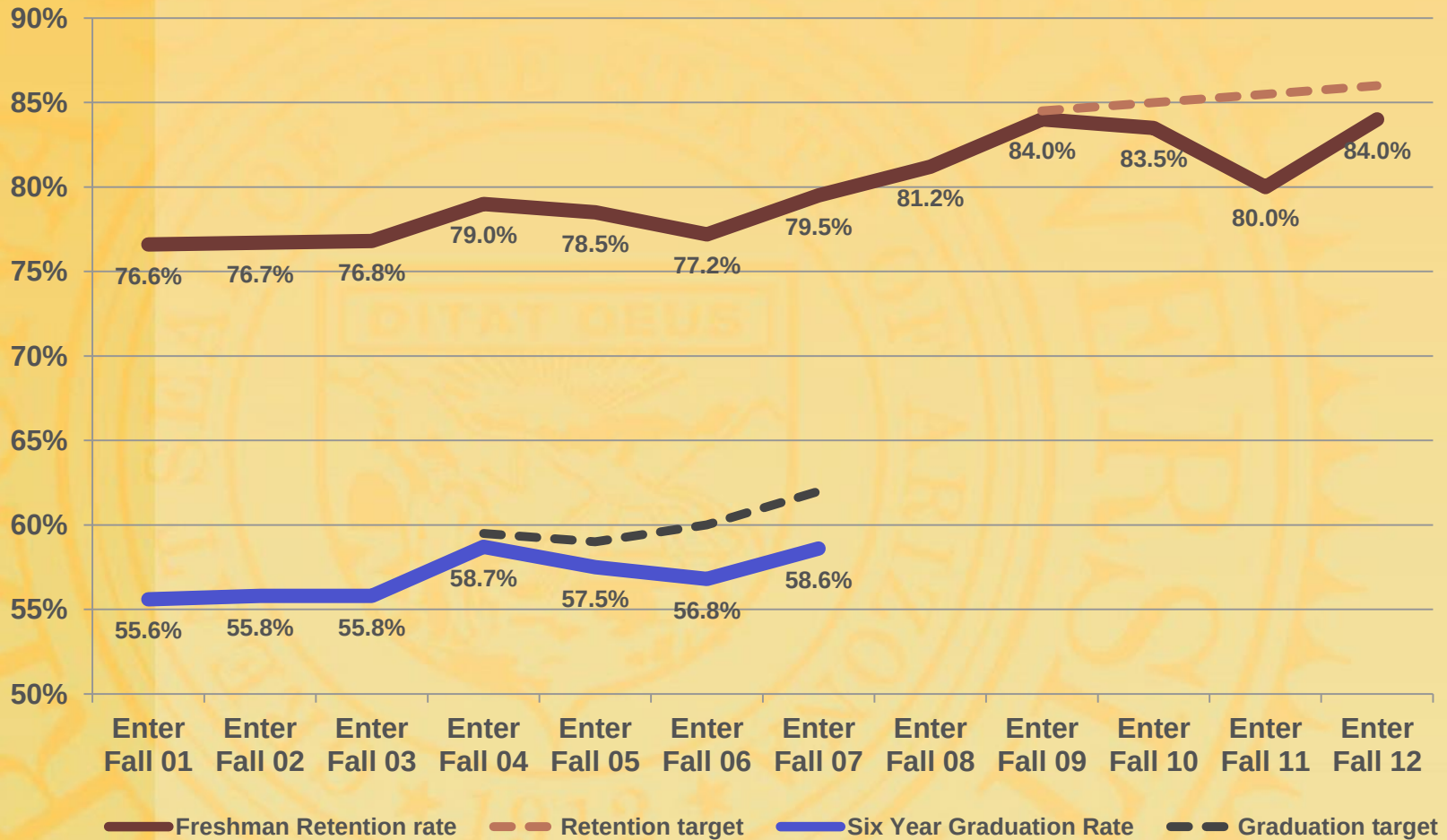
Total Graduate Degrees Actual and Projected vs. Metric Target



Total Degrees Actual and Projected vs. Metric Target



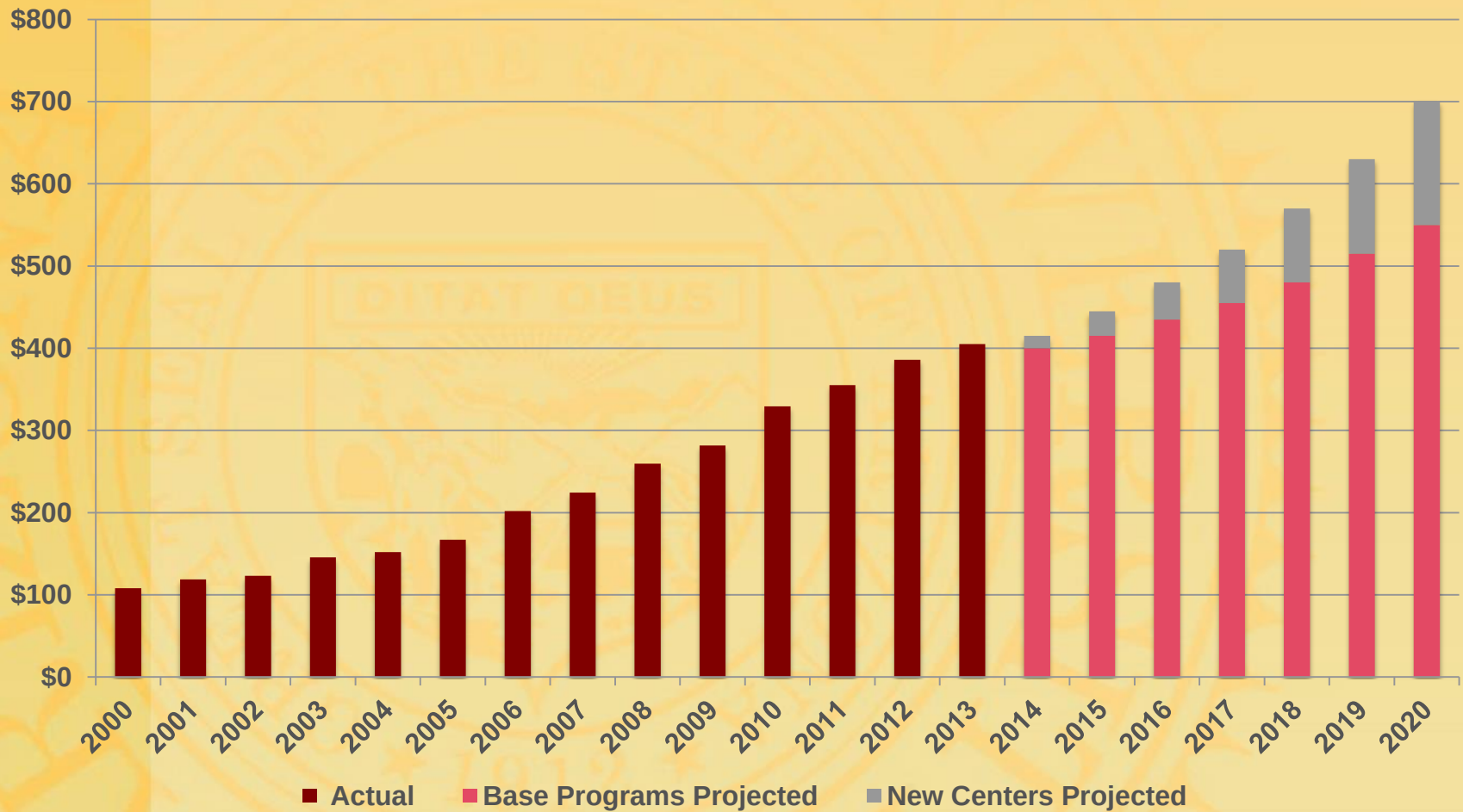
First Year Retention and Six Year Graduation of Students Entering as Freshmen from Fall 2001 to Fall 2012



Student Satisfaction: Survey of Graduating Students

	AY09	AY10	AY11	AY12	AY13
Student Learning ratings of "Very Much" or "Quite a Bit":					
Thinking Critically and Analytically	85%	88%	86%	86%	87%
Analyzing Quantitative Problems	74%	77%	77%	77%	78%
Writing Clearly and Effectively	72%	73%	73%	72%	74%
Overall Experience ratings					
Undergraduate Experience					
Very Satisfied	34%	32%	33%	34%	37%
Satisfied	59%	60%	60%	58%	55%
Total	93%	92%	93%	92%	92%
Entire Educational Experience					
Excellent					38%
Good					49%
Total					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	
	<u>Moody's</u>	<u>S&P</u>	<u>Moody's</u>	<u>S&P</u>	<u>Moody's</u>	<u>S&P</u>	<u>Moody's</u>	<u>S&P</u>	<u>Moody's</u>	<u>S&P</u>
Arizona State University	Aa3	AA	Aa3	AA	Aa3	AA	Aa3	AA	Aa3	AA
Most Common Peer Rating	Aa1	AA	Aa1	AA	Aa1	AA	Aa1	AA	Aa1	AA
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%

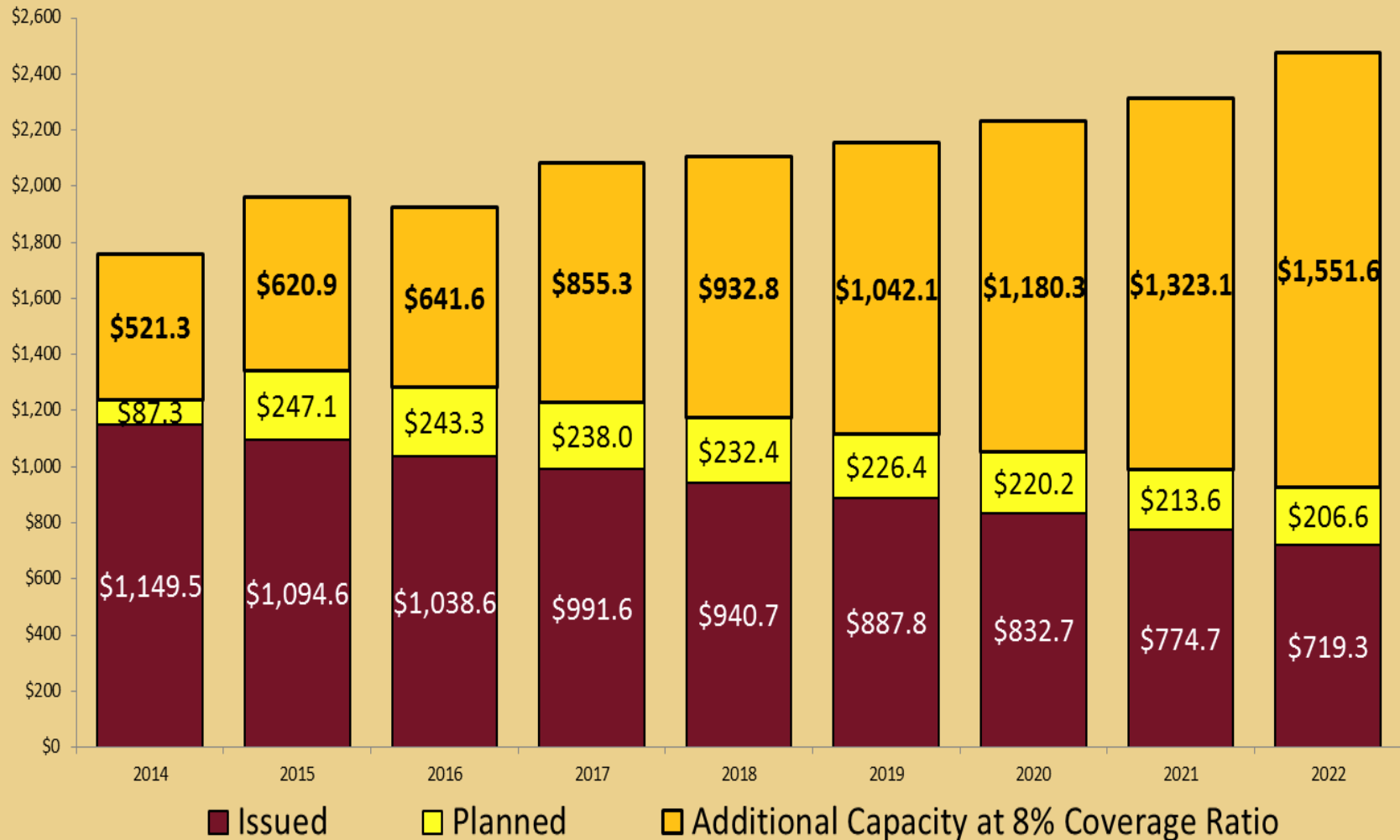
Source: FY 2013 Debt Capacity Report.

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

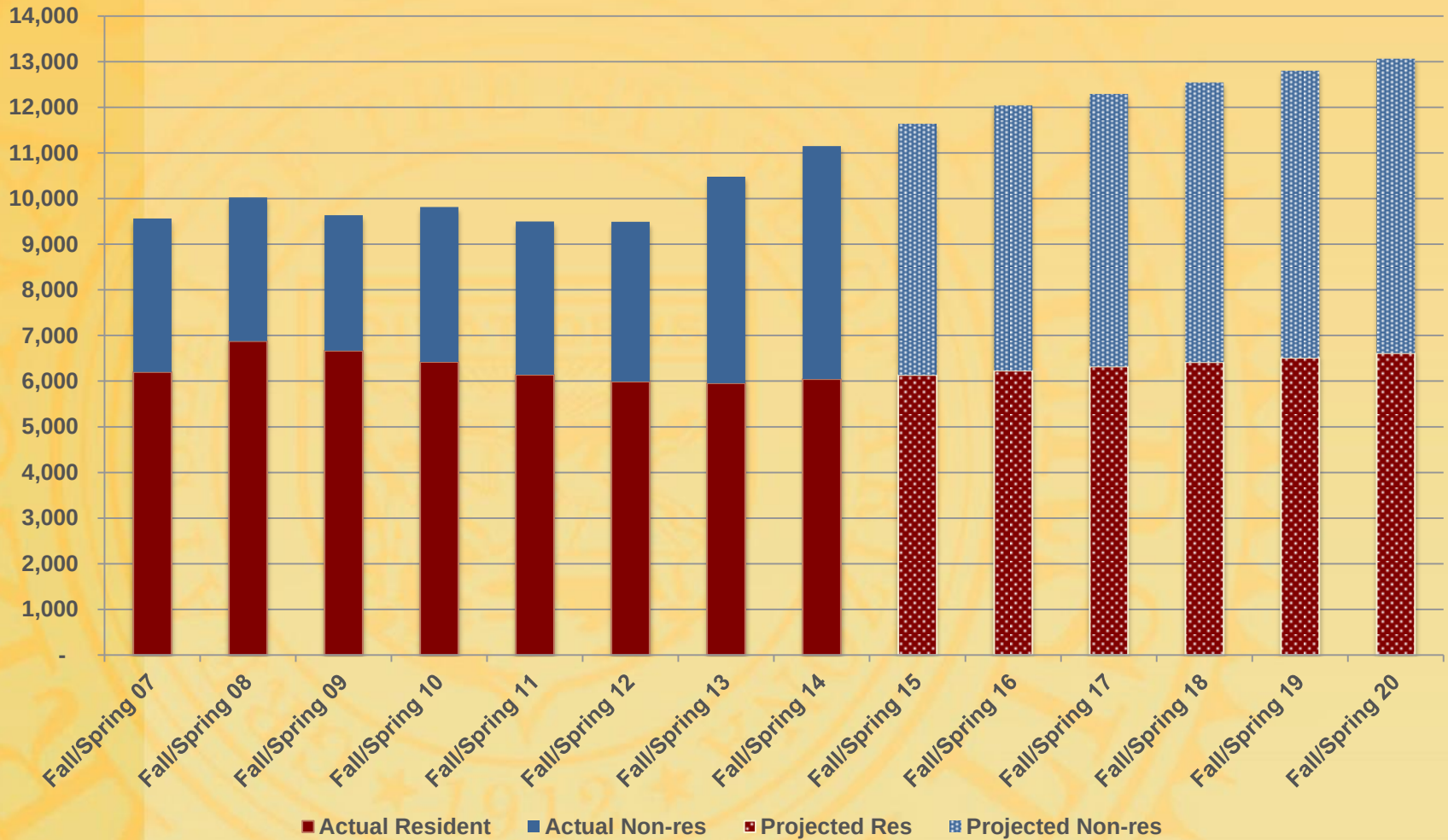


Challenges

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

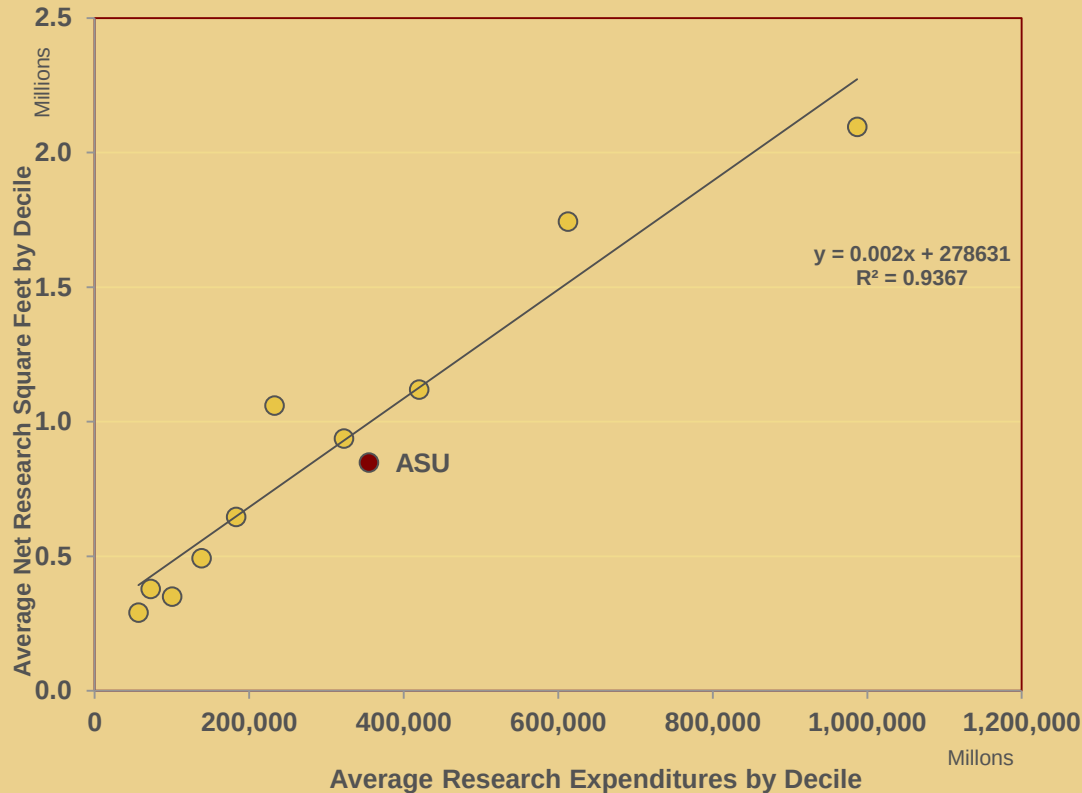
Enrolled in 12th Grade	Enter ASU	12th Grade Enrollment: actual and projected	HS Graduates: actual and projected	ASU Resident FTFT actual or used in model	ASU FTFTF from AZ HS: actual or used in model	% of 12th Grade at ASU	% of HS Graduates at ASU
2008-09	Fall 09	75,739	61,648	6,491	6,352	8.4%	10.3%
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



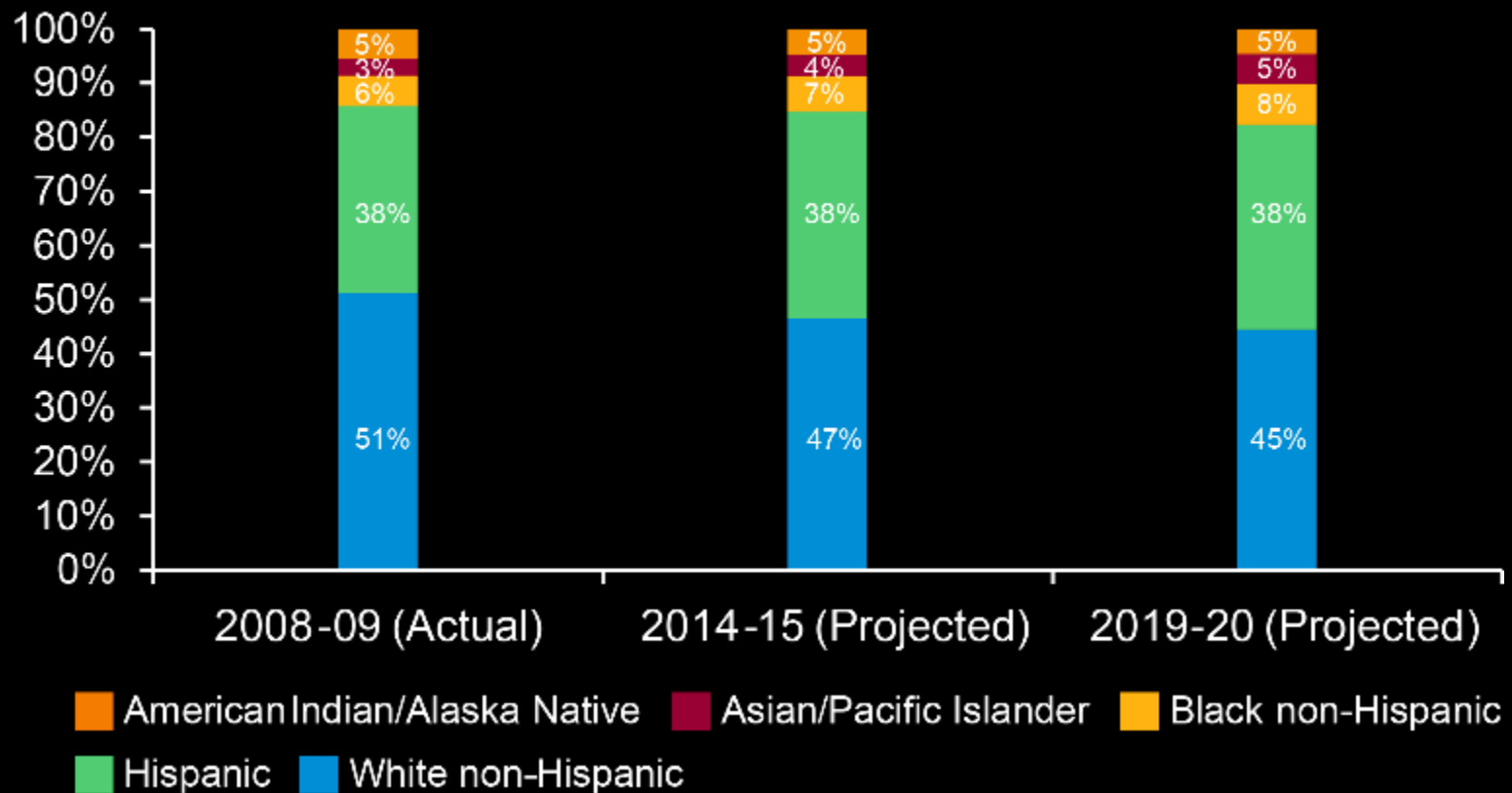
Access ASU:

Efforts to Improve the Pipeline

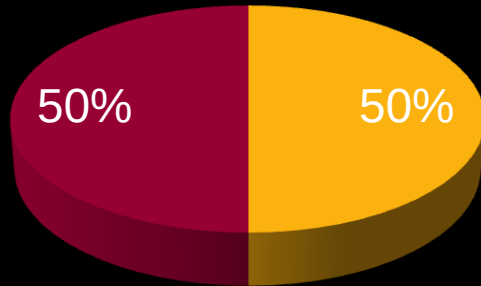
Race/Ethnicity

Arizona High School Graduates

Race/Ethnicity

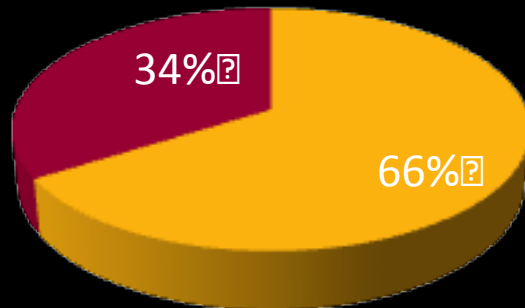


Arizona Landscape: Poverty



- 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%.

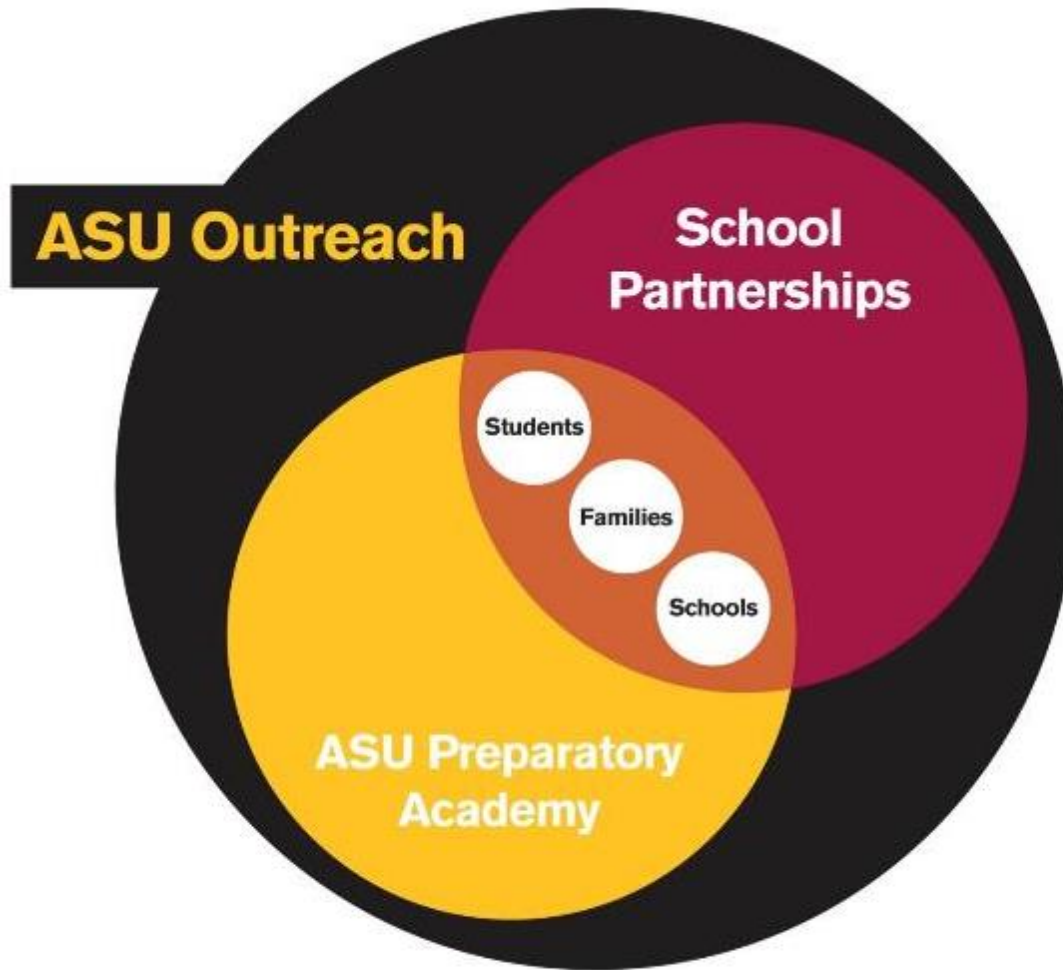


In Arizona, the college participation rate for low income students is 33%.



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

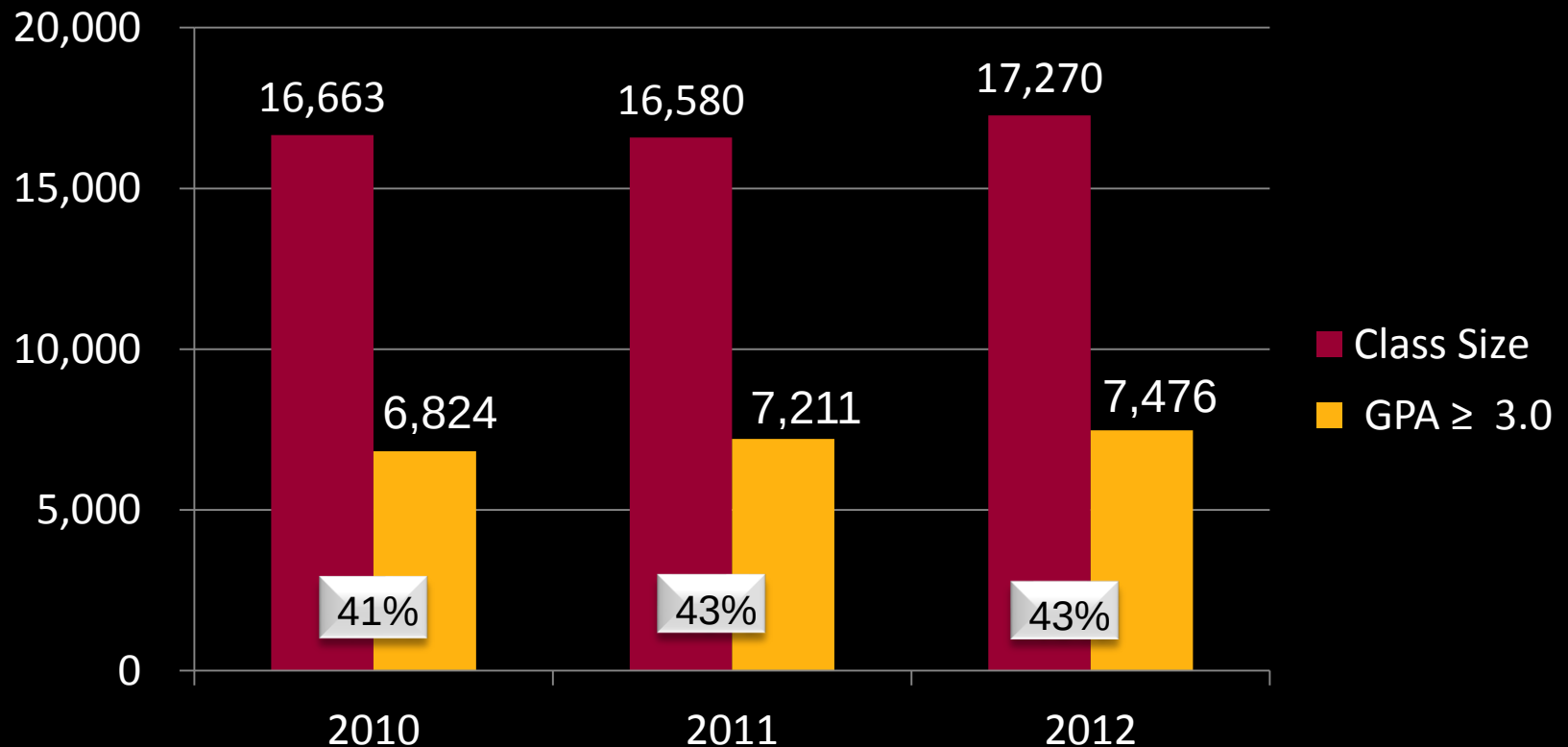
- Glendale Union High School District
(Targets: Apollo, Cortez, Glendale, Independence & Washington)
- Mesa Public Schools
(Targets: Mesa, Dobson, Skyline & Westwood)
- Phoenix Union High School District
- Tempe Union High School District
(Targets: Marcos de Niza, McClintock & Tempe)
- Tolleson Union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

Total: 60,000 9th-12th graders in target schools

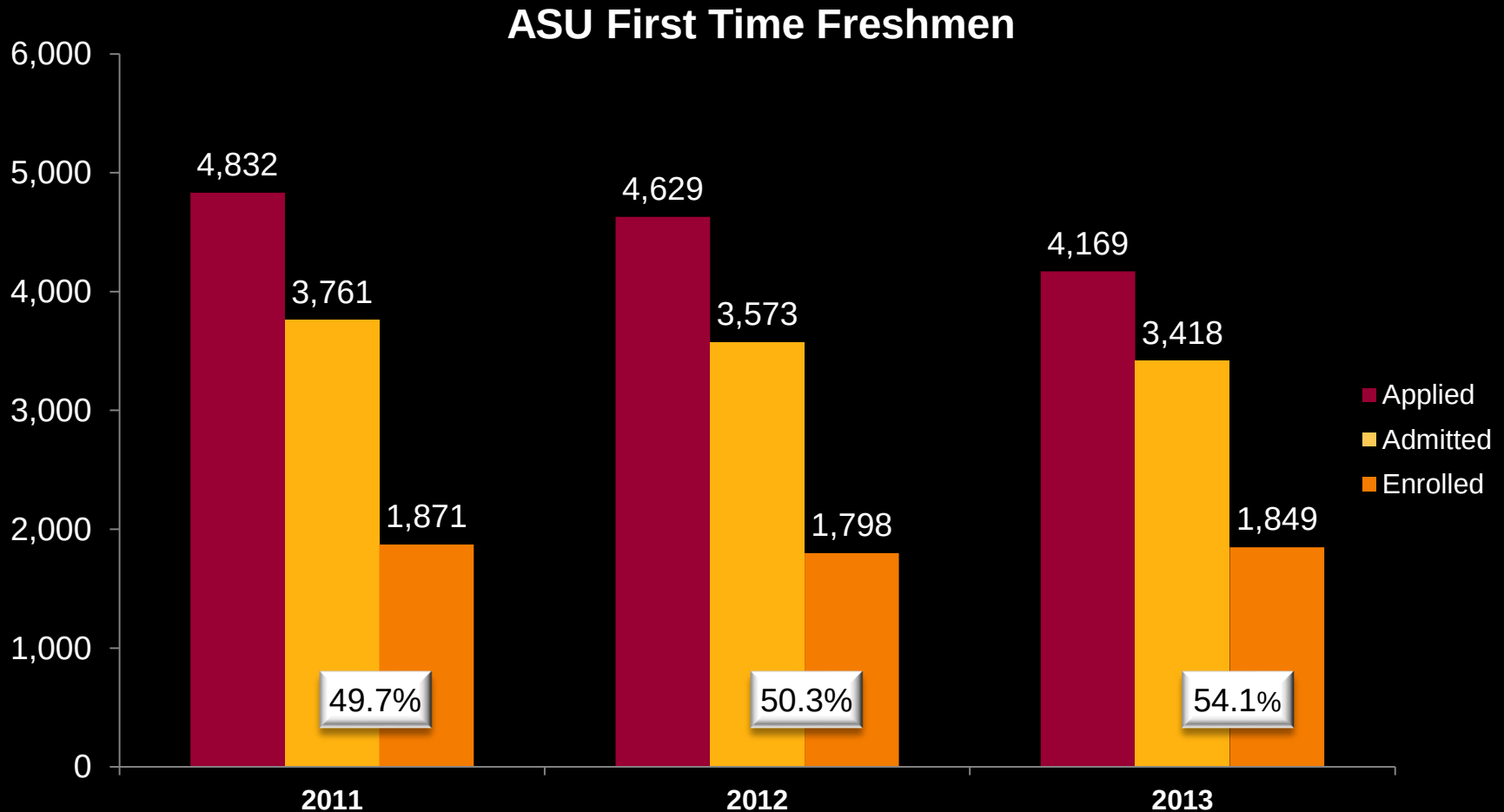
- 70% low income in target schools
- 83% non-white majority

Access ASU Target Districts

Academic Success Indicator: 3.0 GPA or Higher in High School



All Access ASU Target Districts

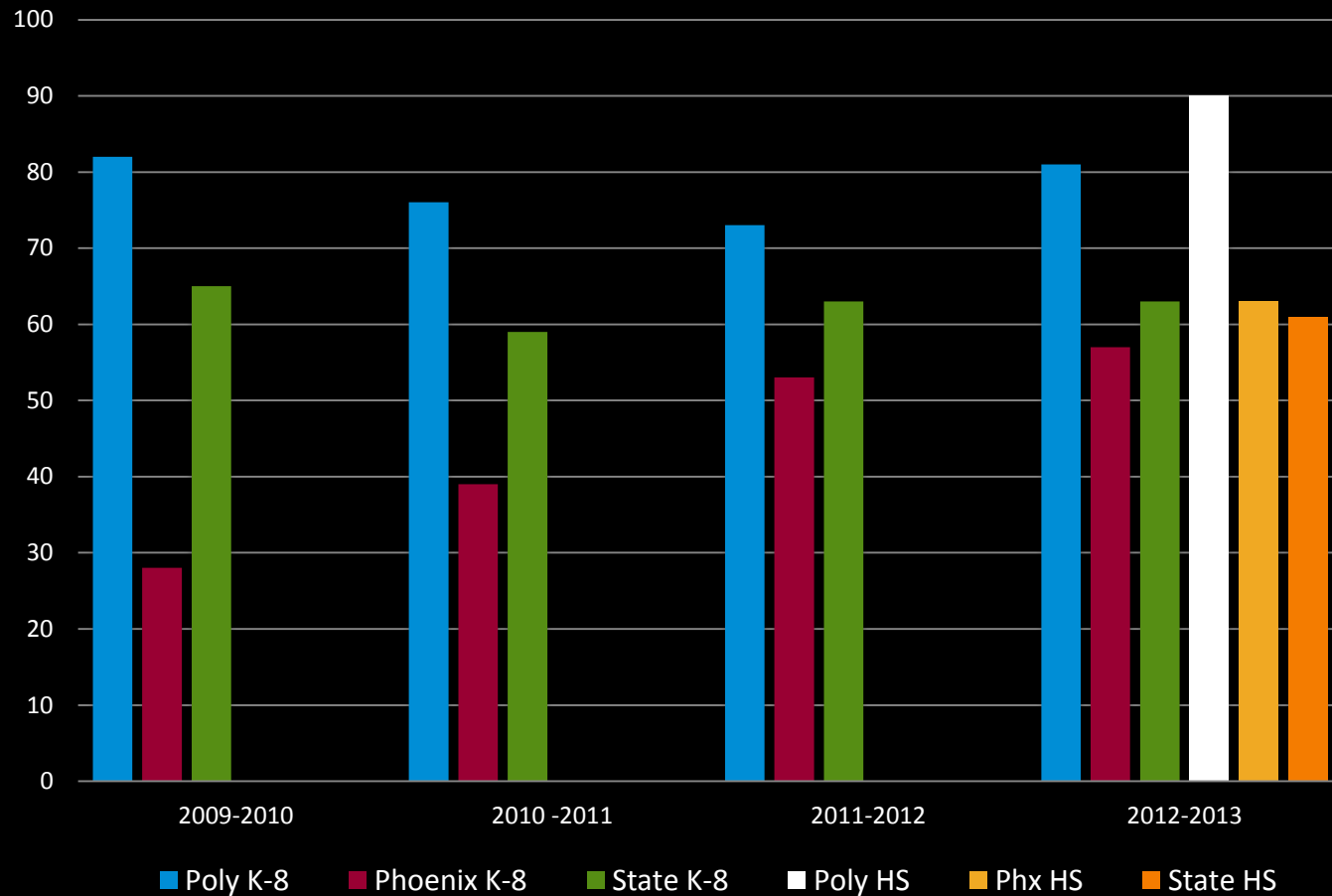


ASU Preparatory Academy

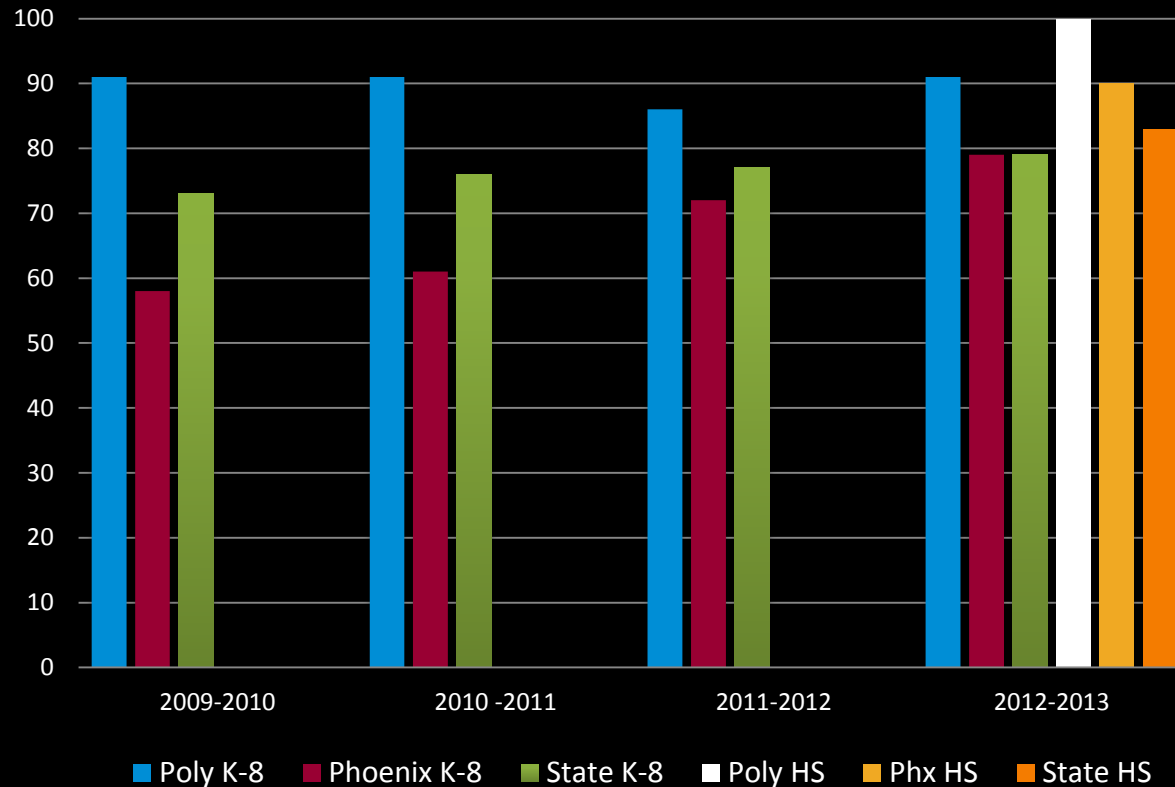
- Demographics
 - Locations:
 - Downtown Phoenix (70% low income)
 - East Valley - Mesa on ASU Polytechnic
 - Over 2,000 in PreK-12 by Fall 2014
 - Over 325 waitlist
- Performance
 - All A's and 1 B
 - **Poly HS is the #1 charter high school in Arizona**
 - Downtown Phoenix campus inherited as “failing” 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





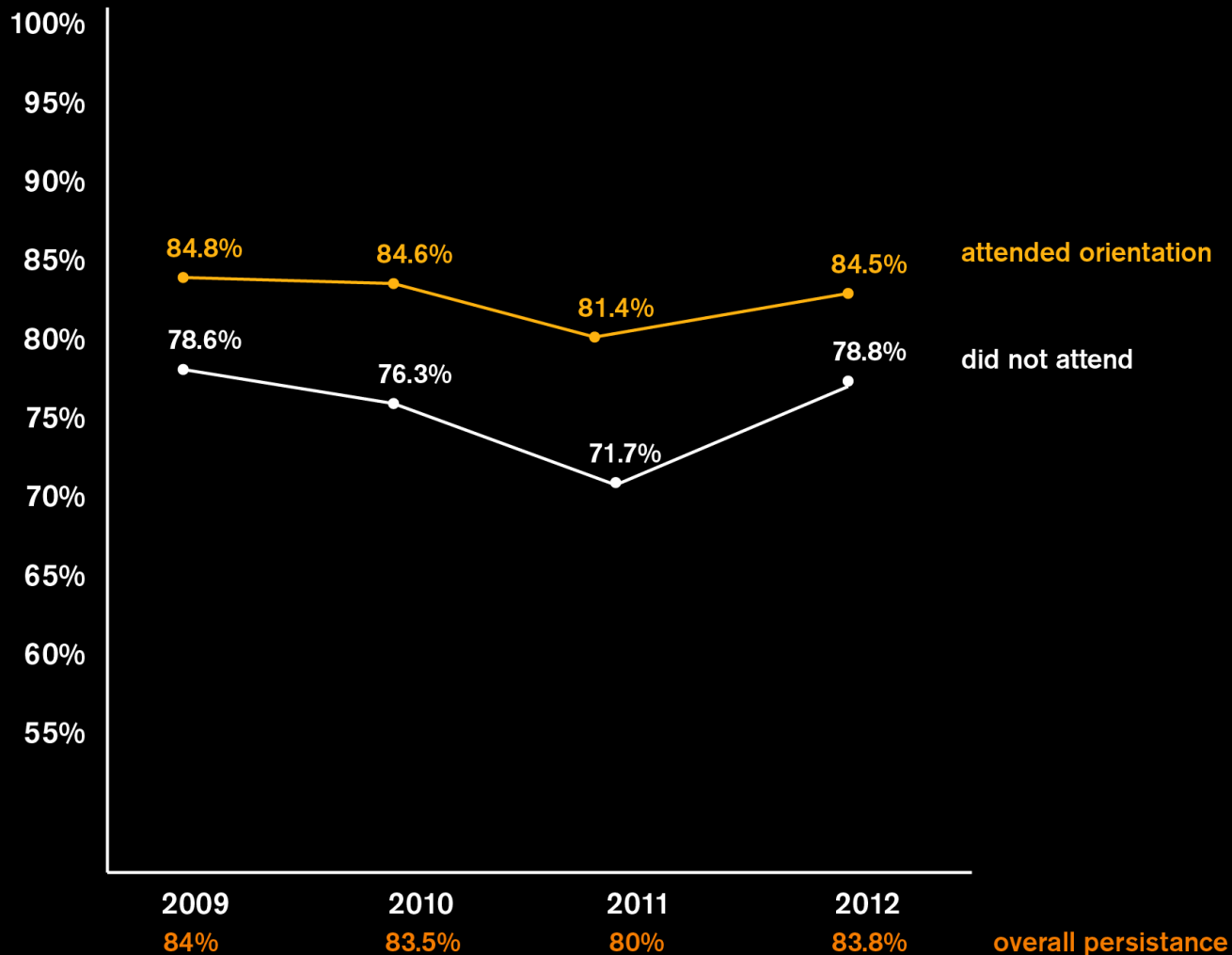
Engagement

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.

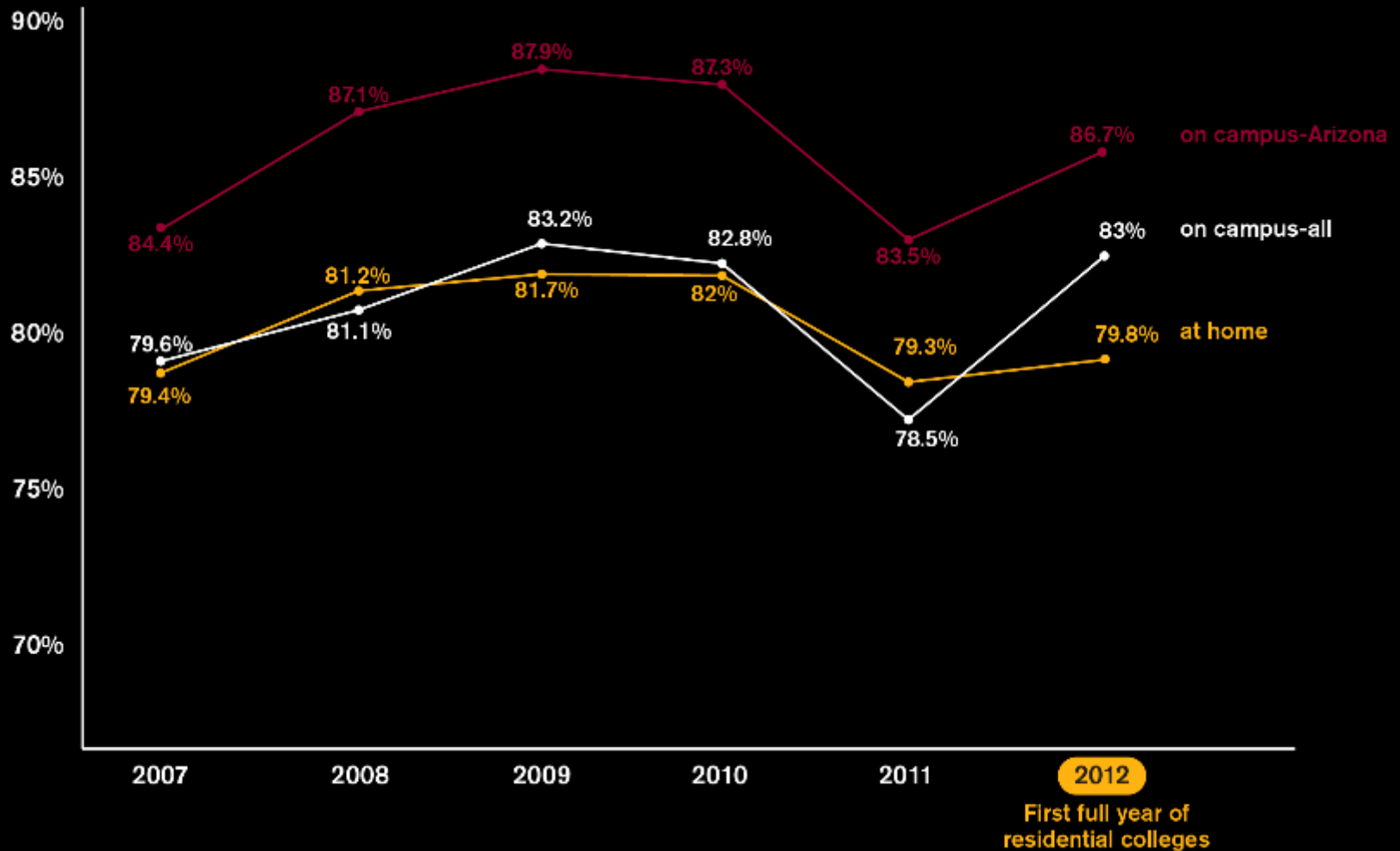
Freshman Persistence and Orientation



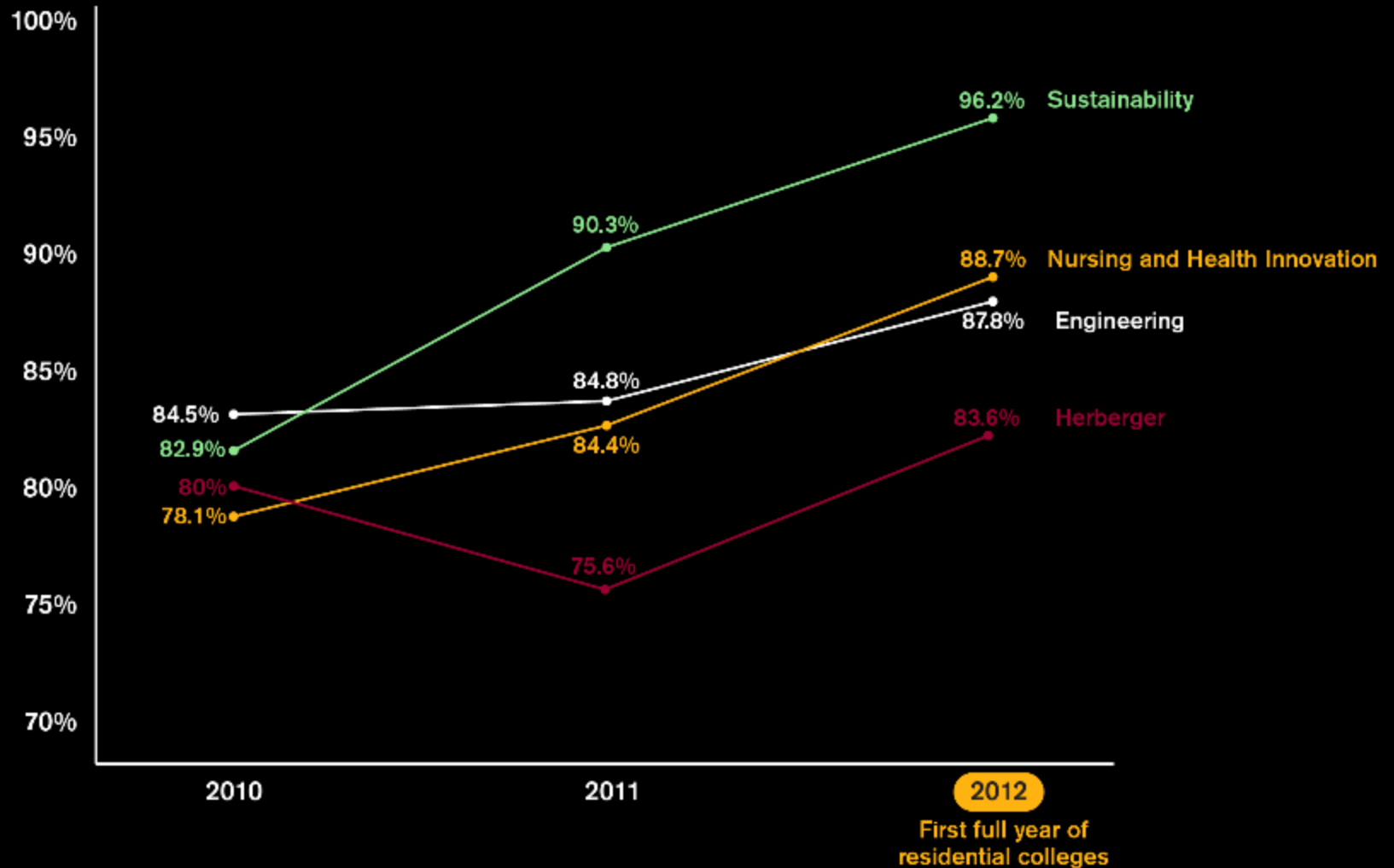
Residential College Platform

- 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

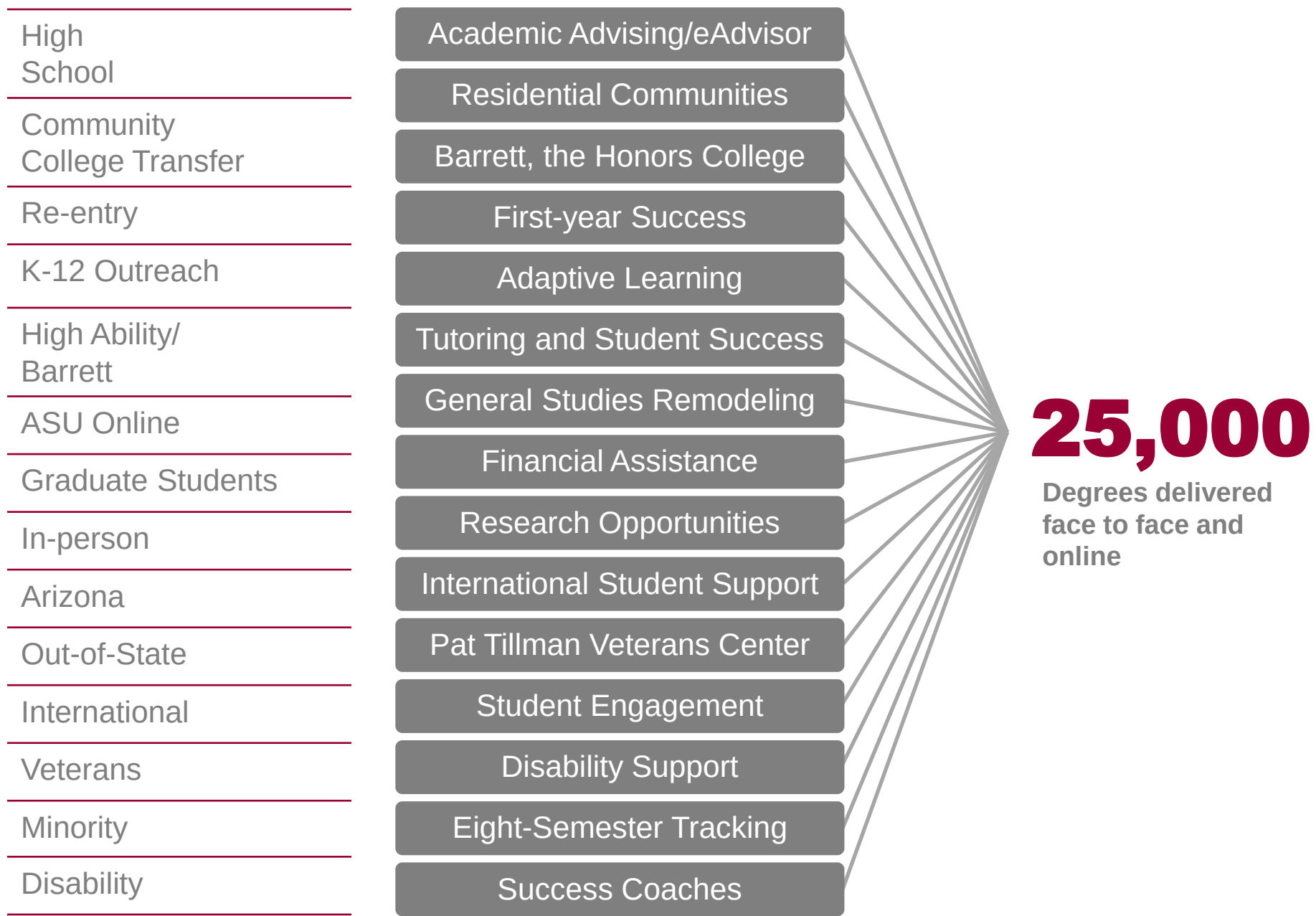
Increasing Graduations

2020 Goal



25,000

Degrees delivered
face to face and
online



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

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

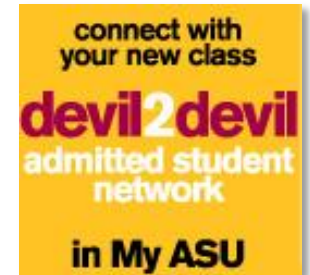
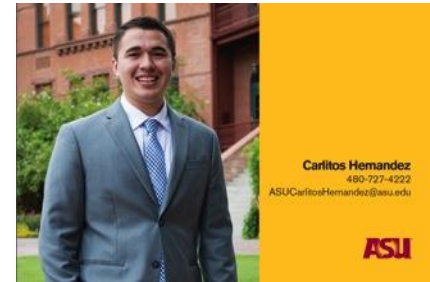
Pat Tillman Veterans Center

Student Engagement

Disability Support

Eight-Semester Tracking

Success Coaches



Recruit/Enroll

Success

Degrees 91

High
School

**Community
College Transfer**

Re-entry

K-12 Outreach

High Ability/
Barrett

ASU Online

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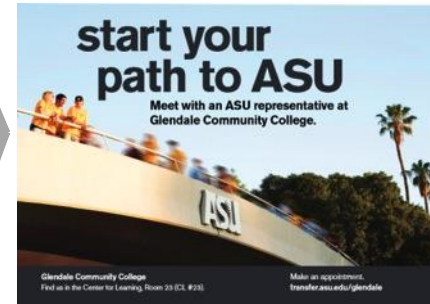
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International Student Support

Pat Tillman Veterans Center

Student Engagement

Disability Support

Eight-Semester Tracking

Success Coaches



Salute to Service Week



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.

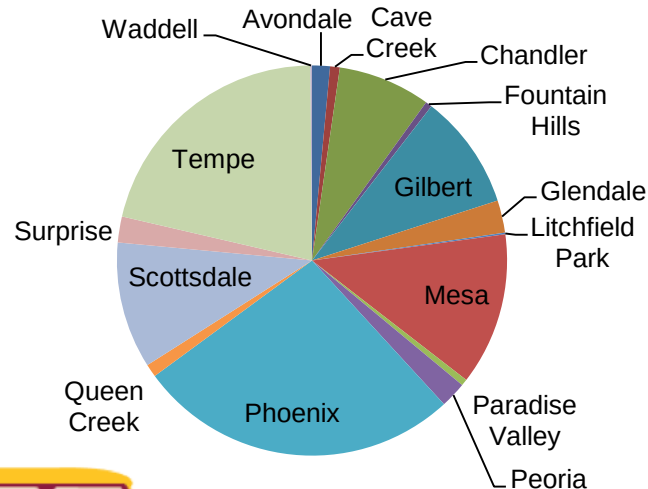
Register at: opendoor.asu.edu



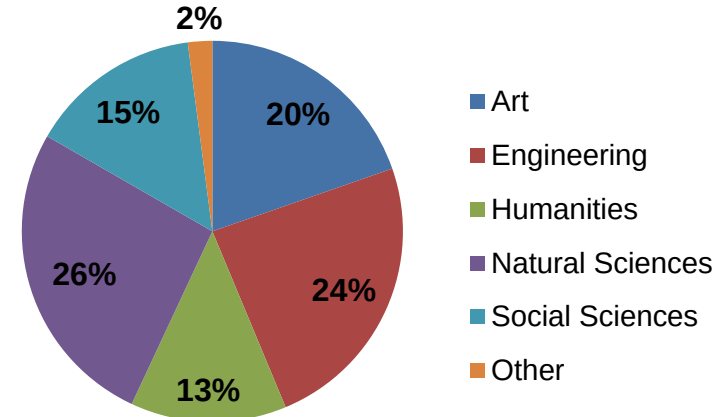
NIGHT OF THE OPEN DOOR SNAPSHOT

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.

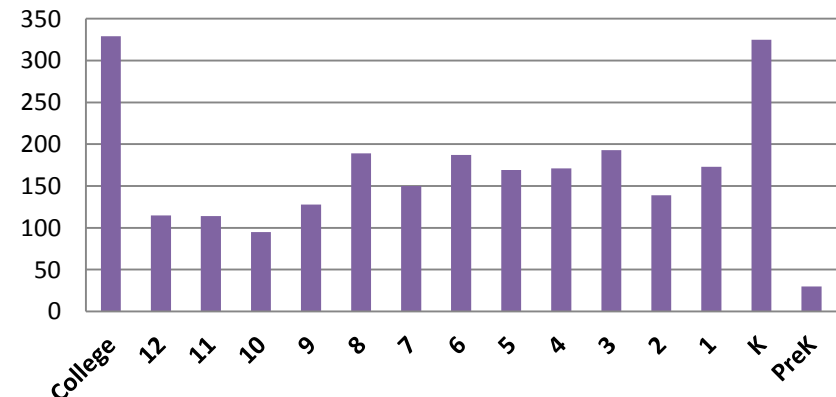
Where they came from?



Areas of interest at NOD?



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

Faculty-
driven

Center-
driven

University-
driven



ARL



**BILL & MELINDA
GATES foundation**



U.S. DEPARTMENT OF
ENERGY



The WALTON FAMILY
FOUNDATION

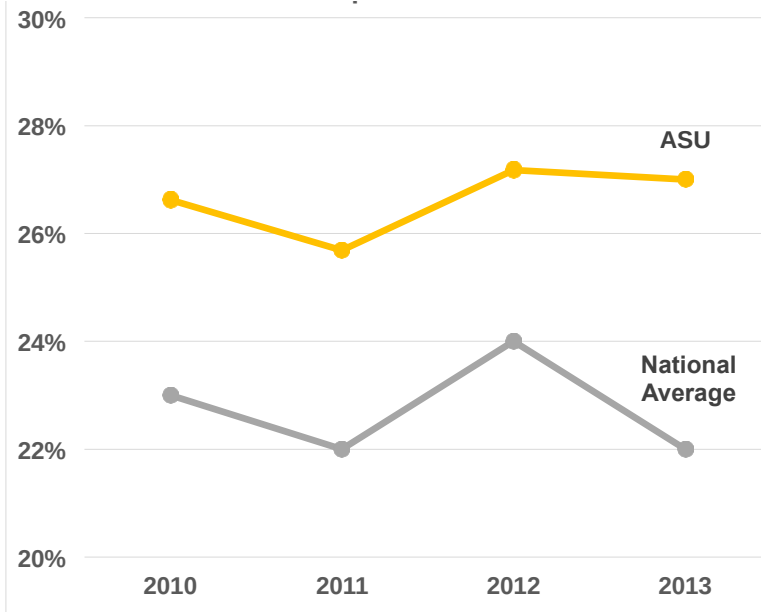


Diversify Funding Sources and Approaches



A Culture of Service & Strategy

NSF Proposal Win Rate



**Forums
Analysis
SciVal
Teaming**



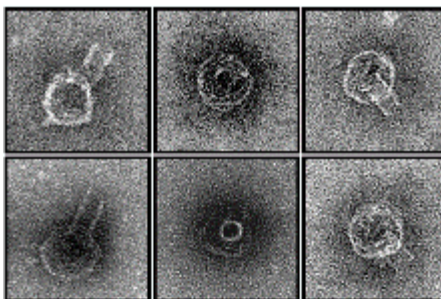
Mapping Expertise onto Opportunity



Professor Hao Yan

*Chemistry and
Biochemistry and the
Biodesign Institute*

*One molecule bottle
70 nm long*



2004 Assistant Professor

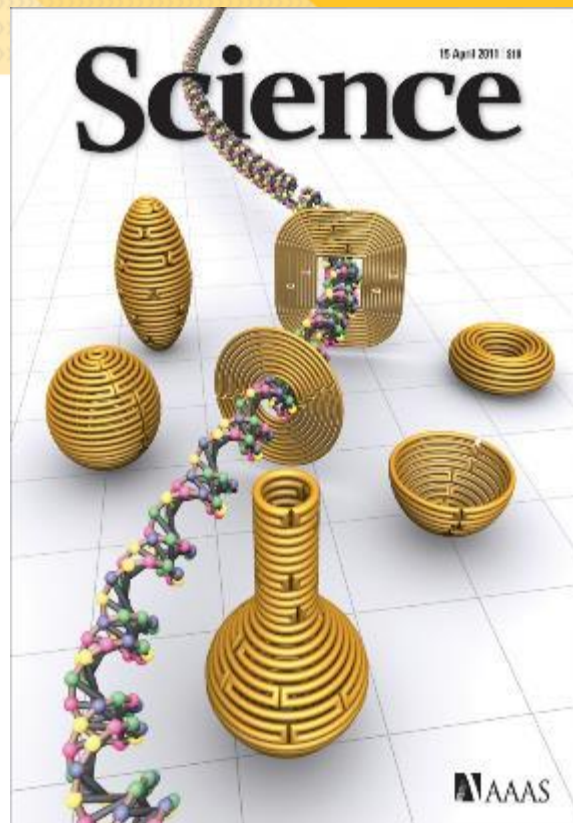
2008 Professor

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

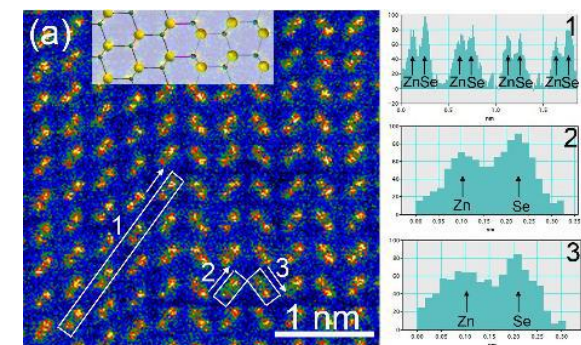
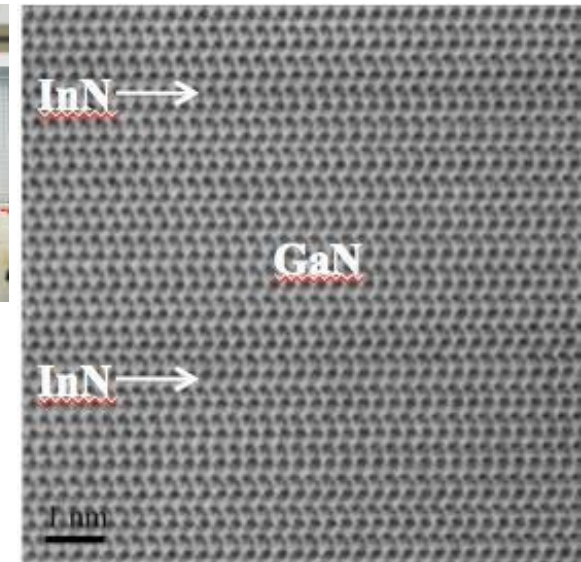
Precision Interfaces:

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



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

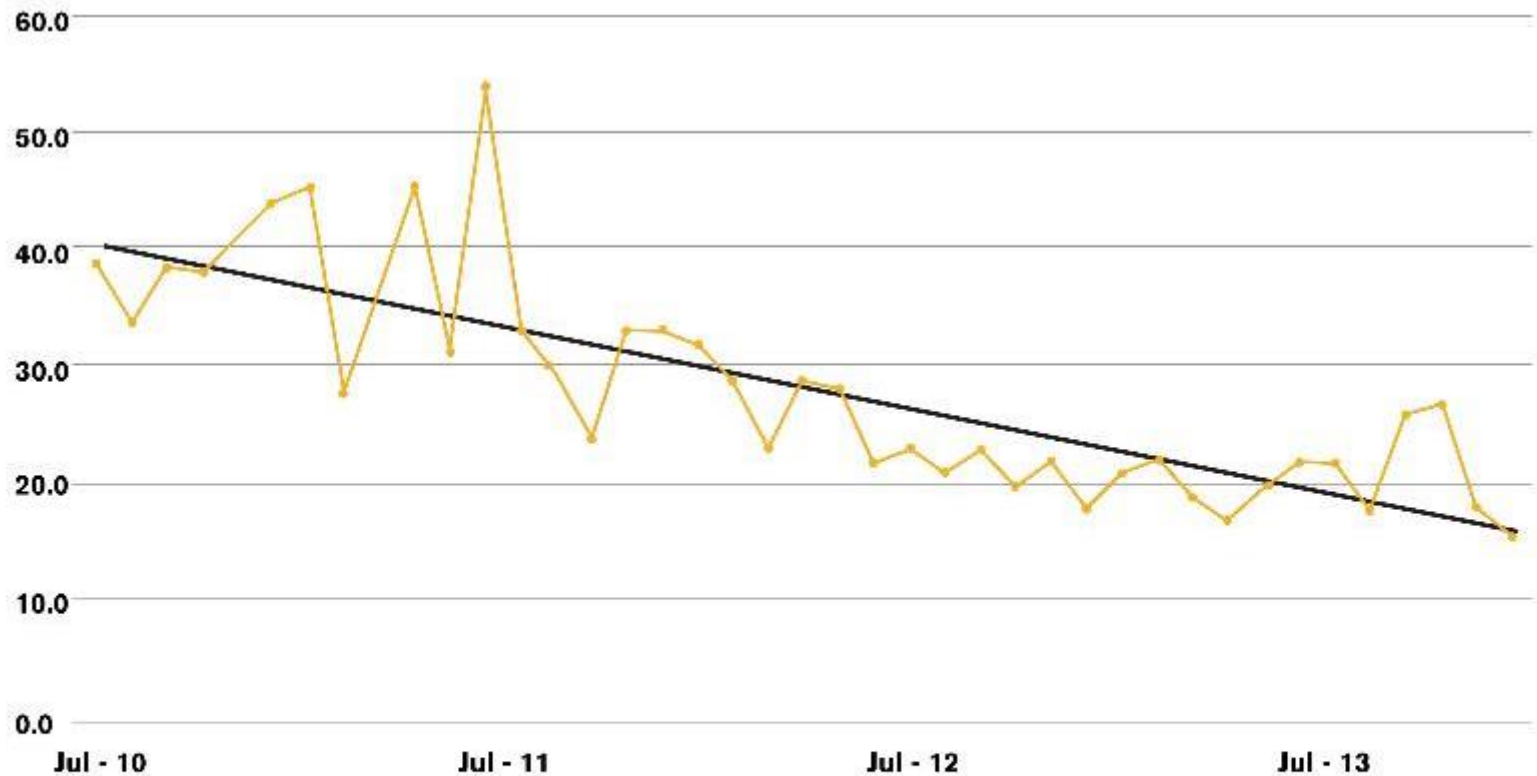


Operational Excellence



Operational Excellence

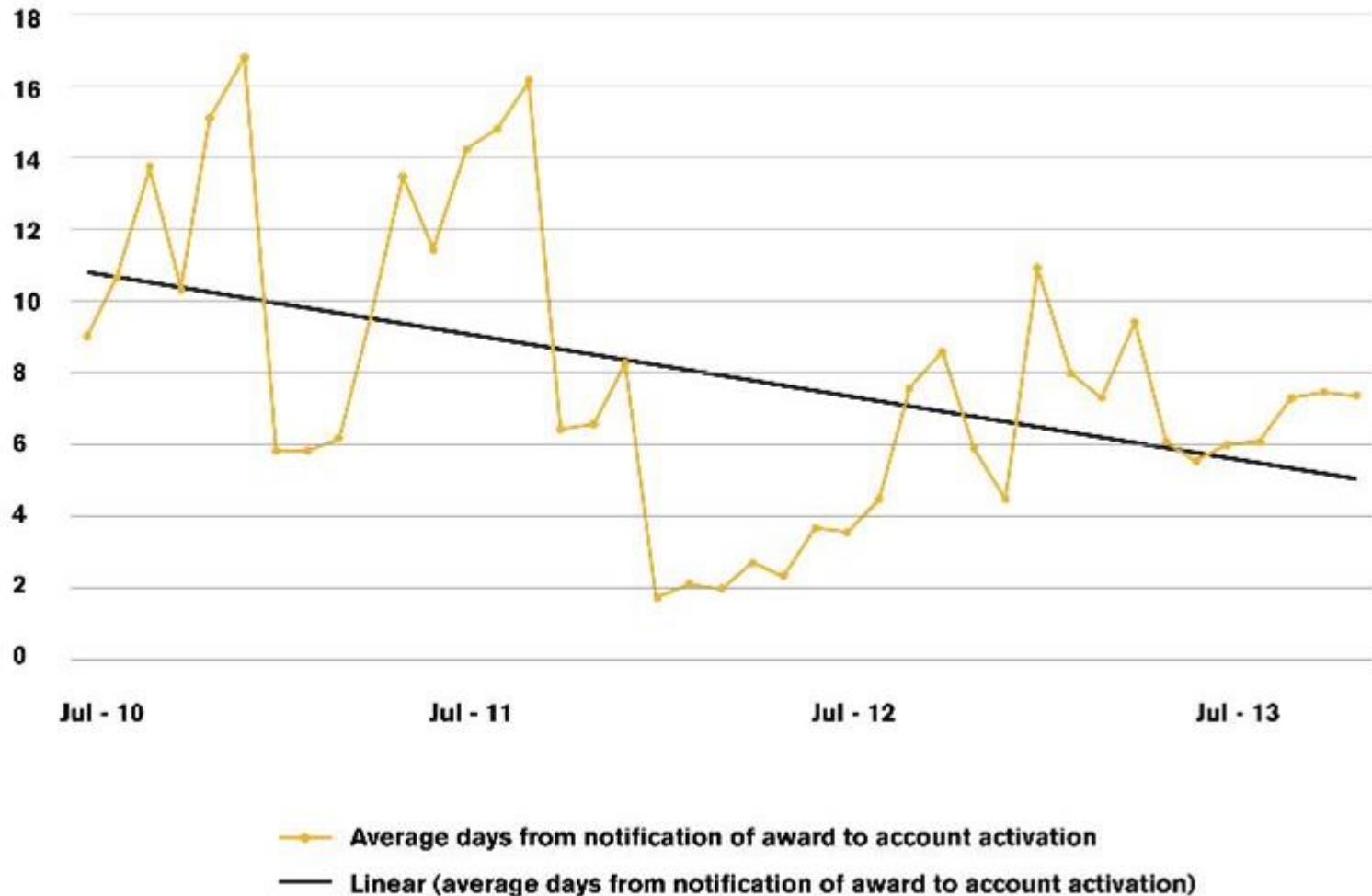
Days to Contract Execution



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

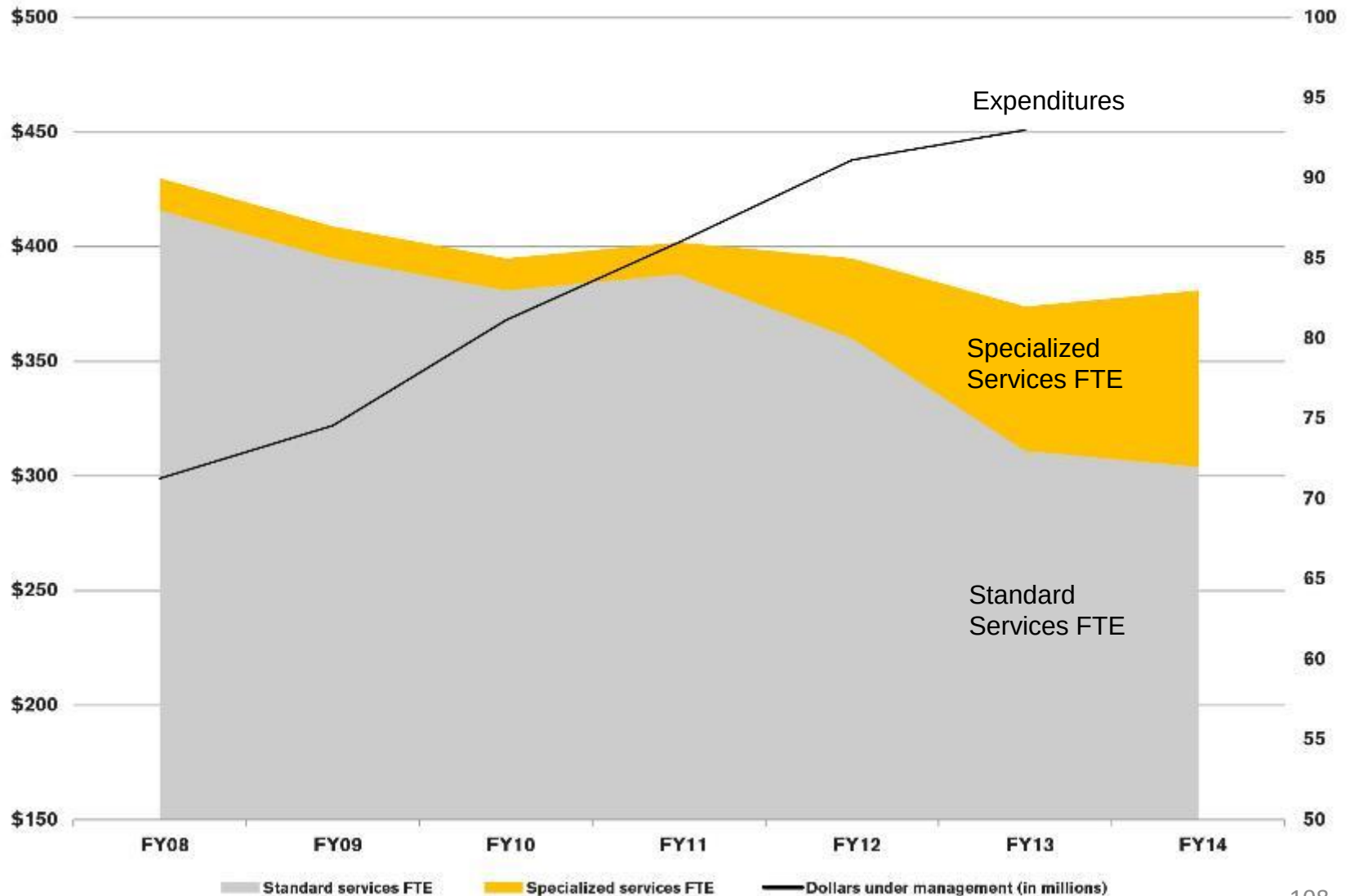
Operational Excellence

Days to Account Activation



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 ATP³
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

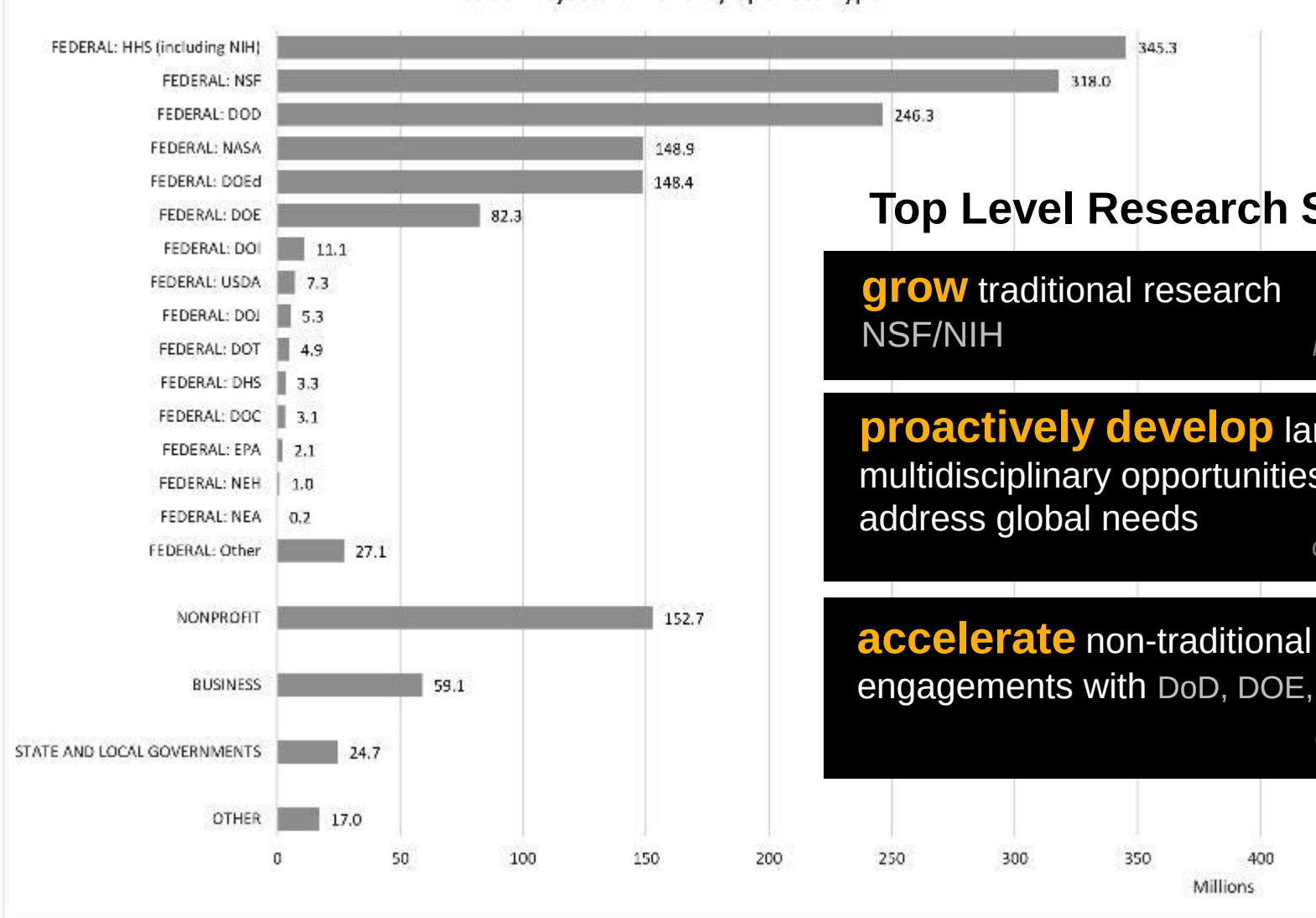


at all levels

- 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

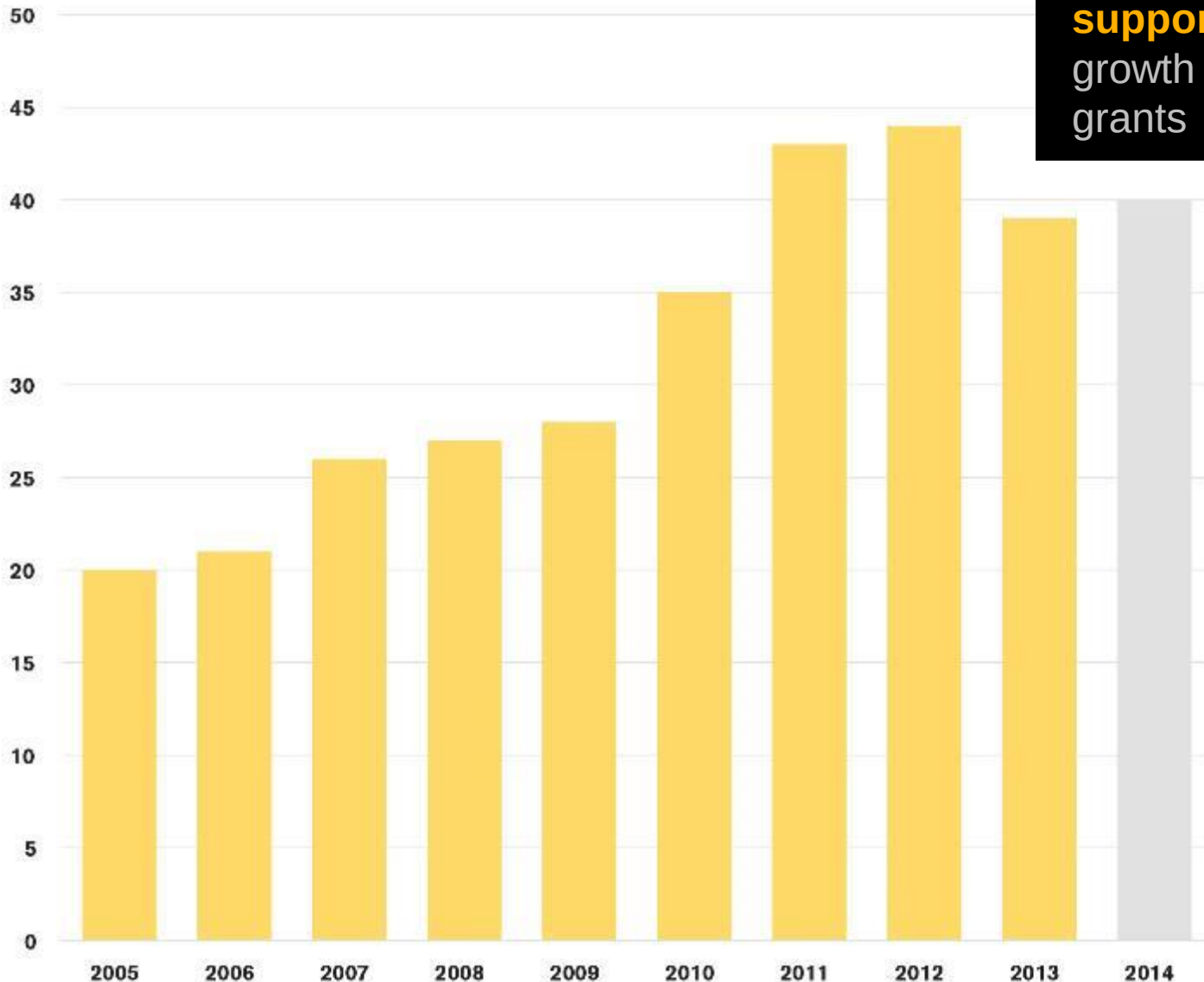
proactively develop large
multidisciplinary opportunities to
address global needs

Center-driven

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

University-driven

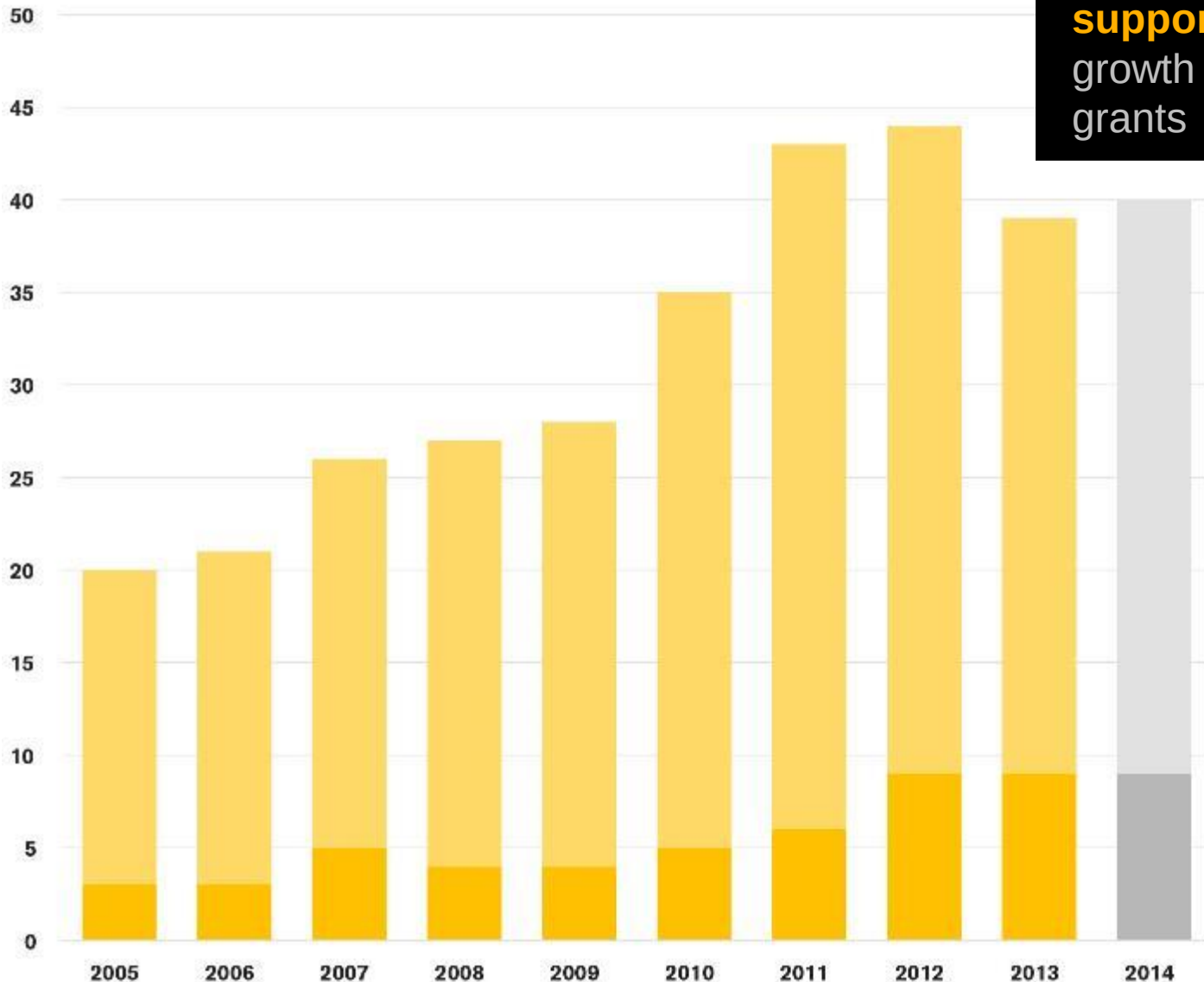
Number of Large Active Projects



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

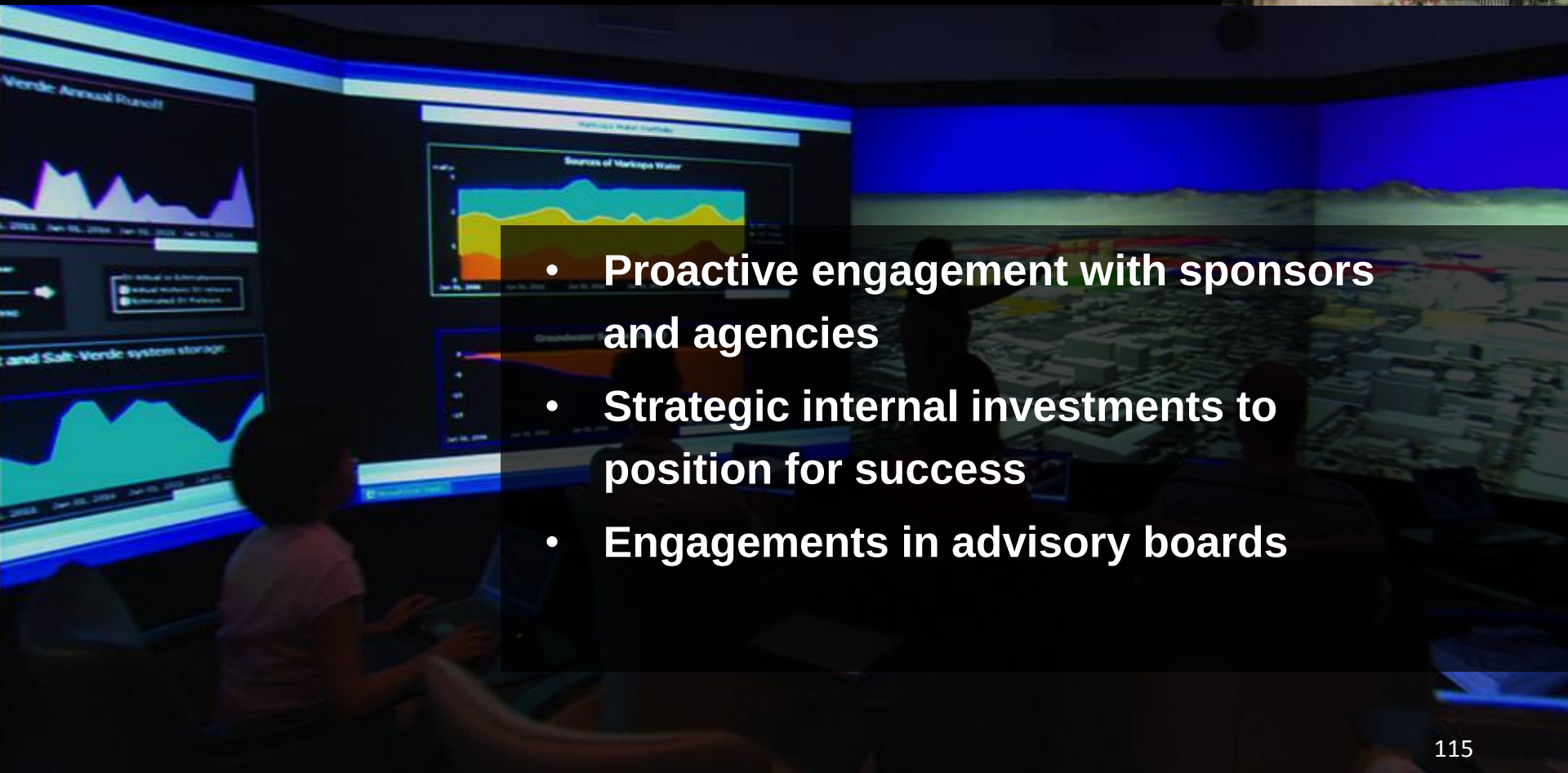
Projects $\geq \$5M$ and $< \$20M$

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

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.

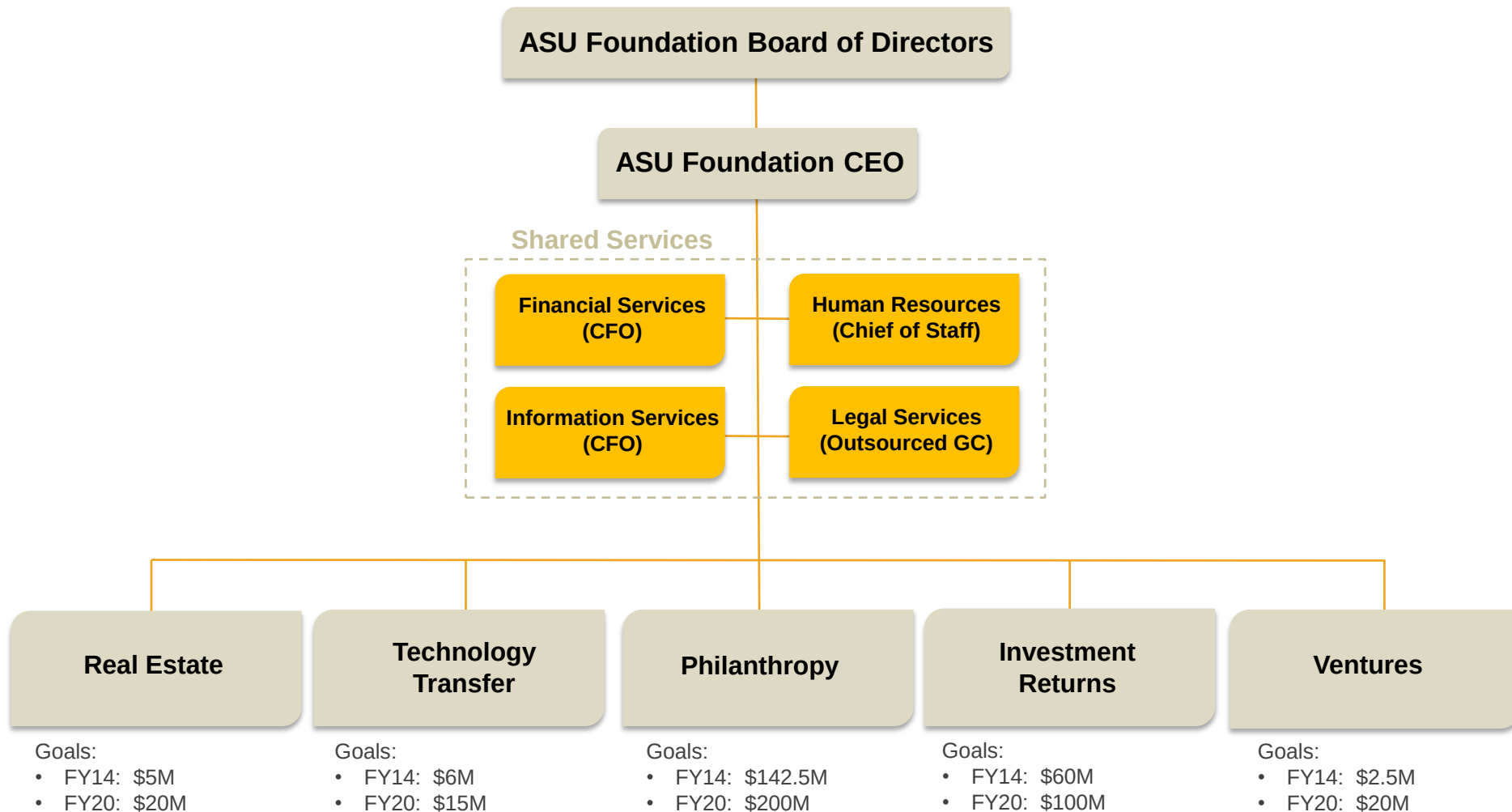


**Our mission: to ensure
the success of ASU as a
New American University**

Beyond Philanthropy



structure

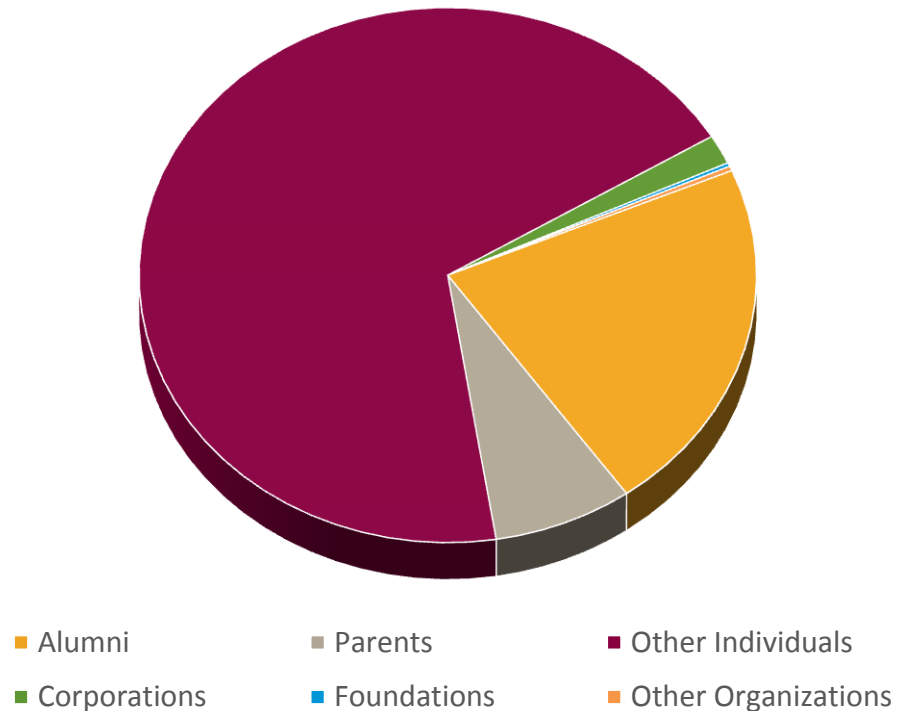


our donors

38% of
ASU Alumni
have graduated
since 2002

156,363 Alumni

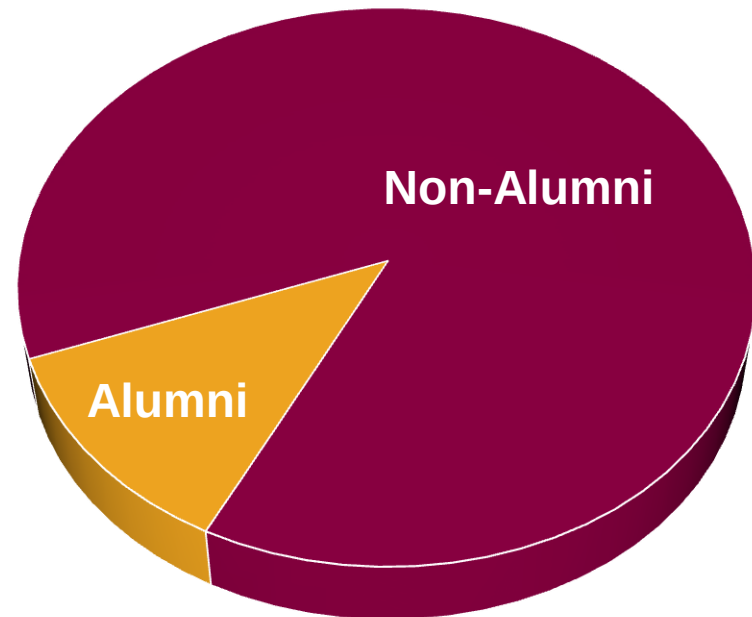
Donor Types



our donors

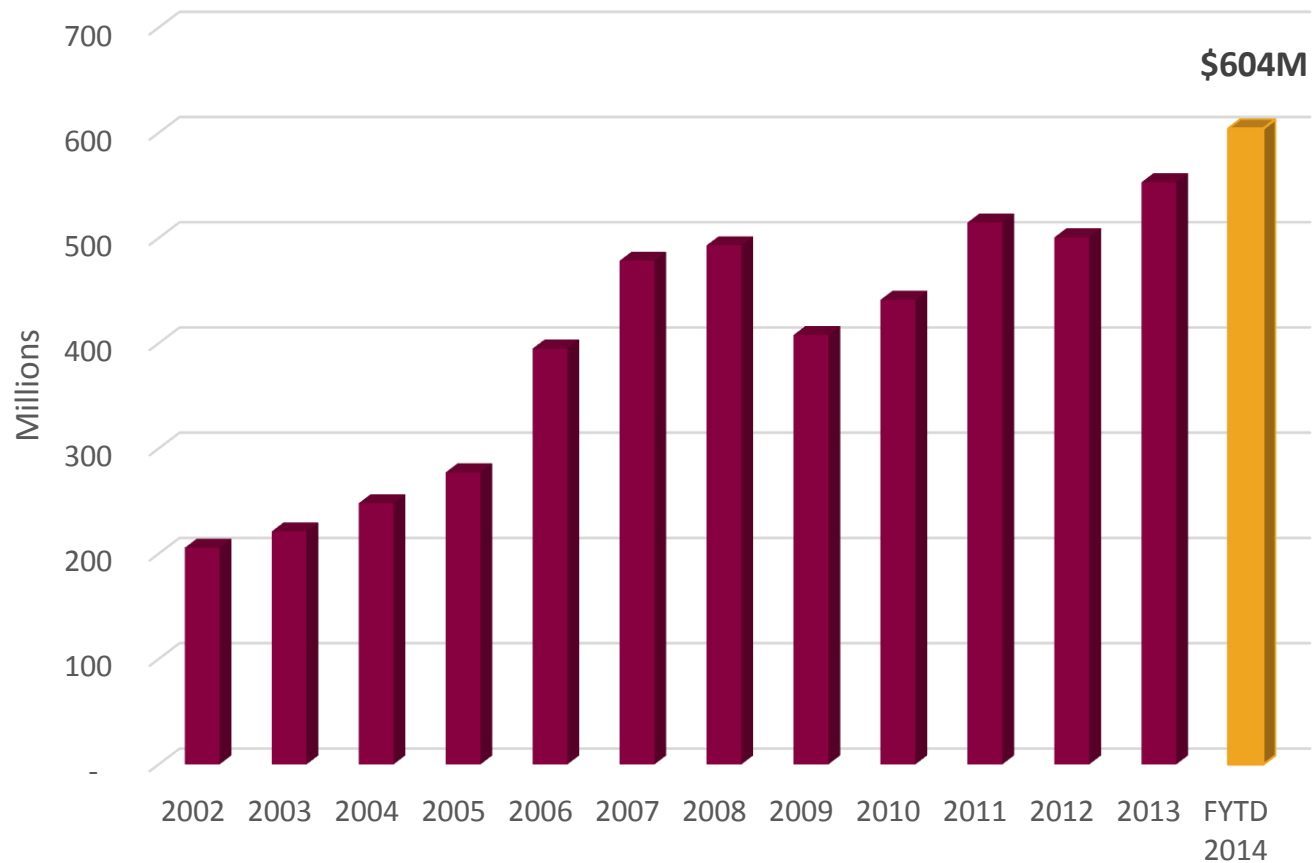
88% of FY13
New Gifts and
Commitments
came from non-
alumni

New Gifts and Commitments



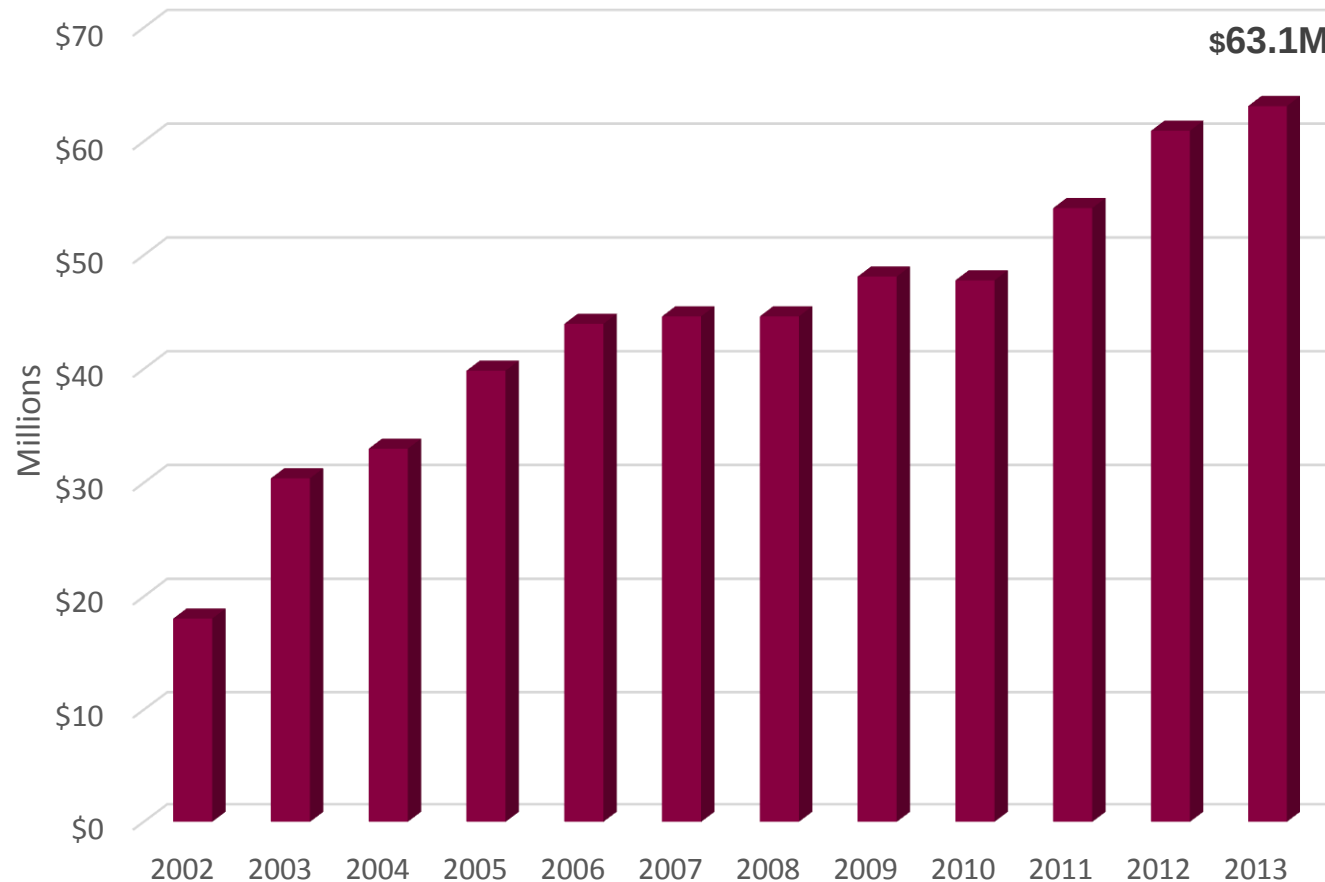
successful fundraising

Endowment Level

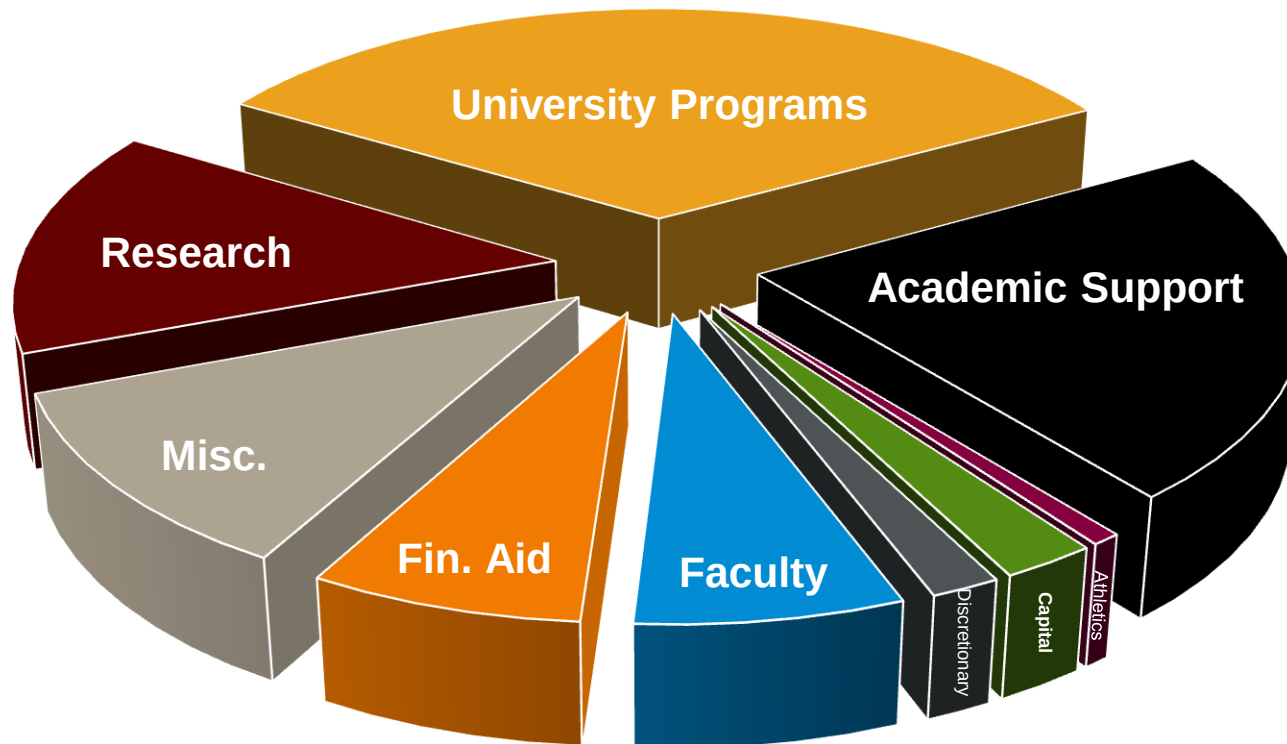


successful fundraising

Amount to/for ASU



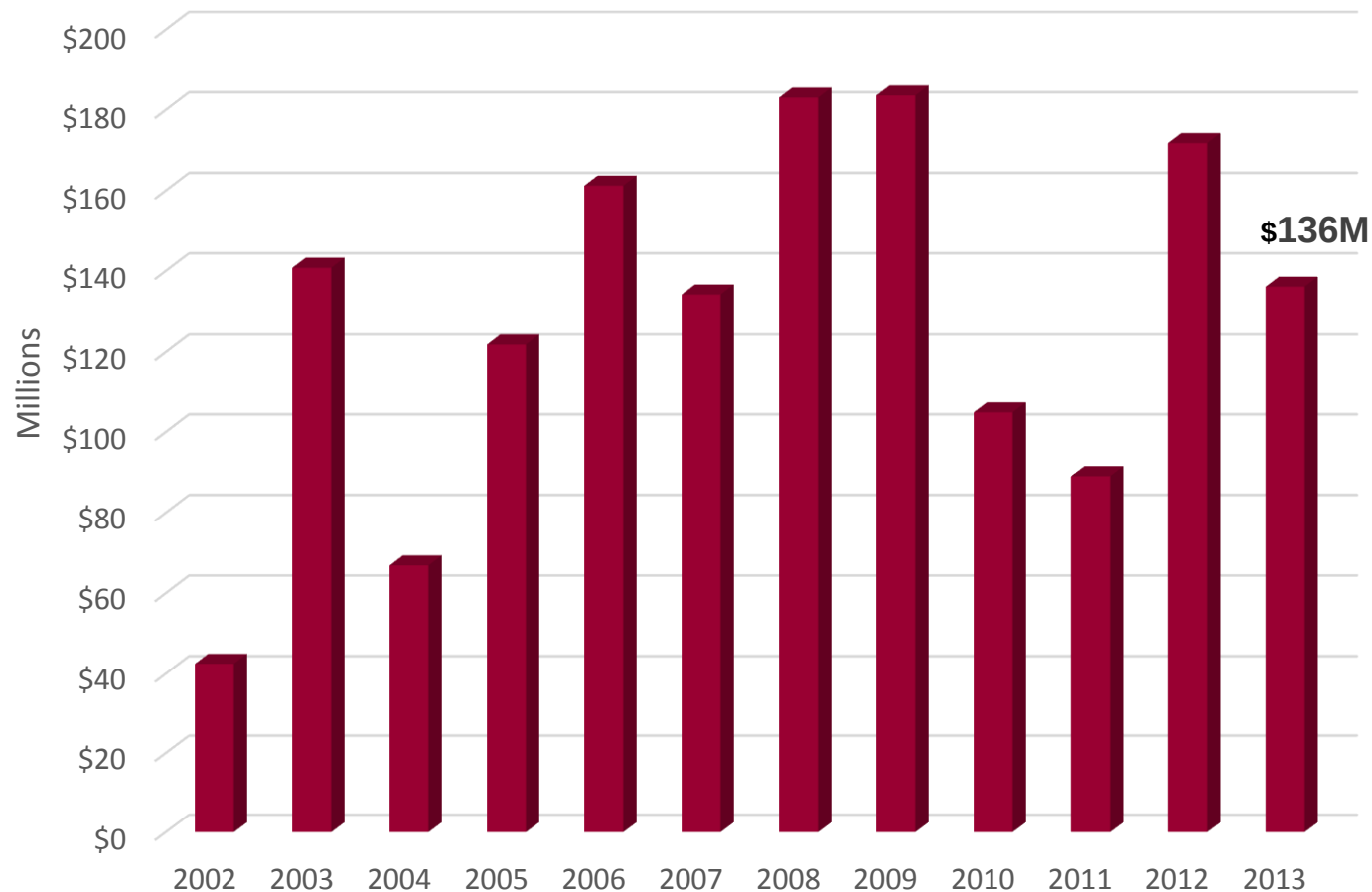
assets to ASU – FY13



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

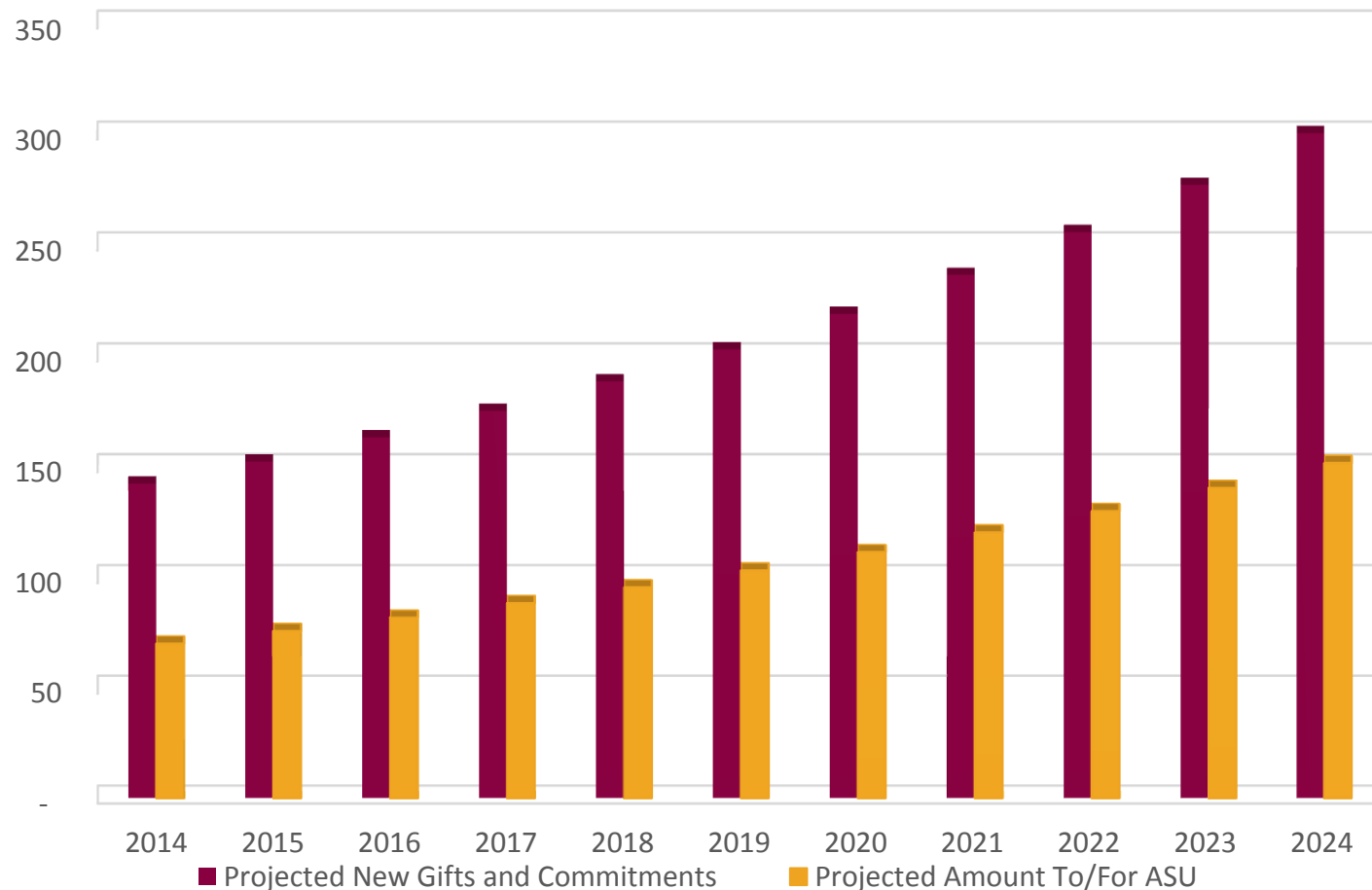
successful fundraising

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