



## Arizona State University Accomplishments FY2003 to present

On July 1, 2002, Arizona State University initiated its transformation into an educational model that would serve as a new option for American higher education. Our New American University mission was to prove that a university can be simultaneously excellent and broadly inclusive; that it should engage in use-inspired, as well as curiosity-driven, research; and that it can take significant responsibility for the economic, cultural and environmental health of the communities it serves. In August 2008, *Newsweek* recognized the university's success by calling ASU "one of the most radical redesigns in higher learning."

### Academic Excellence and Access

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We measure ourselves by who we include, not who we exclude. We are committed to the belief that no qualified Arizona student should be denied access to a college education, so we have simultaneously pursued expanding institutional access while increasing academic rigor and quality.

In FY2002, ASU was an emerging public institution, viewed by many – incorrectly – as a "party school." Since that time, we have received widespread external recognition for achievements in academic excellence.

- **Top university:** ASU was named among the best universities in the nation and the world by a number of different ranking organizations.
  - In 2008, ASU was ranked as one of the top 100 universities in the world – in the No. 93 position – according to the Institute of Higher Education, Shanghai Jiao Tong University.
  - *U.S. News & World Report* ranked ASU in the top tier of national universities in 2008, 2009 and 2010. It was ranked fourth among "Up and Coming Schools," in both the 2009 and 2010 editions of "America's Best Colleges" – a new ranking highlighting "schools to watch" in terms of promising and innovative changes in academics, faculty, students, campus life, diversity and facilities.
  - In 2009, *Forbes* placed ASU in the No. 28 spot on its list of 100 of "America's Best Colleges," based on students' satisfaction with their course instruction, indicators of their post-graduate employment success, four-year graduation rates, student and faculty success in competitive academic and research awards, and the four-year debt load for typical student borrowers.
- **Top programs:** Individual academic programs at ASU also have been ranked among the best in the nation:
  - The W.P. Carey MBA program, various programs in the School of Public Affairs, the Mary Lou Fulton Institute and Graduate School of Education, and the School of Criminology and Criminal Justice, all were rated in the top 25 programs in the nation by *U.S. News & World Report*.
  - The Ira A. Fulton Schools of Engineering were ranked in the top 10 percent of all undergraduate engineering programs, and their graduate programs were ranked in the top 50 in the nation by *U.S. News & World Report*.

- The Herberger Institute for Design and the Arts was ranked number 30 in the nation in 2008 in fine arts programs by *U.S. News & World Report*. Its industrial design program entered the top 10 in 2008. Its graduate printmaking program has been in the top seven since 2003, and its photography program has been in the top 10 since 2002.
- The Herberger Institute's undergraduate interior design program was ranked 9th and its graduate program 6th by *America's Best Architecture & Design Schools* in 2008. The industrial design undergraduate program was ranked 13th and graduate program ranked 10th.
- ASU ranked second only to Babson as the most entrepreneurial university in the U.S., according to the 2009 Global Student Entrepreneur Awards, the world's premier competition for students who own and run businesses while attending college.

**World-class faculty:** ASU increased its number of faculty who have received the highest awards in their fields by adding more than 150 new award recipients, fellows or academy members since FY2003. At the end of FY2009, there were:

- 3 Nobel laureates (one each awarded in 2004 and 2009, and one appointed in 2009. ASU faculty and researchers also contributed to the Intergovernmental Panel on Climate Change (IPCC), which shared the 2007 Nobel Peace Prize with Al Gore.
- 8 members of the American Academy of Arts and Sciences, 6 since FY2002 (300 percent growth)
- 12 members of the National Academy of Engineering, 11 since FY2002 (1,100 percent growth)
- 11 members of the National Academy of Sciences, 10 since FY2002 (1,000 percent growth)
- 2 members of the Institute of Medicine, both hired since FY2002
- 3 members of the National Academy of Education, 2 since FY2002 (200 percent growth)
- 3 members of the National Academy of Public Administration, 2 since FY2002 (200 percent growth)
- 2 members of the Royal Society, both hired since FY2002
- 58 American Association for the Advancement of Science Fellows, 38 since FY2002 (190 percent growth)
- 5 Sloan Research Fellows, 1 since FY2002 (25 percent growth)
- 80 Fulbright American Scholars, 54 since FY2002 (207 percent growth)
- 24 Guggenheim Fellows, 16 since FY2003 (200 percent growth)
- 18 IEEE Fellows, 6 since FY2003 (50 percent growth)
- 7 American Council of Learned Societies Fellows, 2 since FY2003 (40 percent growth)
- 16 recipients of Ford Foundation Fellowships, 8 since FY2003 (100 percent growth)

In addition, since FY2002 ASU's young faculty have been recognized as those who will lead the advancement of scholarship in their fields for the future with the following awards:

- 43 recipients of the National Science Foundation Early Career Development Award

- 1 recipient of the Department of Energy Early Career Principal Investigator Program Award
- 4 recipients of Presidential Early Career Awards for Scientists and Engineers

**World-class students:** ASU students also excelled in record numbers.

- The fall 2009 freshman class numbered 9,344, with 31 percent in the top 10 percent of their high school class and 57 percent in the top 25 percent. Among these, 2,006 were President and Provost Scholars, more than double the number in 2002.
- ASU is the leading public university for students being named to *USA Today's* All-USA Academic First Team.
- ASU has produced 92 Fulbright Scholars between 2003 and 2009 and is one of the top 10 producers of Fulbright Scholars in the U.S.
- ASU has produced 2 Truman Scholars since FY2002
- ASU has produced 5 Marshall Scholars since 2002.
- 613 National Merit Scholars were enrolled at ASU in fall 2009, placing ASU among the top 10 schools nationally. ASU's National Merit Scholars have increased 61 percent since fall 2002.
- 362 National Hispanic Scholars are enrolled at ASU. ASU has been more successful in attracting these top scholars than any other school.
- ASU is the top school in the nation in winning National Security Education Program grants to study abroad in countries of critical interest to U.S. security with 68 recipients since FY2002.
- The majority of eligible Flinn Scholars choose ASU, with 12 of 17 attending in FY10.
- 59 Bill and Melinda Gates Millennium Scholars were enrolled in FY2008.
- ASU ranked No. 2 in the Pac-10 Conference and in the top 10 in Division I Athletics for the highest numbers of Academic All-Americans since 2000. ASU also was named the No. 1 college athletic program in the U.S. by *Sport Illustrated* in 2008. The Sun Devils earned fourth place in the U.S. Sports Academy Director's Cup the same year.

**Degree production:** ASU awarded a record 15,610 degrees in 2008-2009, up 38 percent since the end of FY2002. The university's five-year graduation rate increased by almost nine percent and now exceeds the average for all U.S. public universities by more than 12 percent.

**ASU ranked as top school for diversity:** From fall 2002 to fall 2008, we greatly increased access to the university, at the same time more closely reflecting the demographics of Arizona in our faculty, staff and student populations. ASU was ranked as one of the top institutions for ethnic minorities by top publications focused on diversity:

- ASU was cited several times among the top 25 institutions in the United States in "The Condition of Latinos in Education: Fact Book 2008" by *Excelencia in Education*. ASU was ranked 24 among the top 25 colleges and universities enrolling Latinos during the 2006-2007 academic year. The university also was ranked 24th for awarding bachelor's degrees to Latinos and 17th for awarding engineering bachelor's degrees to Latinos.

- According to the Top 100 Graduate Degree Producers published in July 2008 in *Diverse Issues in Higher Education*, ASU ranks No. 5 for American Indian doctorates, 21 for Hispanic doctorates, 30 for American Indian master's degrees and 43 for total minority doctorates.
- ASU is among universities with the highest numbers of National Hispanic Scholars in the country. In 2009, there were 362 National Hispanic Scholars enrolled at ASU compared with 75 in 2002.

**Growth in student ethnic diversity:** While enrollment increased 22.6 percent, from 55,491 to 68,064, minority enrollment as percentage of total student population increased by 62 percent to 27.3 percent of the total student body.

- African-American students grew from 1,768 (3.2 percent of total students) to 3,257 ( 4.8 percent of total), an 84 percent increase.
- American Indian students grew from 1,166 (2.1 percent of total) to 1,484 ( 2.2 percent of total), a 27 percent increase.
- Asian-American students grew from 2,535 (4.6 percent of total) to 3,935 ( 5.9 percent of total), a 55 percent increase.
- Hispanic students grew from 6,018 (10.8 percent of total) to 9,924 ( 14.6 percent of total), a 65 percent increase.

**Growth in student economic diversity:** From FY2003 through FY2008, ASU made major progress in delivering on its promise that no Arizona student be denied access to a college education based on ability to pay:

- Pell grant recipients (first-time freshmen) increased 56 percent from FY2003 to FY2008, from 1,209 to 1,887 students.
- Low-income Arizona freshman enrollment increased by 873 percent during that time period.
- In May 2009, the university announced the President Barack Obama Scholars program, which will more than triple the number of students from families with the greatest financial need who are eligible for financial aid that will cover the full cost of college attendance. President Obama asked other colleges and universities across the nation to follow ASU's lead in providing this type of program.
- In FY2008, ASU awarded more than \$519 million in financial aid, a record amount.
- Average indebtedness of ASU undergraduates continues to be below the national average of \$22,700 (per College Board). Spring 2008 bachelor degree recipients who were Arizona residents had an average loan debt of \$16,330.
- In FY2008, 56 percent of Arizona undergraduate students received financial aid. The average student financial aid package for full-time Arizona resident undergraduate students with need was \$9,110.

**Growth in faculty/staff ethnic diversity:** Minority employees as a percentage of total employees increased by 11 percent to 28.3 percent of the total.

- African-Americans grew from 344 (3.1 percent of total employees) to 439 (3.5 percent of total), a 28 percent increase.

- American Indians grew from 193 (1.8 percent of total) to 201 (1.6 percent of total), a 4 percent increase.
- Asian-Americans grew from 1,122 (10.3 percent of total) to 1,411 (11.3 percent of total), a 26 percent increase.
- Hispanics grew from 1,122 (10.3 percent of total) to 1,347 (10.8 percent of total), a 20 percent increase.

Minority tenured/tenure-track faculty as a percentage of total tenured/tenure-track faculty increased from 18.5 percent to 22.9 percent, a 23.7 percent increase.

- African-Americans grew from 45 (2.7 percent of total tenured/tenure-track faculty) to 50 (2.7 percent of total), an 11 percent increase.
- American Indians grew from 16 (1 percent of total) to 25 (1.4 percent of total), a 56 percent increase.
- Asian-Americans grew from 132 (7.9 percent of total) to 198 (10.9 percent of total), a 50 percent increase.
- Hispanics grew from 116 (6.9 percent of total) to 143 (7.8 percent of total), a 23 percent increase.

## **Research and Economic Development**

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One of the principle tenets of our New American mission is that faculty should engage in research that is use-inspired, as well as curiosity-driven. We also believe that discovery and education are inseparable, two halves of the same whole, and that the work of the university should advance the interests—social, cultural, economic and environmental—of the communities we serve.

In the area of research and economic development, we also achieved impressive results:

- In FY2009, research expenditures exceeded \$300 million for the first time in ASU history, up 185 percent from \$123 million in FY2002. This includes expenditures on research activity for all departments from all sources.
- ASU also has significant sponsored activity beyond research including public service and instruction. When all activity types are included, FY2009 Sponsored Programs and Related University Research Investment expenditures approach \$350 million.
- ASU is among the top 20 leading universities without a medical school in research expenditures according to the National Science Foundation (NSF), ranked with Cal Tech, MIT, Princeton and Rockefeller University.
- Research laboratory space increased by 72 percent from fall 2002 to fall 2008.
- The ASU algae-to-fuel project led by professors Qiang Hu and Milton Sommerfeld came in at No. 11 on *Time* magazine's "Top 50 Inventions for 2008."
- ASU founded the nation's first School of Sustainability along with a companion research organization, the Global Institute of Sustainability. The university was a charter member of the American College & University Presidents Climate Commitment, led by Michael Crow, and in

fall 2008 ASU hosted a major national symposium on sustainability in Washington, D.C. In 2008 and 2009, the *Princeton Review* named ASU one of the nation's greenest universities.

- The Flexible Display Center, whose work was named to the "Top 10 Technologies of 2008" by *Wired Magazine*, earned another 5 years of funding support from the U.S. Army, bringing the total commitment from the Army during this time period to almost \$100 million.
- The Global Institute of Sustainability partnered with the Ira A. Fulton Schools of Engineering to establish the ASU Solar Power Laboratory. This new lab is expected to boost economic development in Arizona and become the pre-eminent academic solar energy research, development and training program in the United States.
- Arizona State University secured the second-largest amount of federal funding for chemical engineering, according to the National Science Foundation (NSF). Only MIT earned more federal funding for chemical engineering than ASU in FY2006, the most recent year for which data are available.
- In 2003, we established Arizona Science and Technology Enterprises LLC (AzTE) to accelerate the rate of technology transfer from university research laboratories to the marketplace.

## Investment

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In FY2002, ASU relied primarily on state funding, which was in decline. The low-tuition model in effect at the time provided few resources for financial aid, which meant that help was unavailable to those who needed it most. Private investors were relatively few.

Since then, we have worked to demonstrate the value of investing in ASU to local and state governments, students and their families, and private investors. We have earned their confidence as demonstrated by the following:

- ASU's endowment has grown by 85 percent from \$221 million in 2003 to \$408 million in 2009. For the same period, the total assets of the ASU Foundation have grown from \$313 million to \$645 million – a 106 percent increase – and the number of individual donors has grown by 29 percent.
- Investment in ASU by the State of Arizona through state appropriations grew from \$311.8 million in FY2003 to \$468.4 million in FY2009 (before rescission), a 50 percent increase.
- ASU's total net assets have grown 11 percent from FY2003 to FY2009, from \$855.2 million to \$950.3 million. ASU's total revenue over that same time has grown from \$873.0 million to \$1.533 billion, a 76 percent increase.
- ASU worked with the University of Arizona to build the first medical school in metro Phoenix, the University of Arizona College of Medicine – Phoenix in partnership with Arizona State University (COM-PHX). The Arizona Biomedical Research Collaborative Building (ABC1), an 85,000-square-foot research and laboratory which cost \$29.6 million to construct, opened in October 2007. In June 2008, the state approved a \$394 million expansion.
- Local governments made unprecedented investments in a state university, with the City of Phoenix allocating more than \$220 million in voter-approved bond money to build the Downtown Phoenix campus, and the City of Scottsdale donating a \$41.5 million parcel of land with \$45 million in infrastructure improvements to build SkySong.

## Organizational Transformation

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Traditional academic departments have advanced understanding in defined areas of intellectual endeavor. Over time, however, they have developed into silos, reinforcing their own existence and isolating faculty members from routine intellectual interaction with those in other departments. Traditional university organizations also are slow to react and respond, operating at a pace that is out of touch with the rate of change in the rest of the world. Addressing the problems of the 21st century requires a more fluid, responsive organizational structure, where faculty with radically different skills and experiences can work together to advance understanding and solve problems in ways that have not been possible before.

Since FY2002, ASU has made remarkable progress in transforming itself from an organization based strictly on traditional academic departments into a truly interdisciplinary institution. Since FY2002, 31 new schools have been started:

- New schools in the W.P. Carey School of Business include:
  - School of Accountancy
  - Morrison School of Management and Agribusiness
  - School of Health Management and Policy
- New schools in the Herberger Institute for Design and The Arts include:
  - School of Architecture and Landscape Architecture
  - School of Arts, Media and Engineering
  - School of Dance
  - School of Design Innovation
  - School of Theatre and Film
- Mary Lou Fulton Institute and Graduate School of Education
- New schools in the Ira A. Fulton Schools of Engineering include:
  - School of Biological and Health Systems Engineering
  - School of Sustainable Engineering and the Built Environment
  - School of Computing, Informatics, and Decision Systems Engineering
  - School of Electrical, Computer, and Energy Engineering
  - School of Multiscale Science and Engineering: Mechanical, Aerospace, Chemical, and Materials Engineering
- Walter Cronkite School of Journalism and Mass Communication
- The School of Letters and Sciences
- New schools in the College of Liberal Arts and Sciences include:
  - School of Earth and Space Exploration
  - School of Geographical Sciences and Urban Planning
  - School of Government, Politics and Global Studies
  - School of Historical, Philosophical and Religious Studies
  - School of Human Communication
  - School of Human Evolution and Social Change

- School of International Letters and Cultures
  - School of Life Sciences
  - School of Materials
  - School of Mathematical and Statistical Sciences
  - School of Social and Family Dynamics
  - School of Social Transformation
- New schools in the College of Public Programs include:
    - School of Community Resources and Development
    - School of Criminology and Criminal Justice
  - School of Sustainability

The university also has expanded its academic portfolio to meet needs for a highly skilled, innovative workforce by adding 36 new bachelor's degrees, 32 master's degrees and 30 doctoral degrees.

ASU's research enterprise has been redefined and expanded with the following new centers and institutes since FY2002:

- American Indian Policy Center
- Biodesign Institute
- Mathematical, Computational and Modeling Sciences Center
- Center for Biology and Society
- Center for Jewish Studies
- Center for Nanotechnology in Society
- Virginia G. Piper Center for Creative Writing
- Institute for Humanities Research
- Institute for Social Science Research
- Global Institute of Sustainability
- Family and Human Dynamics Research Center
- Beyond: The Center for Fundamental Concepts in Science
- International Center for Species Exploration
- Center for Population Dynamics
- The Edward C. Prescott Center for Advanced Study of Economic Efficiency
- The Center for Environmental Economics and Sustainability Policy
- Center for Film, Media and Popular Culture
- Center for the Study of Religion and Conflict
- Center for Urban Innovation
- ASU-Sichuan University Joint Confucius Institute
- Center for the Study of Institutional Diversity
- Center for Applied Behavioral Health Policy
- Center for Violence Prevention and Community Safety
- Center for Civic Education and Leadership
- Center for Improving Health Outcomes in Children, Teens & Families
- Center for Healthy Outcomes in Aging
- Hartford Center of Geriatric Nursing Excellence
- Center for Healthcare Innovation & Clinical Trials
- Megapolitan Tourism Research Center
- Center for Community Development and Civil Rights

- Advanced Technology Innovation Center
- Donald W. Reynolds National Center for Business Journalism
- Knight Center for Digital Media Entrepreneurship
- Cronkite High School Journalism Institute
- Melikian Center for Russian, Eurasian and East European Studies
- North American Center for Transborder Studies
- Institute for Computing and Information Science and Engineering
- ASU Stardust Center for Affordable Homes and the Family
- Wireless Integrated Nano Technology
- Arizona Initiative for Renewable Energy
- Arizona Institute for Nanoelectronics
- Center for the Advancement of Evidence-Based Practice
- Center for Policy Informatics
- Southwest Interdisciplinary Research
- Practice, Research and Innovation in Mathematics Education Center
- Center for Advancing Business through Information Technology
- Center for Executive and Professional Development
- Center for Real Estate Theory and Practice
- Adaptive Intelligent Materials and Systems Center
- Center for Adaptive Neutral Systems
- Center for Earth Systems, Engineering and Management
- Center for Environmental Fluid Dynamics
- Center for Health Information and Research
- Information Assurance Center
- Sensor Signal and Information Processing Center
- Center for Law Leadership and Management
- Consortium for Science, Policy and Outcomes
- Center for Biological Physics Center for Metabolic Biology
- Center for Social Dynamics and Complexity
- Center for Bioarchaeological Research
- GeoDa Center for Geospatial Analysis and Computation

### **Major Partnerships and Collaborations**

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As a New American University, ASU has worked to become a force, not just a place; and to be globally engaged, in service to the state, the nation and the world.

Partnerships and collaboration with other groups and institutions are key to achieving our mission. Since FY2002, we have developed the following domestic partnerships:

- **University of Arizona College of Medicine – Phoenix in Partnership with Arizona State University:** The new, innovative integrated medical curriculum developed by this partnership presents core elements utilizing case-based instruction, team learning and interactive lecture techniques. Woven through these blocks are experiences and content related to biomedical informatics, personalized medicine and the required scholarly project.
- **ASU-Mayo Clinic partnership:** In 2005, ASU and Mayo Clinic formed several collaborations, including joint educational and research programs. Joint degree programs exist in law/medicine, business/medicine and nursing. Collaborative research areas include biomedical

informatics and cancer, with shared lab and office space on both ASU and Mayo Clinic Arizona campuses. Joint seed funding is \$1.3 million to date for research projects in cancer, Alzheimer's disease, cellular and molecular biomedicine, vaccine development, genetics, and sensory motor coordination. We have one joint faculty hire with more expected this year.

- **ASU-Barrow Neurological Institute partnership:** The ASU-Barrow Neurological Institute partnership includes research collaborations in magnetic resonance imaging (MRI); neuroscience, cardiovascular, biomedical informatics; infectious diseases; and tissue bank collaboration. A joint interdisciplinary neuroscience graduate program, ABOR approved, has been created to utilize the strengths of both institutions, with joint appointments for ASU faculty members and BNI clinicians. A joint small animal 7T imaging center, to be housed at BNI has been created in connection with the Keller Imaging Lab at BNI . The imaging center, which opened in spring 2009, is funded in part by an NIH grant as well as funds from Barrow Neurological Institute.
- **ASU-Banner Health partnership:** Banner Health and ASU collaborate on cancer, diabetes, spinal cord injury and rehabilitation, Alzheimer's disease and haptics research.
- **ASU-Carl T. Hayden VA Medical Center partnership:** ASU and Veterans' Affairs are working together in developed research projects in diabetes, and mental health studies in post-traumatic stress disorder. This involves joint research projects and joint faculty appointments. Other key areas of collaborative research include: cardiovascular disease, metabolic disorders, mental health/sleep disorders and musculo-skeletal disorders.
- **ASU-Maricopa Integrated Health System partnership:** ASU researchers and MIHS clinicians work together in the fields of orthopedics, burns, depression, trauma, obstetrics and gynecology and diabetes. Partnerships between MIHS and ASU's Southwest Interdisciplinary Research Center have led to the Familias Sanas (Healthy Families) project to assist special populations.
- **ASU-TGEN partnership:** The ASU-TGEN partnership in genetic and molecular research has resulted in more than two-thirds of TGen's faculty members submitting joint extramural grant proposals with ASU faculty and staff. Other partnering initiatives include the maintenance of a joint cluster supercomputer facility, shared educational programs, TGen's assistance in recruiting ASU senior faculty hires and internships for ASU students.
- **ABC News on Campus:** ABC News chose the Walter Cronkite School of Journalism and Mass Communication to be one of its partners in ABC News on Campus, an initiative that provides an opportunity for students to report on stories in their region and produce a wide array of content for ABC News' broadcast platforms.
- **Tubes in the Desert:** Tubes in the Desert is a two-year initiative that will leverage key investments of government and industry partners including ASU's Biodesign Institute, British Petroleum and Arizona Public Service to grow and harvest photosynthetic bacteria to create a renewable energy source.
- **TUV Rheinland PTL:** As a partnership between the Photovoltaic Testing Laboratory at ASU, TUV Rheinland and Arizona Public Service, TUV Rheinland PTL is the most comprehensive, sophisticated, state-of-the-art facility for testing and certification of solar energy equipment in the world.
- **Arizona Indicators Project:** ASU partnered with the Arizona Community Foundation, Valley of the Sun United Way, Arizona Republic and Arizona Department of Commerce to create a Web

tool that popularizes data describing Arizona's development. The easy-to-understand visuals contained on the Web site include data on economics, education, innovation, sustainability, quality of life, health, human services, criminal justice and children and families.

ASU has developed global partnerships with the following institutions since FY2002:

- **Instituto Tecnológico De Monterrey (Mexico):** including an on-campus network, online network, Binational Lab and Entrepreneurial Network.
- **Sichuan University (PRC):** includes the Confucius Institute, Creative Writing/English and University Design Consortium.
- **Dublin City University (Ireland):** includes technology transfer, a Binational Lab (biosensors) and Conflict Management and Innovation.
- **Nanyang Technological University (PRC):** includes the Trinational Lab, Journalism and Entrepreneurship.
- **TechBA Arizona:** A business accelerator that is the result of a partnership between the State of Arizona, the United States-Mexico Foundation, the Ministry of the Economy of Mexico and ASU's SkySong will bring representatives of knowledge-based Mexican businesses to Arizona, providing companies with office space and support.

## Infrastructure Investment

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In FY2002, ASU's infrastructure was inadequate for the university's existing student population, let alone able to serve the growing numbers of qualified high school graduates who would need near-term access to higher education. Classrooms, research laboratories and offices were cramped and poorly equipped. Major institutional software systems were in need of replacement. There were few residence halls available, so the vast majority of students lived off campus even as freshmen, exacerbating problems with retention and graduation.

The university had one main campus in Tempe with two satellite campuses that were viewed as providing duplicate, but lower quality, programs than those offered on the Tempe campus. Town/gown relations with the City of Tempe were strained by concerns over traffic congestion and the negative impact on property values of large numbers of students living in off-campus rental housing.

The buildings on the West campus were relatively new and in good condition, but those in Tempe were in a significant state of disrepair. The Polytechnic campus was composed of World-War-II-era Air Force base buildings that had been retrofitted for use as classrooms, offices, research labs and residences. None of the buildings on any ASU campus had been designed and built with consideration for minimizing utility costs and negative impact on the environment.

We initiated a comprehensive development planning process in 2003 that brought together all of the university's stakeholders with local governments, utilities and other suppliers to assess the current state of the university's infrastructure and establish a long-term build-out plan that would meet the needs of all. The resulting Comprehensive Development Plan was published in 2005 and has been used since as the framework for new construction and renovation of existing facilities.

We established that it would be necessary for ASU to grow to accommodate 100,000 students by 2020 in order to meet our commitment to the citizens of Arizona that no qualified Arizona student would be

denied access to a college education. We further instituted a strategic redesign called One University in Many Places that established distinct but equal missions for all ASU campuses and set the expectation that academic quality would be equally rigorous for all programs, allowing the university to accommodate the majority of the growth detailed in the Comprehensive Development Plan on campuses other than Tempe.

We overhauled the university's information technology organization and infrastructure, replacing high-cost internally developed applications such as e-mail with free, state-of-the-art programs provided by Google and other companies. We deployed wireless network service on all campuses, greatly expanding network and computing capacity. We replaced fragile legacy software with new platforms that greatly enhanced the student experience and allowed the university to meet its student enrollment growth objectives. We also set the stage for a significant expansion of online course delivery.

As a result of these and other actions, we increased classroom, classroom laboratory, library, office and residence hall space by 90 percent from FY2002 to FY2008, adding a new campus and global innovation park, and expanding capacity in existing locations. As noted previously, we also expanded research laboratory space by 72 percent during this time period. The details by location are as follows:

### **Tempe campus**

- ASU acquired an office-retail complex called the Brickyard at the main intersection in Tempe, which contains more than 390,000 square feet of mixed-use space. The complex now houses the Decision Theater, the dean's office of the Ira A. Fulton Schools of Engineering and the computer science department in just under 86,000 square feet of the facility.
- Completed in January 2004, Lattie F. Coor Hall houses classrooms and the departments of Political Science, Philosophy, History, Sociology, Chicana/Chicano Studies, and Speech and Hearing Science. It is also home to the Institute for Social Science Research, the Centers for Latin American Studies, Russian and East European Studies, Medieval and Renaissance Studies, and Asian Studies.
- The Fulton Center was completed in 2005 and houses the College of Liberal Arts and Sciences, the ASU administration and ASU Foundation.
- Hassayampa Academic Village is a living-learning facility focused on the goals of creating an integrated, self-contained academic and residential community with classrooms, computer labs, tutorial spaces, residential dining, and retail venues. The complex creates a residential and academic village for up to 2,000 freshmen.
- Vista del Sol, completed in fall 2008, consists of housing for upperclassmen and graduate students and is located on the southernmost boundary of the Tempe campus. The units are apartment-style and the student programming is directed to a more mature, independent, residential population. Vista del Sol comprises approximately 1,850 beds in apartment style buildings.
- We renovated the former nursing building to house the Global Institute of Sustainability. It is one of the most eco-friendly buildings on campus.
- The Biodesign Institute Building A, at 177,661 square feet., was completed in August 2004 at a cost of \$72.8 million.

- With the Biodesign Institute Building B, and Interdisciplinary Science and Technology Buildings 1 and 2, ASU was able to add another 420,000 square feet of research space.
- A new facility was constructed to house the ASU Police Department, doubling the size of the previous building and significantly improving access for faculty, staff and students.
- The Weatherup Indoor Basketball Facility provided 51,037 sq. ft. of needed practice space. It was completed in May 2009 at a cost of \$22 million.
- Barrett Honors College is the nation's first complete honors college campus, with 510,000 square feet of space for ASU's honors students. It was completed in August 2009 at a cost of \$110 million, financed entirely by a third party.

**Downtown Phoenix campus:** We opened an entirely new campus in Downtown Phoenix in fall 2006, as a result of an unprecedented public referendum.

- On Aug. 15, 2006, ASU opened its doors to the Downtown Phoenix campus, enrolling more than 3,000 full-time students and more than 6,000 students taking at least one class there and supported by 600 faculty and staff. The first phase of the campus included the colleges of Nursing and Healthcare Innovation, Public Programs, and University College.
- The University Center building boasts modern classrooms, offices, labs, seminar rooms and study areas. It houses student services, Information Commons (Student Computing/ASU Library), the ASU Bookstore and a small café/coffee house. The College of Public Programs, School of Letters and Sciences, University College administration offices and student services also operate within this building.
- The Post Office building serves as a gathering place for students via meeting rooms while providing additional student services such as student advocacy, rights and responsibilities, career services, campus services hotline, student engagement and more.
- The Walter Cronkite School of Journalism and Mass Communication building opened in the summer of 2008, bringing the school closer to more major metropolitan news operations than any journalism school in the country, and will be followed in fall 2009 by the opening of a new building for Arizona PBS affiliate Eight/KAET-TV.
- Previously called Park Place, the Nursing & Healthcare Innovation building is occupied by the College of Nursing & Healthcare Innovation student services, nursing research centers, faculty, staff and administrative offices.
- Taylor Place is Arizona State University's premier Downtown Phoenix residential community. At build-out the two towers, each 12 stories above the common, first floor, will house 1,250 students as well as a dining facility and retail store. It is financed by a third party.
- The Nursing and Healthcare Building, Phase 2, brought 83,641 additional square feet. It was completed in July 2009 with third party financing.

#### **Polytechnic campus**

- Completed in summer 2008, the Polytechnic Academic Complex provides general university classrooms, classroom laboratories and other specialized instructional spaces, as well as faculty and departmental offices to serve a campus enrollment of approximately 10,000 students.

- Interdisciplinary Science and Technology Building 3 is a 34,600-square-foot facility, opened in 2006, devoted to laboratories that support applied research in biological sciences, psychology, healthy lifestyles and plant-made pharmaceuticals.

### **ASU Research Park**

- ASU acquired a unique \$100-million flat panel display building that Motorola was closing for \$29 million and acquired a Motorola research group that was being disbanded. Both were instrumental in ASU's winning a \$43.7 million Army research award for flexible display computers, which was subsequently renewed for another \$50 million, against 99 other universities.

### **Skysong**

- The Scottsdale City Council voted to give ASU a \$41.5-million, 42-acre parcel of land in Scottsdale and added \$45 million in infrastructure improvements for the university to build a research/innovation park. It opened in 2008 with 20 global start-up and midsized companies from eight foreign countries.

### **Alumni engagement**

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The rate of alumni engagement is a broad and significant indicator of institutional quality. Alumni who have a positive experience while in college through their student engagement, a strong belief in the value of their degrees, and sustained positive feelings about their alma mater, are more likely to want to be involved with the institution over the course of a lifetime.

In FY2005, the Alumni Association undertook a major assessment of alumni demographics and interests. Based on the research, the staff learned that ASU alumni, like the rest of the university, are unique in their profile. ASU alums are: 1) much younger than expected, with 57 percent younger than 45 and – even more surprising – 32 percent younger than 35; 2) that the majority of alums live in Arizona (186,522) and in particular Maricopa County (150,507); and 3) that the 10 highest states where alums reside outside of Arizona are California, Colorado, Texas, Illinois, Washington, New York, Oregon, Florida, Virginia, and Nevada.

In response to the assessment, the association launched a major rebuilding of the alumni volunteer chapter network, a broad series of new programs, events, benefits and services. The following highlights these new efforts and their results.

### **Alumni Engagement**

- We developed aggressive and targeted programming to meet a young, diverse and exponentially-growing alumni population.
- The Alumni Association has grown the number of chapters, clubs and connections to 66, an increase of 41 percent since 2003, in targeted geographic locations throughout the United States, as well as an international chapter in London.
- We increased the number of Sparky license plates on the road by 51 percent since FY2003 to 10,451. The continued support for the Medallion Scholarship Program has increased from \$89,107 to \$195,806 in the same time period, and increase of 119 percent.

- *ASU Magazine*
  - We increased circulation of the magazine by 38 percent from FY2003 to FY2009. It is delivered to 280,000 households including alumni, dues-paying Alumni Association members, faculty/staff and select donors. *ASU Magazine* has the second-highest magazine circulation in Arizona.
  - Since FY2007, the magazine has been printed on paper that is FSC and SFI Chain of Custody certified and printed with vegetable-based soy ink.
  - Since FY2007, the magazine has received 12 design and overall excellence awards.
- We experienced a 33 percent growth since FY2003 in the number of registered Sun Devil Advocates (1,168), a group of supporters committed to advocating on behalf of the university.
- The Golden Reunion, which celebrates the 50th graduation anniversary, has attracted 342 alums back to campus since FY2003.
- Sun Devil Generations is a new program, developed in FY2007, to connect children from birth through eighth grade to the university. Since inception, the program has grown to 225 members.
- We partnered with Undergraduate Student Initiatives (USI) to recruit 333 volunteer Alumni Admissions Ambassadors nationally, and in partnership with USI and Global Engagement, recruited and trained 16 international ambassadors.
- In FY 2009, we created the Maroon & Gold Professionals Network to help Sun Devil alums expand their business connections.
- In FY 2009, we developed Women in Business to provide programming and networking opportunities for Sun Devil alumni.

### **Membership**

- Membership has increased 62 percent since FY2003 with 21,732 dues-paying members.
- In FY 2009, we increased the number of New Grad memberships by 258 percent from the previous year.
- We established U Devils in FY 2007 with 284 members and have grown membership to 660 in FY2009, a 132 percent increase.
- We established a Gold Life Membership in FY2008 and have grown this membership category to 652 members.

### **Student Engagement**

- We revitalized the Student Alumni Association into a dues-paying membership organization in FY 2006 to support the program more fully. SAA has experienced a phenomenal growth in members to 1,039 in FY2009.
- We implemented a Senior Year program that included the development of a council and resulted in 1,200 seniors attending programs and events to assist with their transition to graduate studies or their first professional position.
- We reconstructed the Medallion Scholarship with Undergraduate Admissions from a one-year stipend to a four-year scholarship program, which now selects 27 recipients each year from

throughout Arizona. During the same time period, the scholarship amount was increased from \$2,000 to \$2,750.

- In partnership with the Parents Association, we hosted 28 Senior Send-Offs, up 59 percent from FY2006. We have hosted a total of 86 send-offs since FY2006.

## **Community Engagement**

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Our New American University design aspirations also include connecting with our communities and serving their needs through mutually beneficial partnerships. Our accomplishments in this area since the end of FY2002 include:

- We were awarded the Carnegie Foundation for the Advancement of Teaching's two Social Engagement classifications: Curricular Engagement and Outreach & Partnerships
- The Lodestar Foundation donated \$5 million, the largest gift in its history, to the ASU Center for Nonprofit Leadership and Management, which was renamed the Lodestar Center for Philanthropy and Nonprofit Innovation.
- ASU has 483 community outreach programs in 537 locations, offered by 175 units, totaling 1,152 outreach opportunities (see <http://community.uui.asu.edu/search.asp>).
- University Public Schools, Inc., an affiliate of ASU, opened its first school, the Polytechnic Elementary School, in August 2008, and opened University Public School Phoenix in August 2009. Together, the schools currently enroll more than 900 students.
- We established the Office of the Vice President for Education Partnerships to improve the academic performance of students in Arizona from early childhood through high school completion and promote the attainment of a college degree. In 2009-2009, the partnership worked with over 388,000 local students through 27 programs.
- We created the ASU and Teach for America Partnership to recruit ASU students into Teach for America, provide teacher support and development, foster Teach for America alumni leadership, and to establish the inaugural Teach for America Phoenix Summer Institute in 2008 at ASU. 25,000 students in the Phoenix metro area were impacted by nearly 400 Teach for America corps members in the 2007-2008 school year.
- American Dream Academy, a program helping parents in low-income, disadvantaged areas learn how to transform their children's educational experience, won the regional 2009 C. Peter Magrath University Community Engagement Award and is a finalist for the national award. More than 7,000 parents have graduated from the American Dream Academy.
- We launched the President's Medal for Social Embeddedness in 2003-2004 to recognize ASU teams that have demonstrated excellence in identifying a community need or issue and fostering mutually-supportive partnerships with Arizona communities to implement successful solutions.
- We established the Stardust Center for Affordable Homes and the Family in 2003 to engage in design/build efforts to create models of affordable, sustainable housing that are also designed to be culturally specific.