

MEMORANDUM

July 29, 2015

TO: Jay Heiler
President, Arizona Board of Regents

FROM: Michael M. Crow
President, Arizona State University

CC: Arizona Board of Regents
Eileen Klein
Nancy Tribbensee

RE: FY2015 Performance Assessment



Enclosed is my FY2015 Performance Assessment as it relates to the Arizona Board of Regents Performance Incentive program. This performance and incentive based compensation model has been in place for several years following the chairmanship of Regent Rick Myers. This represents a report on the metrics established in fy2013, on progress reported in fy2014 and final submission for fy2015.

The overarching objectives of access, excellence and impact are coupled with the operating principles of efficiency, effectiveness and affordability. Through my leadership, guidance and encouragement, the senior executive team and their colleagues, along with the faculty and staff have combined efforts to reach or exceed goals on a regular basis. The overall ASU goals I have established are aspirational and challenging to accomplish. However, through collective hard work and perseverance, talent and drive, we have reached or exceeded all but one of the goals in this report. With the retention goal, substantial progress has been made and the goal has been met for Arizona students and we are concentrating further efforts on the non-resident students.

The report is organized around the structural components of the program itself and include:

- Enterprise Framework Performance Incentives
- University Initiative Performance Incentives
- 2014-15 Annual Incentives

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Each section will reflect the advancements and achievements in each of the areas described in more detail. As I have mentioned before, these performance indicators are exemplars of other deeper and fundamentally challenging objectives wherein ASU must find a way to combine the very costly undertaking of academic excellence with the similar costly undertaking of academic accessibility with the literal reduction in the cost of degree attainment all at the same time. There are a myriad of other initiatives, projects, programs being implemented to advance ASU's goals as part of the Vision 2020 and I am always ready to speak to those as well.

If you have any questions or would like any more detail on any of the performance indicators, don't hesitate to contact me.

Attachments

Table of Contents

ABOR Enterprise Framework Performance Incentives for ASU

1. Freshman retention rate
2. Research expenditures
3. Bachelor's degrees awarded
4. Community college transfer students
5. Academic quality measure

ABOR University Initiatives Performance Incentives for ASU

1. ASU's health solutions education model implementation and progress
2. Implementation and demonstrated measurable progress re: distance learning
3. President's personal leadership of resource development efforts

ABOR 2014-2015 Annual Incentives for Michael Crow

1. Successful integration of Thunderbird Graduate School of International Management into ASU
2. Evolving ASU Online into a new world class teaching and learning platform called ASU Ed Plus

Enterprise Framework Performance Incentive
FY2015 Goal 1

Tab 1

Enterprise Framework Performance Incentive

FY 2015 Goal 1

Achievement of the 2014-2015 fiscal year Enterprise Metric goal in the Freshman Retention Rate of 86.0%. Overachieving this goal in attaining a Freshman Retention Rate of 86.5%.

FY 2015 Goal 1

Enterprise Metrics Performance Incentives:

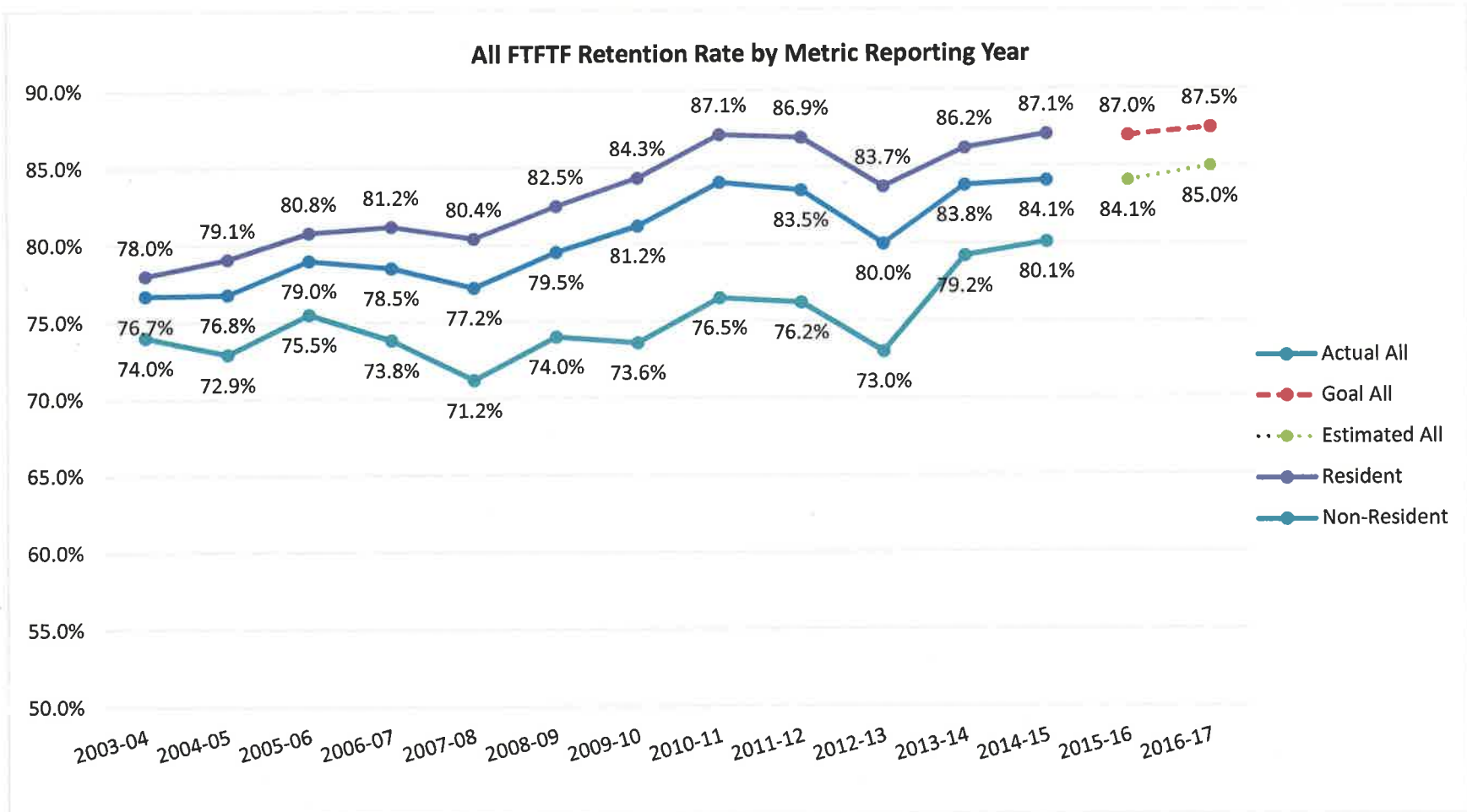
Freshman retention rate: 84.1%

Did not attain goal for FY 2015

Report Follows

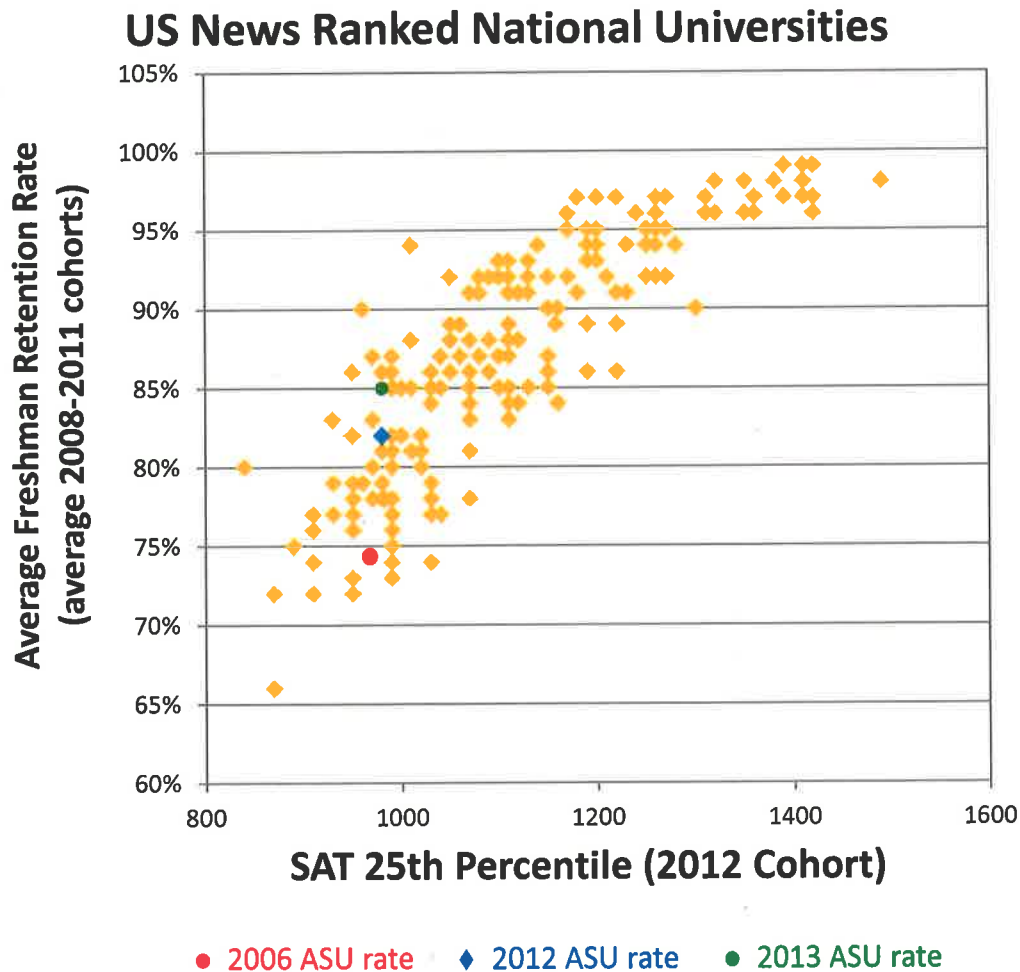
Achieving Freshman Retention Goal:

Arizona resident retention on track; non-resident retention closing the gap



Achieving Freshman Retention Goal:

Improved retention with access



Continue to increase the retention rate to the enterprise goal of 89% while maintaining the mission of access.

Achieving the goals while maintaining access is a challenge few research universities outside of Arizona attempt.

- On the basis of a four-year average, ASU is outperforming many research universities with similar access challenges (blue dot).
- On a one-year basis, retention has improved from 77% in 2006 (red dot; slightly underperforming peers) to about 84% in 2013 (green dot; outperforming many peers) without changing admissions standards.

Achieving Vision 2020 Metric: 89% Freshman Retention

Strategies to Realize Goals

- Large scale programs and actions to reach as many students as possible (e.g., tutoring, financial aid)
- Initiatives to target individual student success based on particular needs or risks of the student

New initiatives

Dream Hubs

- Beginning as freshmen and new transfers, students will be guided through integrated academic, financial, and career planning via technology and human interaction. The environment, both virtual and physical, will offer an innovative, dynamic, and inspiring context for personal growth and development. It will constitute “one stop shopping” where students go for all guided assistance.
 - ✓ Students will begin formal financial planning for college completion and subsequent careers with assistance from career and financial aid personnel.
 - ✓ As freshmen, students will build their “dream resume” they hope to have as seniors and track/update it continuously. By so doing, this will add concrete focus to their academic achievements and goals.
- The virtual Hub will integrate the collection of tools that support student success and planning, integrate key information; facilitate planning and action, including communication among students, faculty and support/service staff; and leverage existing disparate tools/processes and new tools/processes. Specific improvements to be achieved:
 - ✓ Improved academic advising, especially for students in transition
 - ✓ Career coaching
 - ✓ More intensive and intrusive monitoring of early warning indicators (e.g., attendance, mid-term grades)
 - ✓ Financial literacy course
 - ✓ Improved case management
 - ✓ Student led social network focused on goal achievement
- It is anticipated that work will begin on the virtual Hub tools in the fall of 2015.

New initiatives (cont.)

University Innovation Alliance

- Through work with the UIA, collaborating to understand best practices that support real change in student success and retention at member institutions and implement at ASU as appropriate

Engagement with commuter students

- 1-1 peer mentors, web-based tutoring, clubs and activities designed specifically for commuter students

Pilot experiments on resiliency, determination and cultural issues

- Study work has begun through faculty in psychology and the social sciences

JumpStart

- Investigating a program that would require underprepared students to complete a course and other activities that prepares them for the demands of college before they begin in the fall

Selected continuing initiatives

Curricular redesign

- Redesigning challenging freshman courses into adaptive/interactive learning format
 - ✓ Math (3), biology, chemistry and physics have been launched successfully; major expansion in 2015
 - ✓ Psychology and economics will be launched this academic year
- Multi-functional project courses that build 21st century skills for the chosen major.
 - ✓ LEAD (pilot started in Fall 2014 with far better results in Fall-Spring retention and GPA performance; major expansion this academic year):
 - First-year curriculum for at-risk students that bundles three courses per semester utilizing team based learning around projects and debates. (*Students also take English and math separately*).
 - Courses chosen to build fundamental skills in critical thinking, modern communication and teamwork, skills essential in subsequent courses and careers.
 - ✓ PROMOD (launch pilot in fall 2015):
 - Project-based learning in a degree program from freshman thru senior year in ten majors.
 - The program coheres elective courses, general education courses and courses in the major around an integrated project such that all courses have direct applicability to the major.
 - Integrates the learning around critical thinking, problem solving, inquiry and team work.
- ECHO 360 pilot to implement active learning technology in six classrooms

Selected continuing initiatives(cont.)

University funded work study program

- Targeting students with financial need, placing them into student employment with a career focus and mentoring

Increased and targeted communication on financing and financial assistance

- Outreach with admitted students to provide more information on financial obligations and the effort that will be required to succeed at ASU
- Integrating Student Business Services calls into the operations of the new University Call Center for students

Enterprise Framework Performance Incentive
FY2015 Goal 2

Tab 2

Enterprise Framework Performance Incentive

FY 2015 Goal 2

Attaining total research expenditures of \$419 million for fiscal year 2014-2015. Overachieving by attaining the projected 2014-2015 fiscal year Enterprise Plan Metric goal of \$444.9 million.

FY 2015 Goal 2

Enterprise Metrics Performance Incentives:

Attaining research expenditures of \$419 for FY2015; aspirational goal of \$444.9 million.

Exceeded both goals in FY 2015

For FY2015 (2014-2015 expenditures) - ASU has achieved more than \$445 million in research expenditures as reported to the NSF.

Continued successful acquisition of large programs will assist in reaching the FY2016 goal.

Continued diversification of funding sources, hiring highly productive research faculty and centers as well as providing state-of-the-art facilities and infrastructure will also be required to meet the FY2016 goal.

A more detailed report follows.

ASU Knowledge Enterprise
Development

ARIZONA STATE UNIVERSITY

Advancing Research, Entrepreneurship
and Economic Development

Sethuraman "Panch" Panchanathan

Senior Vice President

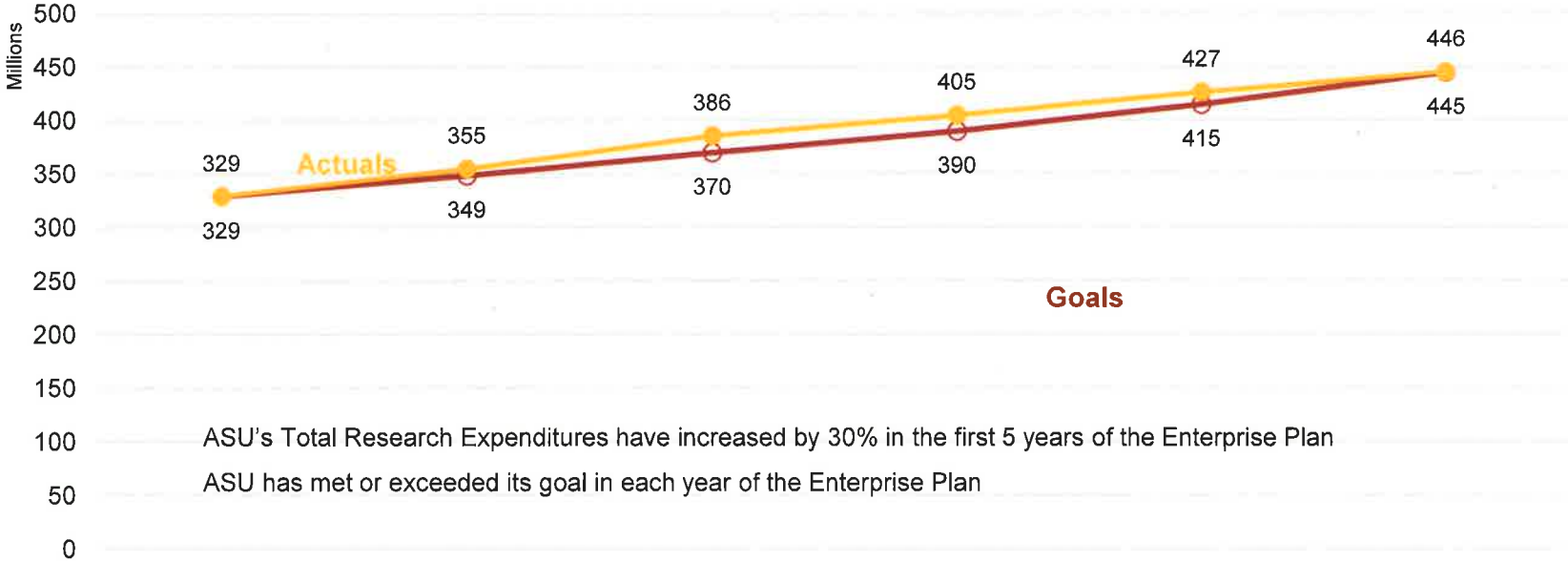
Arizona Board of Regents



researchmatters.asu.edu

Research Expenditures

ASU's Total Research Expenditures and Enterprise Goals 2010 – 2015



ASU's Total Research Expenditures have increased by 30% in the first 5 years of the Enterprise Plan
 ASU has met or exceeded its goal in each year of the Enterprise Plan

Cumulative Outperformance of ABOR Goals



Recent Examples of Successful Large Project Acquisition



\$48M in funding from NASA for MARS 2020 Mission project

Award anticipated for NSF ERC on Bio-mediated and Bio-inspired Geotechnics



Partner on Nanotechnology Enabled Water Treatment ERC

NSF \$12M SRN on Urban Resilience to Extreme Events



Partner on Urban Water Innovation Network SRN



\$35M NASA Europa Thermal Emission Imaging System

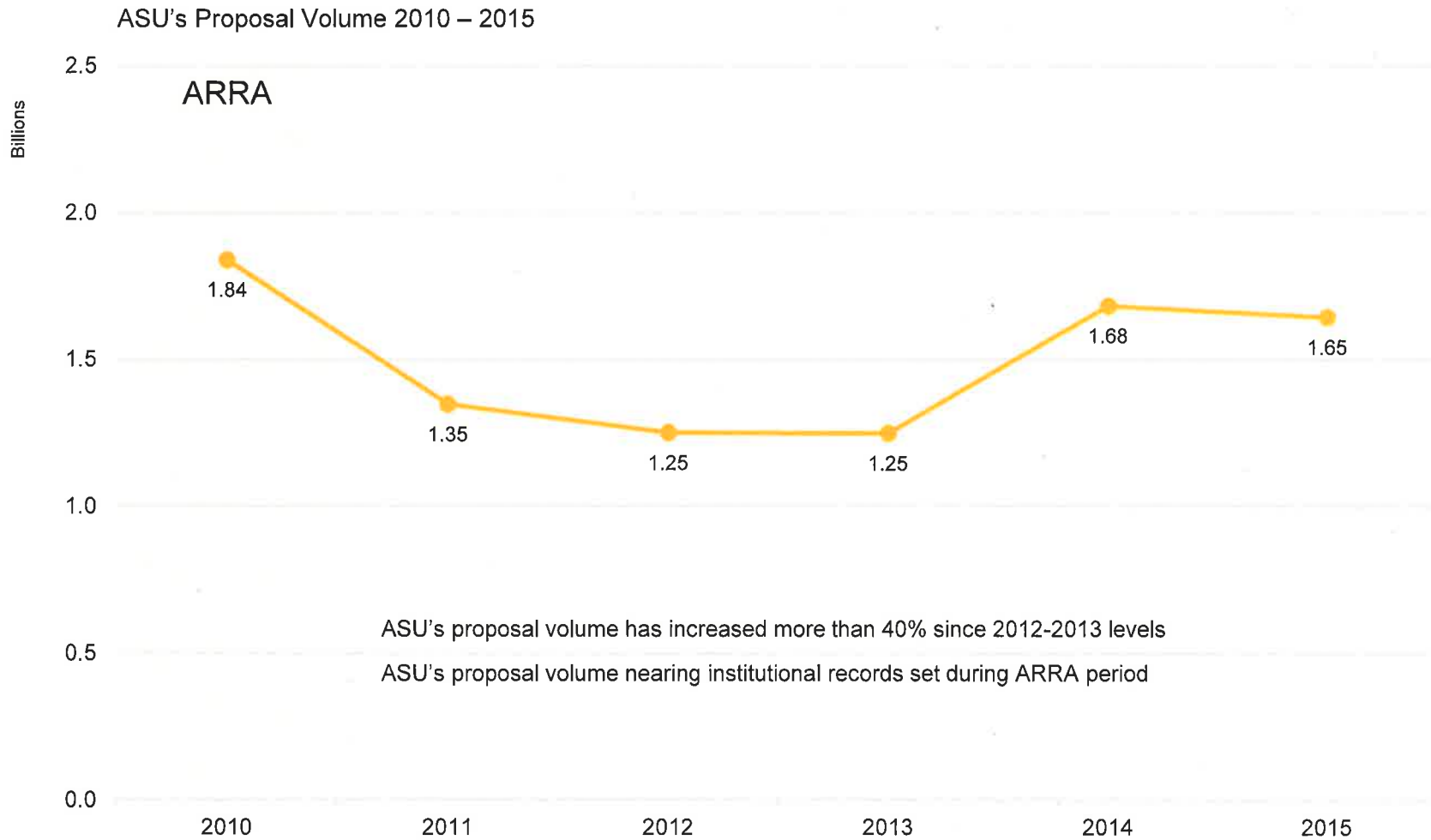


USAID - \$18M Pakistan Center for Advanced Studies Energy



Selected as partner on \$1.7B USAID - Water and Cities IQC

Preparing for the Future



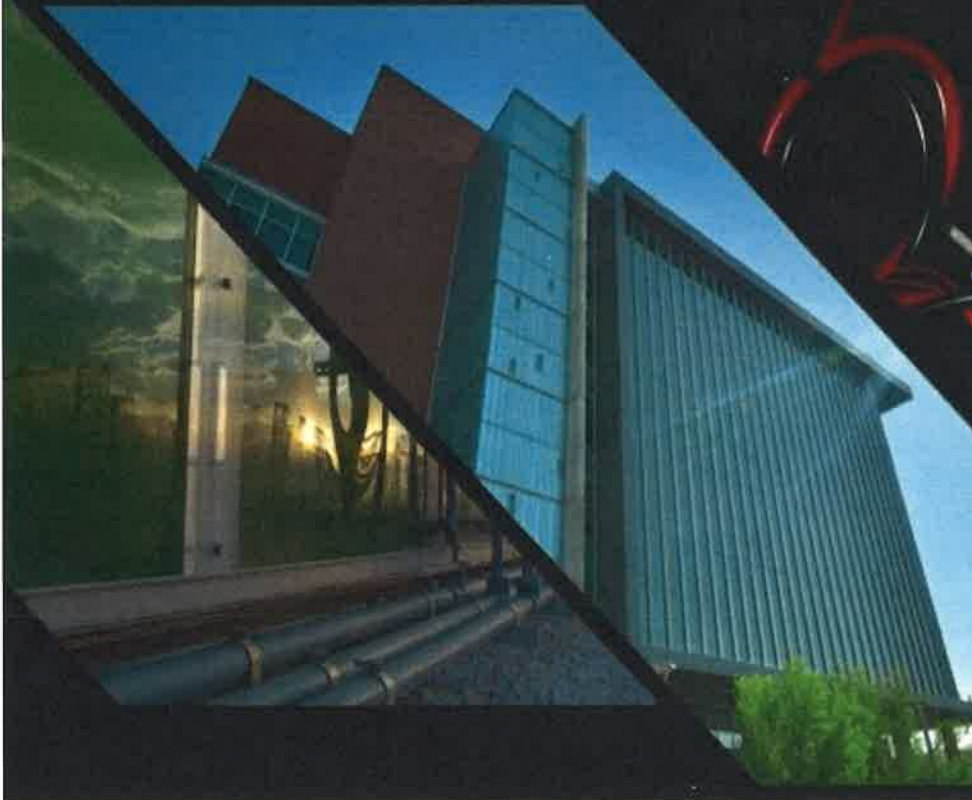
Challenges and Opportunities

- **Flat or declining Federal funding**
 - Diversification of funding sources and increasing focus on large program development and acquisition
- **Sufficient research space and infrastructure to meet aggressive hiring and growth plans**
 - Increased efficiency of space utilization
 - University recharge center/core facility strategy
- **Investment at scale for large program acquisition**



Advancing research,
entrepreneurship
and economic development.

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Enterprise Update

2013 NSF HERD Rankings

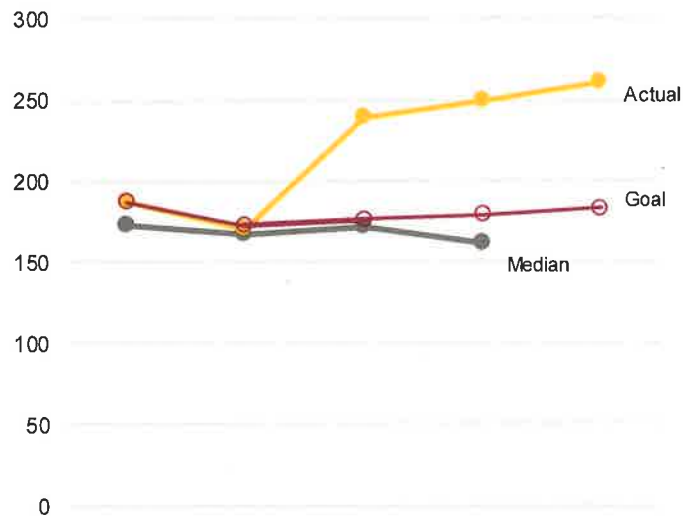
ASU Continues to Rise in National Rankings

Total Research Expenditures	53 of 874
Total Research Expenditures without a Medical School	12 of 728
NSF Funded Expenditures	28 of 874
HHS (including NIH) Funded Expenditures without a Medical School	10 of 728
Social Sciences Research	8 of 874
Humanities Research	17 of 874
NASA Funded Expenditures	12 of 874
Department of Energy Funded Expenditures	28 of 874
Engineering Total Research Expenditures	21 of 874
Environmental Sciences	25 of 874

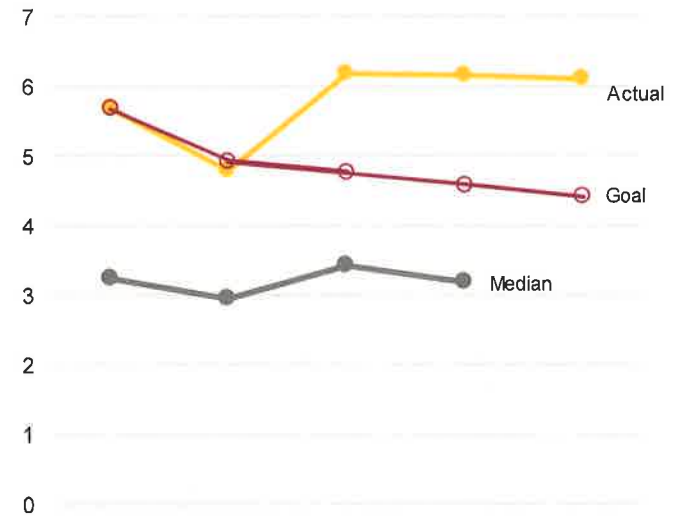
Invention Disclosures

All-Time Record - Exceeded Enterprise 2020 Goal

Invention Disclosures Transacted



per \$10M in Total Research Expenditures



ABOR Enterprise Plan	2010	2011	2012	2013	2014
Actual	187	170	239	250	261
Goal	187	172	176	179	183
Difference	0	-2	63	71	78

ABOR Peer Group	2010	2011	2012	2013	2014
Median	173	167	172	161	

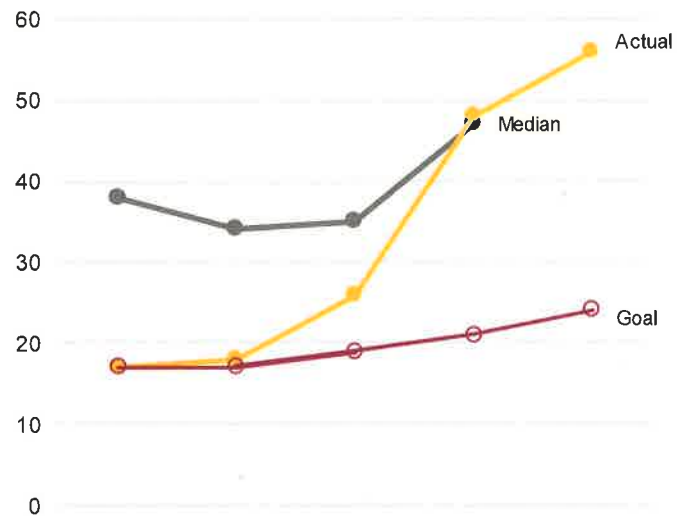
2010	2011	2012	2013	2014
5.7	4.8	6.2	6.2	6.1
5.7	4.9	4.8	4.6	4.4
0.0	-0.1	1.4	1.6	1.7

2010	2011	2012	2013	2014
3.2	3.0	3.4	3.2	

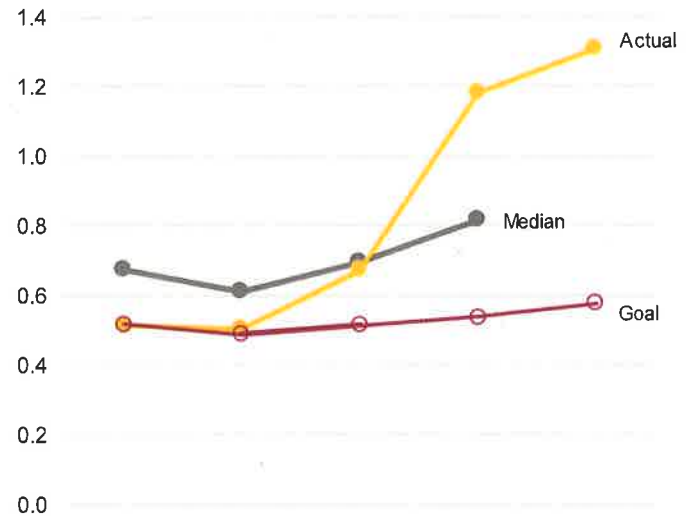
U.S. Patents Issued

All-Time Record - Exceeded Enterprise 2020 Goal

U.S. Patents Issued



per \$10M in Total Research Expenditures



ABOR Enterprise Plan

	2010	2011	2012	2013	2014
Actual	17	18	26	48	56
Goal	17	17	19	21	24
Difference	0	1	7	27	32

ABOR Peer Group

	2010	2011	2012	2013	2014
Median	38	34	35	47	

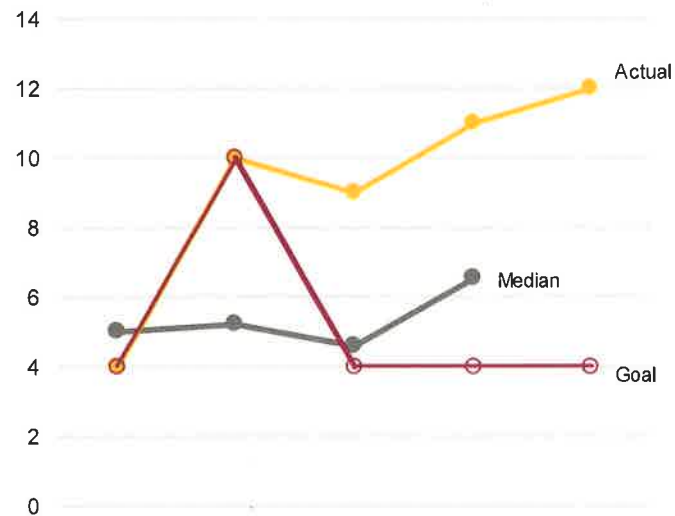
	2010	2011	2012	2013	2014
Actual	0.5	0.5	0.7	1.2	1.3
Goal	0.5	0.5	0.5	0.5	0.6
Difference	0.0	0.0	0.2	0.6	0.7

	2010	2011	2012	2013	2014
Median	0.7	0.6	0.7	0.8	

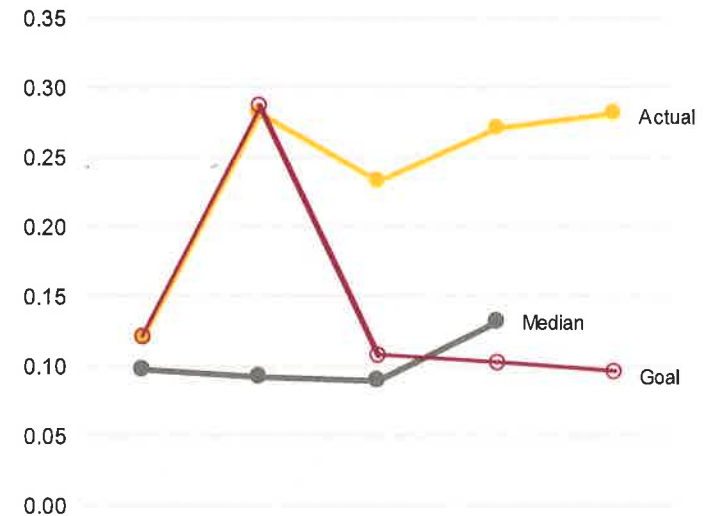
Startup Companies

All-Time Record - Doubled Enterprise 2020 Goal

Startup Companies



per \$10 Million in Total Research Expenditures



ABOR Enterprise Plan	2010	2011	2012	2013	2014
Actual	4	10	9	11	12
Goal	4	10	4	4	4
Difference	0	0	5	7	8

ABOR Peer Group	2010	2011	2012	2013	2014
Median	5	5	5	7	

	2010	2011	2012	2013	2014
Actual	0.1	0.3	0.2	0.3	0.3
Goal	0.1	0.3	0.1	0.1	0.1
Difference	0.0	0.0	0.1	0.2	0.2

	2010	2011	2012	2013	2014
Median	0.1	0.1	0.1	0.1	

Enterprise Framework Performance Incentive
FY2015 Goal 3

Tab 3

Enterprise Framework Performance Incentive

FY 2015 Goal 3

Achievement of the projected 2014-2015 fiscal year Enterprise Metric goal in Bachelor's Degrees Awarded of 14,009.

FY 2015 Goal 3

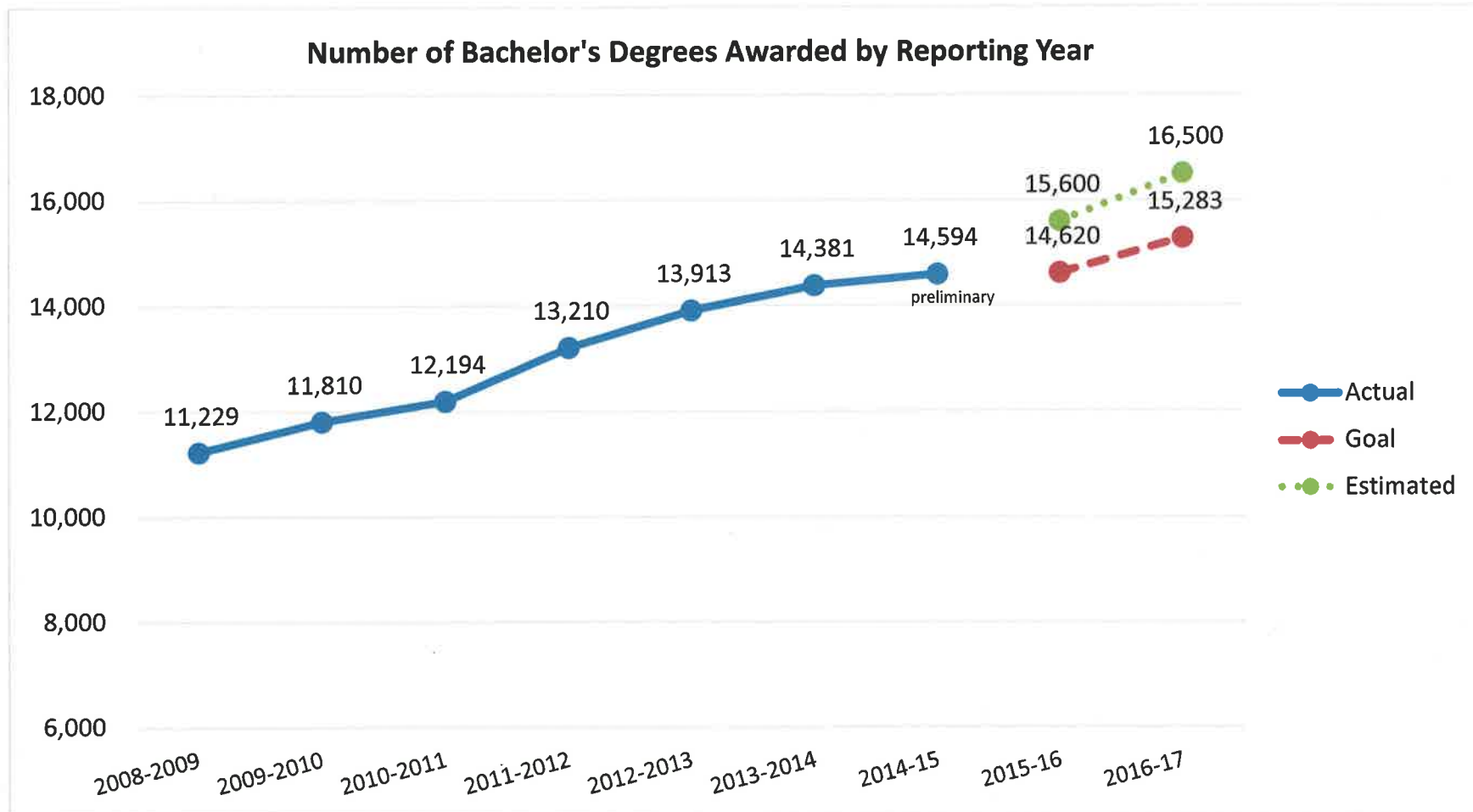
Enterprise Metrics Performance Incentives:

Bachelor's degrees awarded: 14,594

Exceeded goal for FY 2015

Report Follows

Achieving Degree Goal: Exceeded Goal in 2014-15



Achieving Vision 2020 Metric: 17,890 Bachelor's Degrees

Strategies to Realize Goals

- Continued growth in the freshman class (62% increase since 2002)
- Continued improvements in retention and graduation rates. The 4 year graduation rate is now 49.2% and the 6 year rate is 62.6%, compared to 45.4% and 58.6% for the prior cohort.
- Continued growth in transfer pathway programs with community college partners
- New Military and Veterans transfer initiatives
- New degree program offerings at the West and Polytechnic campuses
- Increased Online program offerings

Enterprise Framework Performance Incentive
FY2015 Goal 4

Tab 4

Enterprise Framework Performance Incentive

FY 2015 Goal 4

Achievement of the projected 2014-2015 fiscal year Enterprise Metric goal of 6,191 Arizona community college transfer students enrolling in Arizona State University.

FY 2015 Goal 4

Enterprise Metrics Performance Incentives:

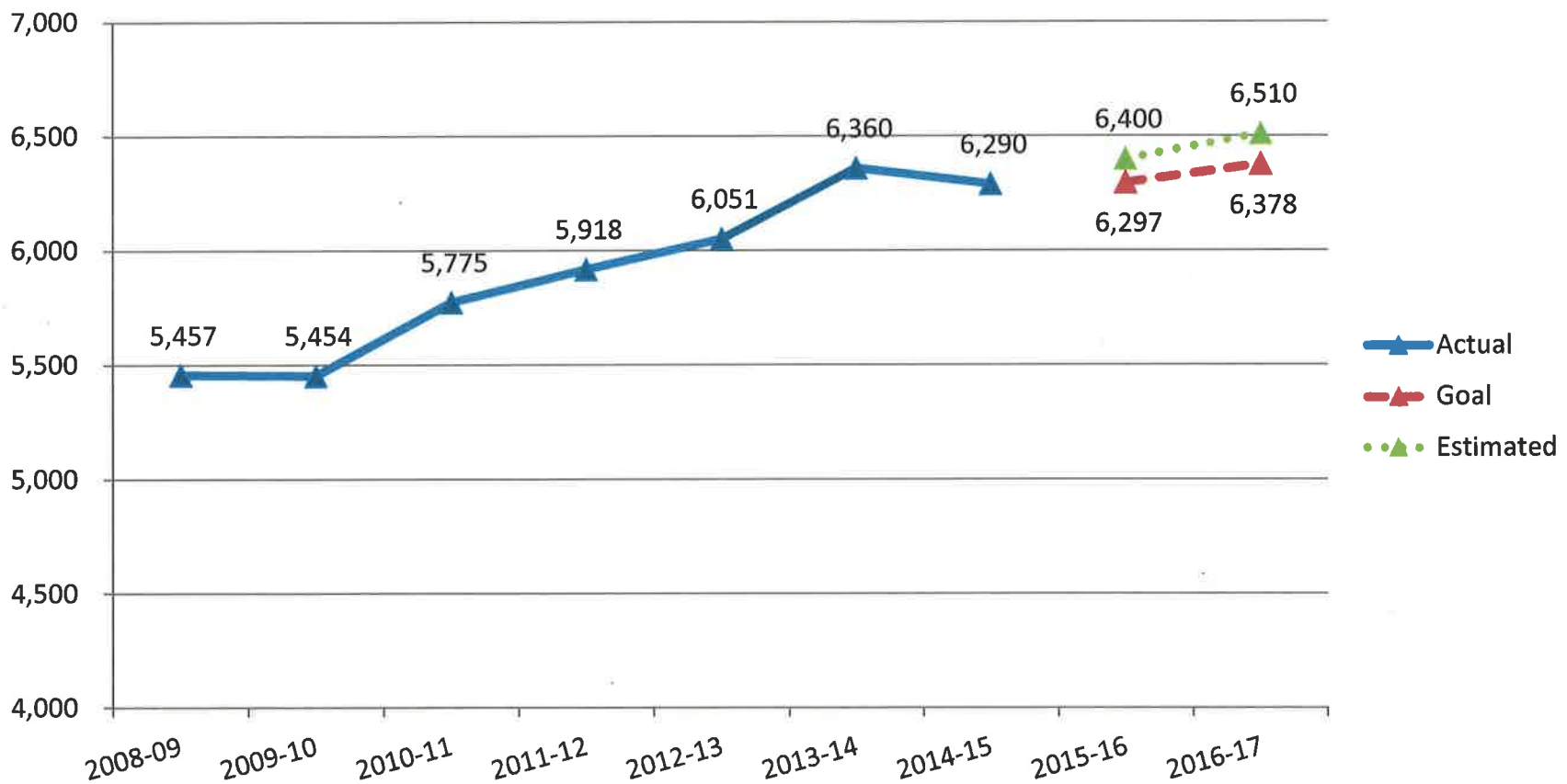
Arizona Community College Transfers: 6,290

Exceeded goal for FY 2015

Report Follows

Achieving Arizona Community College Transfer Goal: Exceeded Goal in 2014-15

Number of Transfer Students by Reporting Year



Achieving Vision 2020 Metric: 6,629 AZCC Transfer Students Enrolled at ASU

Strategies to Realize Goals

- Continue implementing reverse transfer of credit program with all public community colleges in Arizona. After completion of 30 credits at ASU, pathway students who arrive at ASU without an associate degree will have their transcripts sent back to their community college, at no cost to the student.
- Will implement TAGs with Arizona's two tribal colleges, Diné College and Tohono O'odham Community College, in Fall 2015
- Will be working with the Gardner Institute Foundations of Excellence initiative to evaluate potential improvements to the way ASU facilitates the experience of incoming transfer students. This includes improving the connection and follow-up with students who have signed up for pathway programs at the community colleges.
- Continue to work on expanding working relationships with the veteran affairs staff at the various Maricopa community college campuses

Enterprise Framework Performance Incentive
FY2015 Goal 5

Tab 5

Enterprise Framework Performance Incentive

FY 2015 Goal 5

Academic Quality Measure is based on senior surveys.

In the ABOR Academic Affairs committee, the three universities pointed out that these measures are not very useful given the relatively high scores and predicting future responses is very difficult. So, after some discussion, all three universities agreed that the increments for the scale would be .01 annually and for the satisfaction measures, the increases would be .1 (see chart that follows).

FY 2015 Goal 5

Enterprise Metrics Performance Incentives:

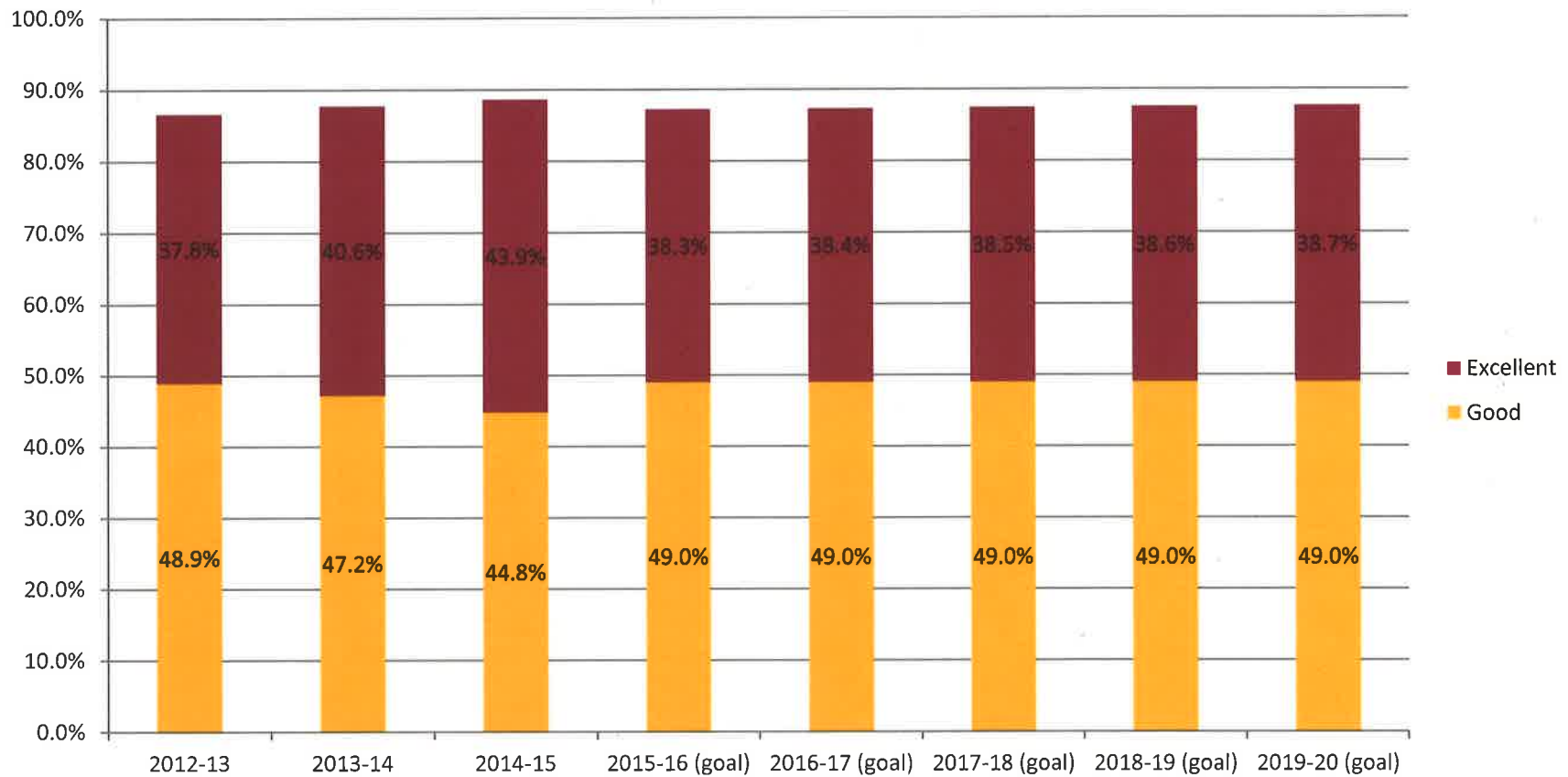
Overall Student Satisfaction: 43.9% Excellent

Exceeded goal for FY 2015

Report Follows

Achieving Student Satisfaction Goal: Exceeded Goal in 2014-15

Percent of Graduating Seniors Rating Overall Experience Excellent or Good



Achieving Vision 2020 Metric:

Overall Student Satisfaction: 38.7% Excellent

Academic Quality Arizona State University	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Goal	2016-17 Goal	2017-18 Goal	2018-19 Goal	2019-20 Goal
5A. Measure of Teaching Effectiveness: Student Learning								
Writing Clearly and Effectively								
Average Score	3.06	3.08	3.12	3.09	3.10	3.11	3.12	3.13
Number Responding	10,424	9,611	10,188	11,419	11,719	12,019	12,319	12,619
Thinking Critically & Analytically								
Average Score	3.36	3.37	3.42	3.39	3.40	3.41	3.42	3.43
Number Responding	10,408	9,598	10,182	11,419	11,719	12,019	12,319	12,619
Analyzing Quantitative Problems								
Average Score	3.15	3.18	3.23	3.18	3.19	3.20	3.21	3.22
Number Responding	10,405	9,597	10,172	11,419	11,719	12,019	12,319	12,619
Overall Average	3.19	3.21	3.26	3.22	3.23	3.24	3.25	3.26
5B. Measure of Overall Effectiveness: Student Satisfaction								
Good and Excellent Rating	86.7%	87.8%	88.7%	87.3%	87.4%	87.5%	87.6%	87.7%
Excellent Rating	37.8%	40.6%	43.9%	38.3%	38.4%	38.5%	38.6%	38.7%
Response Rate	71.2%	66.8%	72.0%	71.5%	71.6%	71.7%	71.8%	71.9%
Number Surveyed	14,765	14,494	14,352	15,971	16,367	16,763	17,157	17,551
Number Responding	10,519	9,676	10,330	11,419	11,719	12,019	12,319	12,619

University Initiatives Performance Incentive
FY2015 Goal 1

Tab 1

University Initiatives Performance Incentives

FY 2015 Goal 1

Development and implementation of a comprehensive strategy concerning ASU's health solutions education model. The strategy should include a detailed description of the innovative approaches necessary for ASU to serve as a knowledge exchange and catalyst for collaboration and support for health-related academic programs, transdisciplinary research initiatives, and strategic partnerships. The strategy must provide specific goals and measurable outcomes by which the Board may evaluate the strategy and the importance of any strategic partnerships associated with the strategy.


A document describing the comprehensive strategy was submitted to the Board in July 2013.

A progress report was submitted in July 2014.

The current report describes the multiple pronged approach and advances on multiple levels including enrollment, graduation, research, and collaboration with internal and external partners.


College of Health Solutions

2015 - 2020




Status of Health in US Today

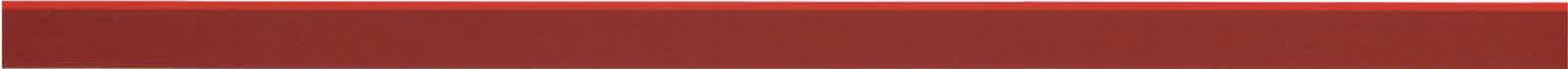
Health care in US is in crisis

- Costs are high (18-20% of GDP); outcomes are low
 - Our population is aging
 - The Affordable Care Act is pushing boundaries
 - Health professional shortages go beyond traditional disciplines (nursing/medicine)
 - Transition from healthcare to health
 - Disparities in health/healthcare
 - Available data is inadequately used in decision making
 - Slow implementation of discovery to delivery
 - Little link to determinant of health (including health behaviors)
 - Transition from fee for service to population health
- 


Status of Health in US Today

- Changing demands and expectations
 - More people are entering the system (health care reform)
 - Aging population; more in-home care
 - New models and technology emerging
 - Rise of Accountable Care Organizations and other financing models
 - Real-time data sharing opportunities; old systems
 - Care is moving from hospital to in-home care and community settings
- 

College of Health Solutions (CHS)

- Educating the future health care workers to be nimble, flexible, and interprofessional in their environment
 - Crossing traditional boundaries to provide exposure and experiences to prepare students better for success
 - Promoting healthy behavior to sustain health within the community and at-large
 - Connecting with relevant disciplines across ASU including: College of Nursing & Health Innovation, Ira A. Fulton Schools of Engineering (engineering), College of Liberal Arts & Sciences (psychology), Biodesign, College of Public Service & Community Solutions, W.P. Carey School of Business (economics & finance), Mary Lou Fulton Teachers College, etc.
 - Connecting with relevant community partners including: Mayo Clinic, Mayo Medical School, Banner Health, Dignity Health, Honor Health, Mountain Park Health Centers, etc.
 - Expanding academic programs to address the complex issues in health/healthcare of the future
- 

CHS Structure

- School of Nutrition and Health Promotion
 - School for the Science of Health Care Delivery
 - International School of Biomedical Diagnostics
 - Department of Biomedical Informatics
 - Department of Speech & Hearing Science
 - Doctor of Behavioral Health Program
 - Medical Studies Program
- 

CHS at a Glance ~ Students

*Launched in fall 2014 and will be reflected in future projections

	Student Headcount Fall 2014	Bachelor Degrees Awarded FY 2015	Master Degrees Awarded FY 2015	Doctoral Degrees Awarded FY 2015
School of Nutrition & Health Promotion	4,351	809	29	6
School for the Science of Health Care Delivery	77	*	35	
International School of Biomedical Diagnostics	24		*	
Department of Biomedical Informatics	82	*	6	3
Department of Speech & Hearing	437	85	29	12
Doctor of Behavioral Health Program	265			35
Medical Studies Program	80	*		
TOTAL:	5,316	894	99	56

CHS at a Glance ~ Faculty

Professor	19
Associate Professor	14
Assistant Professor	19
Clinical Professor	8
Clinical Associate Professor	20
Clinical Assistant Professor	16
Research Professor	2
Associate Research Professor	1
Assistant Research Professor	2
Instructors	11
Lecturers	17
Professor of Practice	1
Total Faculty in the College:	130

CHS at a Glance ~ Research

Research Funding	FYTD (June 2015)
Awards	\$6,849,980
Expenditures	\$10,630,892

CHS Enrollment
2009-2014

Undergraduate	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 13	Fall 14
SNHP	2,249	2,930	3,221	3,459	3,893	4,174
SHS	334	366	382	335	346	321
SHCD (incl PBH)	-	-	-	-	-	20
BMI	-	-	-	-	-	20
Medical Studies	-	-	-	-	-	74
Total Undergraduate	2,583	3,296	3,603	3,794	4,239	4,609


Graduate				Fall 2012	Fall 13	Fall 14
BMI	30	35	41	41	51	63
BMD	-	-	-	-	-	24
SHS	145	147	154	128	121	133
SHCD	-	-	-	-	36	58
SNHP	91	86	92	94	92	114
DBH	58	92	102	160	245	264
Total Graduate	324	360	389	423	545	656

TOTAL	2,907	3,656	3,992	4,217	4,784	5,265
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CHS Enrollment Projections

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
School of Nutrition & Health Promotion	4,548	5,061	5,591	6,177	6,825
School for the Science of Health Care Delivery	147	165	192	221	255
International School of Biomedical Diagnostics	52	59	71	84	100
Department of Biomedical Informatics	80	90	104	121	141
Department of Speech & Hearing Science	541	561	636	720	815
Doctor of Behavioral Health Program	275	312	374	447	531
Medical Studies Program	207	230	254	278	306
TOTAL:	5,850	6,478	7,222	8,048	8,973

CHS ~ School of Nutrition & Health Promotion (SNHP)

- Unique integration of programs in nutrition, health promotion and exercise science
 - Dietetics Program is second largest program in US
 - Dietetics has a 95% pass rate on the National Examination for Registered Dietitians
 - Four academic programs leading to national credentials (with a fifth credentialing alliance underway)
 - Over \$3 million in research expenditures
 - More than 5000 alumni
 - Faculty are working with colleagues at Biodesign on the microbiome
 - Link with obesity is a major research theme
 - Projected research potential = \$11 million a year within 3 years
- 

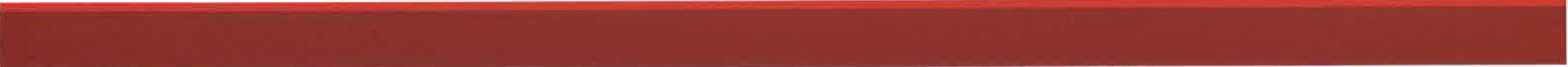
CHS ~ School for the Science of Health Care Delivery (SHCD)

- First of its kind in the nation with cross-disciplinary curriculum addressing real world issues and anticipating challenges of the future
 - Recently hired nationally connected Dr. Victor Trastek, former CEO of Mayo Clinic AZ, to serve as School Director, as well as two additional key faculty members with exceptional funding records
 - Includes undergraduate, online and master's offerings in the Science of Health Care Delivery
 - Launched undergraduate offering in Public Health (fall 2014) and partners with University of Minnesota to host its MPH at ASU with tracks in Administration & Policy and Nutrition
 - Expanding to include executive education programs with community and industry partners
 - Uniquely positioned to be national leader in the expansion of use-inspired scientific base, particularly in the areas of: health finance, behavioral health, health policy, social determinants of health, medical management and population health management, and harnessing the power of big data to drive decisions as they relate to health delivery
- 

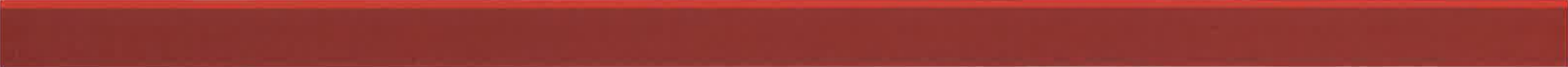
CHS ~ International School of Biomedical Diagnostics (BMD)

- Launched in fall 2014 in collaboration with Dublin City University (DCU) in Ireland
- Strength of program is tied to data science/data management/application of data from diagnostic testing to improve outcomes
- Initial cohort of students will complete their program at the end of summer 2015
 - Students have had unique opportunity to interact with counterparts at DCU
 - 2 students were able to participate in an exchange program in June 2015 at DCU for 2 weeks in a research setting


CHS ~ Department of Biomedical Informatics (BMI)

- Located at Mayo Clinic in Scottsdale
 - Faculty are world-renowned
 - Currently over \$4 million in research funding
 - Strategic research initiatives include: Biomedical Data Science (“Big Data”), Translation of Genomic Data, Data for Population Health Management, Prototype for big data community solutions, platform for Knowledge Delivery
 - Field is exploding; BMI is well poised to be a leader in the field
 - Application of data sciences has the capacity to improve clinical outcomes, lower cost and improve the entire care process
 - Expanded academic programs to include undergraduate offerings beginning fall 2014
- 


CHS ~ Department of Speech & Hearing Science (SHS)

- Speech Language Pathology and Audiology consistently ranked in top 20 by US News & World Report
 - Nearly 100 clinical training locations
 - Over 1000 clients/patients per year
 - Highly competitive/attractive academic programs
 - Over \$4 million in research funding; consistently one of most research productive units at ASU
 - Transitioning into a transdisciplinary unit expanding beyond traditional boundaries
 - Partnering with NAU and Gateway Community College on a variety of programs related to rehabilitation sciences
- 


CHS ~ Doctor of Behavioral Health Program (DBH)

- Health behaviors are a significant determinant of health (impacting outcomes and serving as drivers of cost)
 - DBH is well poised to expand its research portfolio
 - Considering expansion to include an undergraduate offering
 - Partnering with relevant community and industry partners
- 


CHS ~ Medical Studies (MED)

- Launched in fall 2014 in response to the MCAT changes in 2015 and expansion of desired competencies for medical school students
 - Undergraduate offering the provides a well rounded, transdisciplinary curriculum better preparing students for a career in the health arena – particularly, medicine
 - Enrollment continues to exceed expectations by doubling enrollment over the previous year
- 

CHS ~ Successes to Date

- Launched over 15 new degree programs in past 2 years to accommodate the continuously evolving fields related to health and health care
 - Established and continues to develop connections and collaborative opportunities with key community and industry partners
 - Recruited and continues to recruit world renowned experts in its array of disciplines
 - Established a Health Advisory Board in partnership with the College of Nursing & Health Innovation and the School of Biological and Health Systems Engineering
 - Continues to work closely with and seek additional opportunities to collaborate with fellow units around ASU dedicated to improving health outcomes while reducing costs and discovering ways to improve the health/healthcare system in general
- 

CHS ~ Into the Future

- Increase research funding to \$50 million over the next 5 years
 - Increase student enrollments to 10,000 over the next 5 years
 - Recruit over 65 faculty experts into the collective units with the College over the next 3-5 years
 - Increase the footprint CHS across ASU campuses
 - Plans are in place to expand CHS programs to the West campus (fall 2016) and Polytechnic campus (fall 2017)
 - Expand offering of Kinesiology to Lake Havasu Campus (fall 2015) with plans for additional offerings in the next few years
 - Increase enrollment in CHS online programs; expand offerings to online format
 - Significantly expand the executive educational opportunities offered by the College
 - Improve retention and graduation rates to exceed University average
- 

College of Nursing & Health Innovation

Arizona State University

College of Nursing & Health Innovation

Expanded Academic Programs

Degree/Certificate/Concentration	Program
Bachelor of Science	Integrative Health – Fall 2015
Bachelor of Science	Clinical Research Operations – Fall 2016
(MS Nursing) Concentration	Care Coordination – Fall 2016
(MS Nursing) Certificate	Care Coordination – Fall 2016
(MS Clinical Research Management) Concentration	Regulatory Science and Health Safety – Fall 2016
(MS Nursing) Concentration	Patient Safety and Health Care Quality – Fall 2016
(MS Nursing) Certificate	Patient Safety and Health Care Quality – Fall 2016
(Healthcare Innovation) Certificate	Innovation Leadership – Fall 2015
(Healthcare Innovation) Certificate	Healthcare Innovation – Fall 2015
(Clinical Research Management) Graduate Certificate	Biospecimen Repository Administration – Fall 2015
Bachelor of Science	Community Health – Fall 2015
Bachelor of Science	Healthcare Innovation – Fall 2015

College of Nursing & Health Innovation Enrollment Projections

Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
2189	2394	2670	2861	3065	3240

College of Nursing & Health Innovation Faculty

Faculty Makeup Within College:	
Professor	23
Associate Professor	35
Assistant Professor	31
Instructors	37
Lecturers	0
Professor of Practice	5

College of Nursing & Health Innovation Faculty Highlights

- 21 Fellows of the American Academy of Nursing
- 7 Fellows of the American Academy of Nurse Practitioners
- 5 Fellows of the National Academies of Practice
- 4 Fellows of National League for Nursing Academy of Nursing Education
- 2 Fellows of the Western Academy of Nursing
- 1 Executive Fellow of the Robert Wood Johnson Foundation

College of Nursing & Health Innovation Faculty Research

Research Funding	12 Month Total
Awards	\$6,608,168
Number of faculty awards	42
Value of Awards	54% ↑

College of Nursing & Health Innovation

Community Partnerships

- **Adelante Healthcare** - Collaboration to provide inter-professional clinical experiences for medical residents and DNP students
- **AT Still University** – collaboration on interprofessional faculty development, clinical placements, and virtual clinics
- **Banner Health** – RN to BSN
- **Dignity Health** – DNP students completing Doctoral applied projects in community settings
- **Mayo Hospital** – continuing BSN program cohort and research focusing on cancer prevention and survivorship
- **Phoenix Children’s Hospital** – statewide consortium on improving care coordination for children
- **Scottsdale Healthcare** – to increase number of DNP graduates in the Arizona Graduate Nursing Education Program (Centers for Medicare and Medicaid Services funding)
- **Theranos** – CONHI and Theranos collaborating to create first university partnership with innovative blood testing laboratory which developed a disruptive technology to decrease patient costs
- **University of Arizona** – three year grant from the Josiah Macy Jr. Foundation for interprofessional primary care education with ASU DNP and Social Work students and University of Arizona – Phoenix Biomedical campus Medical and Pharmacy students
- **VA Hospital** – to expand BSN program
- **Yuma Regional Medical Center** – developing research and educational opportunities

College of Nursing & Health Innovation Highlights

- Ranked **top 20th** (out of 65 ranked schools) in National Institutes of Health funded nursing research (2014)
- Ranked **24th** in nation for best graduate nursing programs by U.S. News & World Report (current)
- Ranked in **top 100** in nation for best online graduate nursing program by U.S. News & World Report (current)
- Hartford Center of Gerontological Nursing Excellence **1 of only 8 centers** in nation designed to increase geriatric nursing faculty capacity
- CONHI is part of Graduate Nursing Education Demonstration, **1 of 5 in the country** funded by Center for Medicare/Medicaid for education of advanced practice nurses

College of Nursing & Health Innovation

Future Directions

- Provide high quality, evidence-based education to prepare future healthcare providers and leaders for complex health settings guided by principles of innovation and respect for equity, diversity, and compassion
- Emphasize Interprofessionalism and preparing students for teamwork and evolving practice models
- Create innovative pathways to expand the BSN-prepared workforce; anticipate new roles and opportunities
- Innovate educational approaches to reach learners across settings
- Creating collaborative pathways from other institutions to our graduate and undergraduate programs
- Build on strong clinical partnerships
- Expand the science of nursing and health innovation
- Create and evaluate new models of health promotion, disease prevention & chronic illness management
- Partner with healthcare organizations to expand capacity to conduct interprofessional and nursing research

College of Nursing & Health Innovation

Current Initiatives

Increased access to nursing education at all levels

- Expanding existing programs
 - RN to BSN and bachelor's pathways
 - Increased DNP students
 - Careful expansion of PhD students
- Investing in new programs
 - Bachelor's degrees for current master's degrees programs – Clinical Research Management, Healthcare Innovation
 - Graduate Degrees in Care Coordination, Patient Safety and Healthcare Quality
 - Exploring Interprofessional healthcare leadership
 - Bachelors degrees in Integrative Health and Community Health

Community partner engagement to assess needs

College of Nursing & Health Innovation

Leading in Interprofessional Education & Practice

Educating students from various health-related disciplines to tackle issues together

- Achieving healthcare quality and cost goals requires effective teamwork
- Teamwork and collaboration competencies well defined and required in health professions accreditation.

Launched Center for Interprofessional Practice, Education and Research

- Focused on preparing students for high value teamwork, programs of research on team-based care delivery processes and quality and cost outcomes.
- Collaboration with the National Center for Interprofessional Practice and Education as leader of the Arizona Nexus Incubator with the National Center
- Grant funding, projects and contracts with clinical partners to build effective teamwork models for vulnerable populations: e.g. Macy Foundation grant, AZ Graduate Nursing Education, team training with Maricopa Integrated Health Care clinics, Phoenix Children's care coordination conference.
- Evaluation and research programs in collaboration with health and health related programs within ASU and externally.

Reimagine how we deliver IPE that goes beyond hospital and clinic setting

- Anywhere, anytime distance education on teamwork
- Innovative applications of interprofessional simulations
- Bridging academic and clinical education and practice in full partnership models

A photograph of two scientists, a woman on the left and a man on the right, working in a laboratory. Both are wearing white lab coats, green safety goggles, and gloves (purple for the woman, blue for the man). They are focused on their work at a lab bench, which has various equipment and containers. The background shows a typical laboratory setting with shelves and equipment.

**school of
biological and health
systems engineering**

expertise

neural engineering and neurorehabilitation

James Abbas
Christopher Buneo
Bradley Greger
Claire Honeycutt
Thurmon Lockhart
Stephen Helms Tillery
Jeffrey Kleim
Jitendran Muthuswamy
Marco Santello
Bruce Towe*
Jamie Tyler

**Research faculty*

***Professor of practice*

biomedical imaging

David Frakes
Vikram Kodibagkar
Rosalind Sadleir

molecular, cellular and tissue bioengineering

David Brafman
Michael Caplan
Stephen Massia
Mehdi Nikkhah
Barbara Smith
Sarah Stabenfeldt
Brent Vernon

synthetic biology

Emma Frow
Karmella Haynes
Xiao Wang

biosensors and biomarkers

Antonio Garcia
Leland Hartwell
Jeffrey La Belle
Jim Levine
Troy McDaniel*
Scott Parazynski**
Vincent Pizziconi
Mark Spano*

transdisciplinary initiatives

Robert Mittman**
Scott Parazynski**

data snapshot

28 tenured and
tenure-track
faculty

3 research faculty
2 professors of
practice

878 undergraduate
students

187 graduate
students
112 M.S./75 Ph.D.

45.2% Barrett Honors students
(freshmen) highest percentage in the Fulton Schools

39% of incoming class is female
highest percentage among engineering programs

27.5/1,253 ACT/SAT
highest overall in the Fulton Schools

Inspiring Entrepreneurship
David Frakes, Leland Hartwell

Scholars include 27 National Merit,
19 National Hispanic, 3 Flinn, 2 Gates

Competing Globally Microsoft Imagine Cup,
iGEM, Dell Social Innovation Challenge

sbhse highlights

■ Faculty Hires

8 new tenure-track faculty hired through search process over past 2 years

Emma Frow (unique hire in engineering: social scientist working at the intersection between social science and engineering/synthetic biology)

Jamie Tyler (entrepreneur and neuroscientist) – target hire

Scott Parazynski (astronaut, entrepreneur, inventor, physician) – target hire

■ 96% freshman retention

■ Teaching

Top 5% Teaching award (Casey Ankeny–new lecturer)

Graduate faculty teaching award (Frakes)

■ Collaborations

DCU – SBHSE faculty involvement (Frakes, La Belle)

Marco Santello's work in Vietnam (World Bank/ FIRST proposal)

Project Honeybee (ongoing, led by Lee Hartwell)

■ Funding updates

Surge in NIH funding to SBHSE faculty

DARPA funding (Helms Tillery)

DoD funding (Greger)

ABRC funding (Buneo, Helms Tillery)

ASU-Mayo seed grant (La Belle)

clinical partners



Mayo Clinic

- Traumatic brain injury, neuropathies, stem cells, stress and diabetes monitoring (see next slide for details)



BNI

- In situ gelling material for treatment of cerebral aneurysms (Vernon, Preul*)
- Reversible scaffold for separation of stationary vs. invasive tumor cells (Vernon, Sirianni*)
- Endovascular interventions for cerebral aneurysms (Frakes, Albuquerque*, Spetler*)
- Anthropomorphic phantoms for brain surgery simulation (Frakes, Nakaji*)
- Multimodal data visualization for planning spinal surgeries (Frakes, Theodore*, Crawford*)
- Image processing for modeling brain tumor progression (Frakes, Preul*)



Phoenix Children's Hospital

- Brain signal decoding for sensory prosthetics (Helms Tillery, Adelson*)
- Extracellular matrix as a biomarker source for acute neurological injury (Stabenfeldt, Lifshitz*)
- Redecorating the neural injury landscape to promote regeneration (Stabenfeldt, Sierks*, Lifshitz*)
- Next generation precision diagnostics for brain injury (Stabenfeldt, Kodibagkar, Lifshitz*, Adelson*)
- Biomarkers for cerebral palsy treatment (Kleim, Bhardwaj*)
- Traumatic brain injury sensor (La Belle, Currier Thomas*)
- Modeling congenital heart defects and surgical planning (Frakes, Pophal*, Nigro*)
- Quantitative applications of neurological MRI in pediatrics (Frakes, Miller*)
- Virtual implantation of mechanical cardiac support devices (Frakes, Pophal*, Nigro*)
- Multiparametric MRI of brain tumor therapy (Kodibagkar, Bhardwaj*)
- Accelerated MRSI for pediatric applications (Kodibagkar, Hu*, Miller*)
- Decoding complex movements (fingers and speech) and developing new diagnostic tools for seizure disorders (Greger, Adelson*)



Banner Health Research Institute

- Improve release of antibiotics from bone cement in orthopaedic implant applications; development of a new biomaterial for delivery of antibiotics for orthopaedic implant procedures (Vernon, McLaren*, McLemore*)
- Establish a valley-wide registry of stroke patients to monitor outcome measures (Kleim, Payne*)
- Chronic Obstructive Pulmonary Disease (Hartwell, under development*)

clinical partners



Banner MD Anderson

- Accelerated MRSI with compressed sensing (Kodibagkar, Chang*, Schomer*)



TGen

- Cell metabolism at single-cell level (Wang, Bussey*)



Maricopa Integrated Health System

- Pregnancy fertility sensor (La Belle, Rychlik*, Barkley*)
- Non-growing follicle assessment (La Belle, Rychlik*, Barkley*)



Dignity Health

- Modeling congenital heart defects and surgical planning (Frakes, Richardson*)
- Hypoxia imaging for prognosis of hypoxia targeted cancer therapy (Kodibagkar, Inge*)
- Chang Gung Medical Foundation
- Molecular imaging (Hartwell, Chang Gung Medical Foundation*)



Scottsdale Healthcare, Dignity Health, John C. Lincoln

- Testing patient mobility as a predictor of 30-day hospital readmission of heart failure patients (Hartwell, Buman*)



Arizona Arrhythmia Consultants

- Testing arrhythmia self-monitoring of atrial fibrillation to reduce hospitalization (Hartwell, Heather Ross*)
- Validating self-monitoring devices against intrathoracic impedance measurements from implantable cardiac devices for self-monitoring of heart failure (Hartwell, Ross*)

*Clinical Collaborator

sbhse-mayo partnerships

Mayo Arizona

1. Effects of carpal tunnel syndrome on hand function (Santello, Ross*)
2. Prevention of overuse musculoskeletal injuries in endoscopists (Santello, Fleischer*)
3. Controlled release systems for gastroparesis and functional dyspepsia (Vernon, DiBaise*, Crowell*)
4. The influence of injury severity on endogenous regeneration after TBI (Stabenfeldt, Dodick*)
5. Noninvasive/invasive stress and trauma monitoring (La Belle, Stepanek*, Cook*)
6. Cardiovascular disease biosensor (La Belle, Steidley*)
7. Tear glucose monitoring (La Belle, Patel*, Cook*)
8. Multiplexed diabetes monitoring (La Belle, Cook*)
9. Design of 3D non-scaffolds for engineered soft tissue repair (Pizziconi, Massia, Cornella*, Yi*)
10. Planning endovascular interventions for cerebral aneurysms (Frakes, Chong*)
11. New techniques for arterial imaging with computed tomography (Frakes, Pavlicek*)
12. Image processing for modeling brain tumor progression (Frakes, Hu*)
13. 3-D Printing of sinus morphologies for endoscopic training (Frakes, Hoxworth*, Lal*)
14. Clinical trial data acquisition and processing through iPad (Spano, Borad*)
15. Oxygen enhanced MRI for prognosis of targeted cancer therapy (Kodibagkar, Silva*, Panda*, Borad*)
16. Heart Failure Device; Withings Smart Scale, Blood Pressure Cuff and Activity Tracker (Hartwell, Lester*)
17. Feasibility study for physical activity monitoring devices for diabetes patients (Hartwell, Levine*, Cook*)
18. Daily energy and neurocognitive function (Hartwell, Levine*)
19. Golfer's Cramp: Correlation of Wrist Movements and Surface EMG with Putter Movements (McDaniel, Crews, Santello, Abraham, Adler*, Caviness*, Hentz*)
20. Decoding complex movements (fingers and speech) and developing new diagnostic tools for seizure disorders (Greger, Draskowski*)
21. Examining the efficacy of human embryonic stem cell derived lung progenitor cells in treating acute and chronic lung injury and disease (Brafman, Shrikant*)
22. Patient Specific Breast Tumor Model on a Chip (Nikkhah, Pockaj*)
23. Continuous Glucose/Insulin/Glucagon sensor (La Belle, Spano, Cook) Development of a continuous lactate sensor (La Belle, Spano, Sen)
24. Continuous Glucose/Insulin/Glucagon sensor (La Belle, Spano, Cook)

Mayo Rochester, MN

1. Hand prosthetics design and controllers (Santello, Artemiadis, Terzic*, Andrews*, Gay*)
2. Hand transplantation (Santello, Moran*)
3. Virtual deployment of transcatheter heart valves for interventional planning (Frakes, Foley*)
4. Systems biology of stem cell gene



MAYO CLINIC

Mayo Collaborators

game changers

personalized medicine

NIH

NSF

DoD

DARPA

healthcare cost

NIH

DoD

DARPA

funding sources

what we do

NEURAL ENGINEERING AND NEUROREHABILITATION

development of low-cost rehabilitative devices
decoding muscle/ brain signals for prosthetics
controllers for human-machine interactions

MOLECULAR, CELLULAR AND TISSUE BIOENGINEERING

molecular mechanisms underlying traumatic brain injuries

SYNTHETIC BIOLOGY

physical chromosome structure
microbes to detect human health/disease
biomarkers

BIOSENSORS AND BIOMARKERS

biosignatures for guiding clinical intervention and predicting patient outcomes
non-invasive and invasive sampling of multiple biomarkers

MEDICAL DIAGNOSTICS

techniques for reducing imaging time
prognostic imaging for response to disease/therapy
imaging data for planning personalized endovascular surgeries
automated processing of very large data sets

federal
47%

state & local
2%

desired outcomes

Increase in acceptance of prosthetics while reducing costs and improving functionality

Design of molecules to create and control whole-organ systems

Translational applications to enhance health and well-being including industrial, medical and military uses

Improve early and safe diagnostics to improve prognosis and treatment outcomes

Improvements in patient functional outcomes and overall quality of life

foundations/
nonprofit **51%**

addressing game changers

in biomedical engineering

current status

**molecular,
cellular
and tissue
bioengineering**

Four faculty working on

- development of tissue engineering therapies for neural injury
- optimization of drug delivery processes and tissue reconstruction
- 3-D nano-scaffolds for engineered soft tissue repair

**synthetic
biology**

Two junior faculty working on

- engineered gene networks in microbes to understand cell differentiation and development in higher organisms
- artificial control of genes that control development and disease

high visibility

**medical
diagnostics**

Two junior faculty working on

- quantification of cerebral aneurysm fluid dynamics
- design of novel probes for MRI cancer diagnostics

high visibility

**neural
engineering and
neurorehabilitation**

Nine faculty working on

- development of micro-electronic neurostimulator devices
- biologically-inspired robotics and prosthetic controllers
- microscale autonomous robots for neural interfaces
- leveraging neural signals that drive functional recovery after stroke
- brain-machine interfaces and neurorehabilitation
- human-machine interactions

future research clusters

Human augmentation and rehabilitation (HAR)

Cognitive augmentation:

increase memory and learning capacity

Physical augmentation:

intelligent and cooperative exoskeletons (for disabilities, the elderly)

Neurorehabilitation:

telemedicine; home-based neurorehabilitation

Regenerative medicine (RM)

Human components: induced pluripotent stem cells; tissues and organs

Diagnostic devices: wearable technology for personal diagnostics and multimarker tracking, multimodal imaging, biosensors for healthy lifestyle promotion and personalized medicine

Therapies: targeted drug delivery

University Initiatives Performance Incentive
FY2015 Goal 2

Tab 2

University Initiatives Performance Incentives

FY 2015 Goal 2

It is anticipated that online distance education will play a significant role in future higher education delivery. ASU is establishing itself as a leader in delivering outstanding online education. The Board desires that the university continue to improve and progress in the area of online education delivery. Implementation and demonstrated measurable progress on the goals identified in the ASU strategic plan on distance learning previously presented to the Board.

A report was submitted on the strategic plan and initial progress in July 2013.

An update was provided in July 2014.

The current report will illustrate the measurable progress on multiple fronts.

Arizona State University Online

In pursuit of the 2020 goal to reach 20,000 online students while graduating 4,000 students annually, ASU Online's achievements continue to surpass its stated objectives. Below are specific measurements indicating progress in student headcount, graduation, program offerings and number of online courses:

- **Student headcount:** In Fall 2014, student headcount for all ASU Online programs totaled 14,854, exceeding the 10,000-student target by 4,854 students.
- **Managed program student headcount for Fall 2014:** In Fall 2014, the number of students in ASU Online programs climbed beyond our established goals. For Fall 2014, the goal for student headcount in ASU Online programs was 10,000, and the goal for student headcount in college managed programs was 600. Actual student headcount in ASU Online managed programs for Fall 2014 totaled 13,749 (+3,749), while student headcount in college managed programs reached 1,105 (+505).
- **Managed program student headcount for Spring 2015:** Likewise, ASU Online program student headcounts for Spring 2015 exceeded goals of 10,300 in ASU Online managed programs and 600 in college managed programs. Actual student headcount in managed programs for Spring 2015 was 15,142 (+4,842), while student headcount in college managed programs reached 1,297 (+697).
- **Graduation toward goal:** In the Fall 2015/Spring 2015 academic year, ASU Online graduated 2,450 students, exceeding our 2,000 student target by 450 students.
- **Programs offered:** In Spring 2015, we offered 68 ASU Online managed programs to students, exceeding our set goal of 66 online programs. In Fall 2015, ASU Online is slated to offer 91 managed programs, far surpassing our 70 managed programs objective.
- **Course versions:** In the 2014/2015 academic year, the Instructional Design and New Media team worked on 860 course projects across approximately 75 subject areas.

University Initiatives Performance Incentive
FY2015 Goal 3

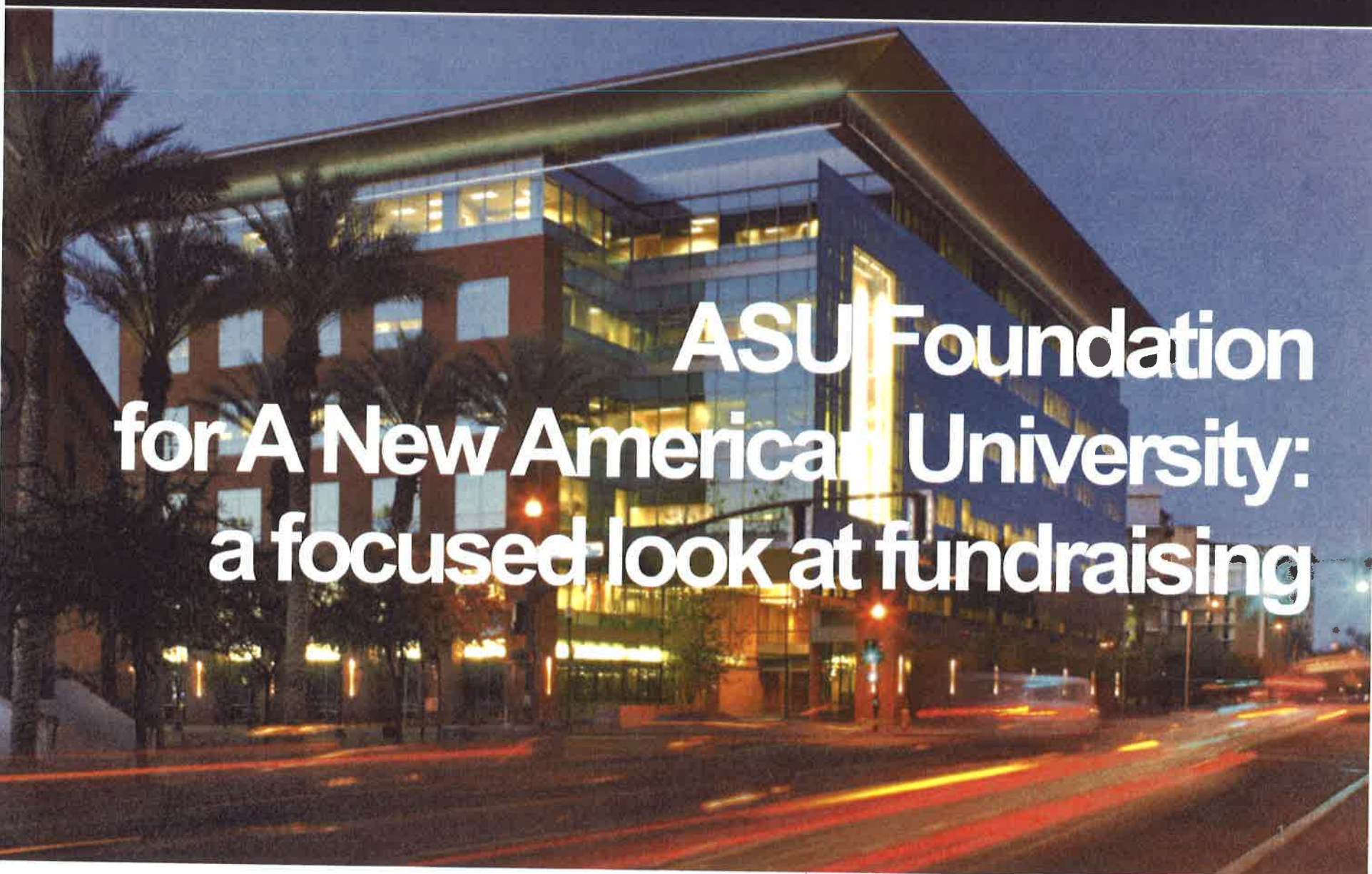
Tab 3

University Initiatives Performance Incentives


FY 2015 Goal 3

President's personal leadership of resource development efforts resulting in a substantial increase, as determined by the Board in its sole discretion, in the non-tuition and non-research grant generated resource base for Arizona State University.

Attached are multiple reports on the advancement of goals in resource development where I have led, directed and been involved in attainment of these goals.

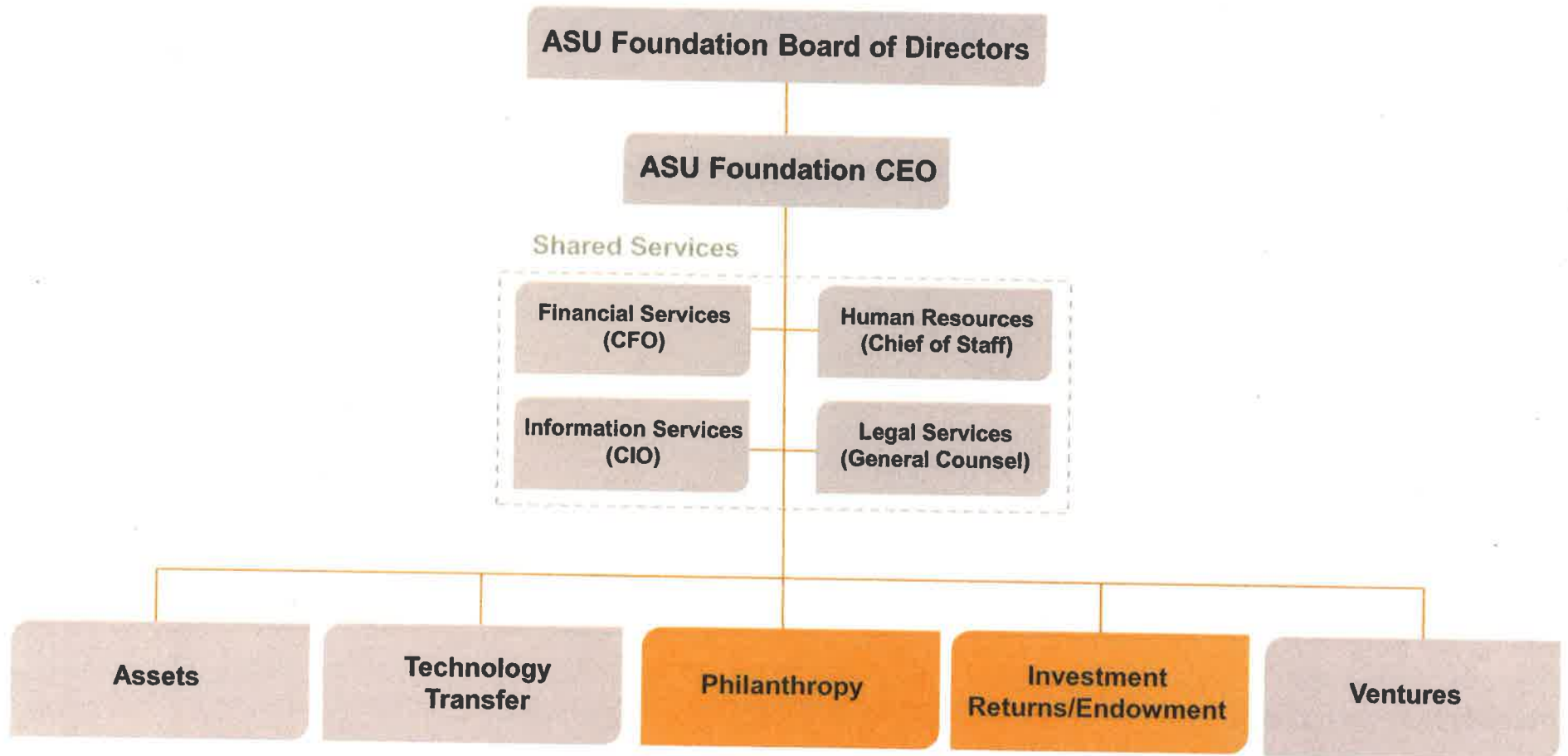


**ASU Foundation
for A New American University:
a focused look at fundraising**

A photograph of a university campus. In the center, there is a prominent, multi-story brick building with a central tower-like structure. The building is surrounded by a well-maintained green lawn. Several tall palm trees are scattered across the scene, some in the foreground and some in the background. The sky is clear and blue. The overall atmosphere is bright and sunny. The text is overlaid on the center of the image.

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

structure



topics

- ASU's strategic fundraising objectives
- Organizational relationship between ASU and the ASU Foundation
- Financial relationship between ASU and the ASU Foundation
- Progress toward meeting ASU's fundraising goals
- Fundraising opportunities

ASU's fundraising goals

Philanthropy is strategically important to ASU

- Drive fundraising framework to \$200 million a year in steady state.
- Develop strategy, options and targets to drive assets (including endowment) to \$1.8 billion - \$2 billion.
- Design and launch New American University “Campaign(s).”
- Develop and evolved ASU advancement “look and feel.”
- Establish, with Provost, greatly enhanced fundraising capabilities at unit levels with “campaigns” for each.
- Develop \$500 million endowment for financial aid.
- Increase awareness of the ASUF for a New American University in Arizona.
- Own California.

key objectives for 2015

overall donor count
110,000

20,000
alumni donors

\$70M
direct support to ASU

15%
percent of gifts to endowment

new gifts and commitments
\$150M

\$120M
cash receipts

topics

- ASU's strategic fundraising objectives
- Organizational relationship between ASU and the ASU Foundation
- Financial relationship between ASU and the ASU Foundation
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- Fundraising opportunities

organizational structure

ASU Foundation Board of Directors

ASU Foundation CEO

ASU Foundation

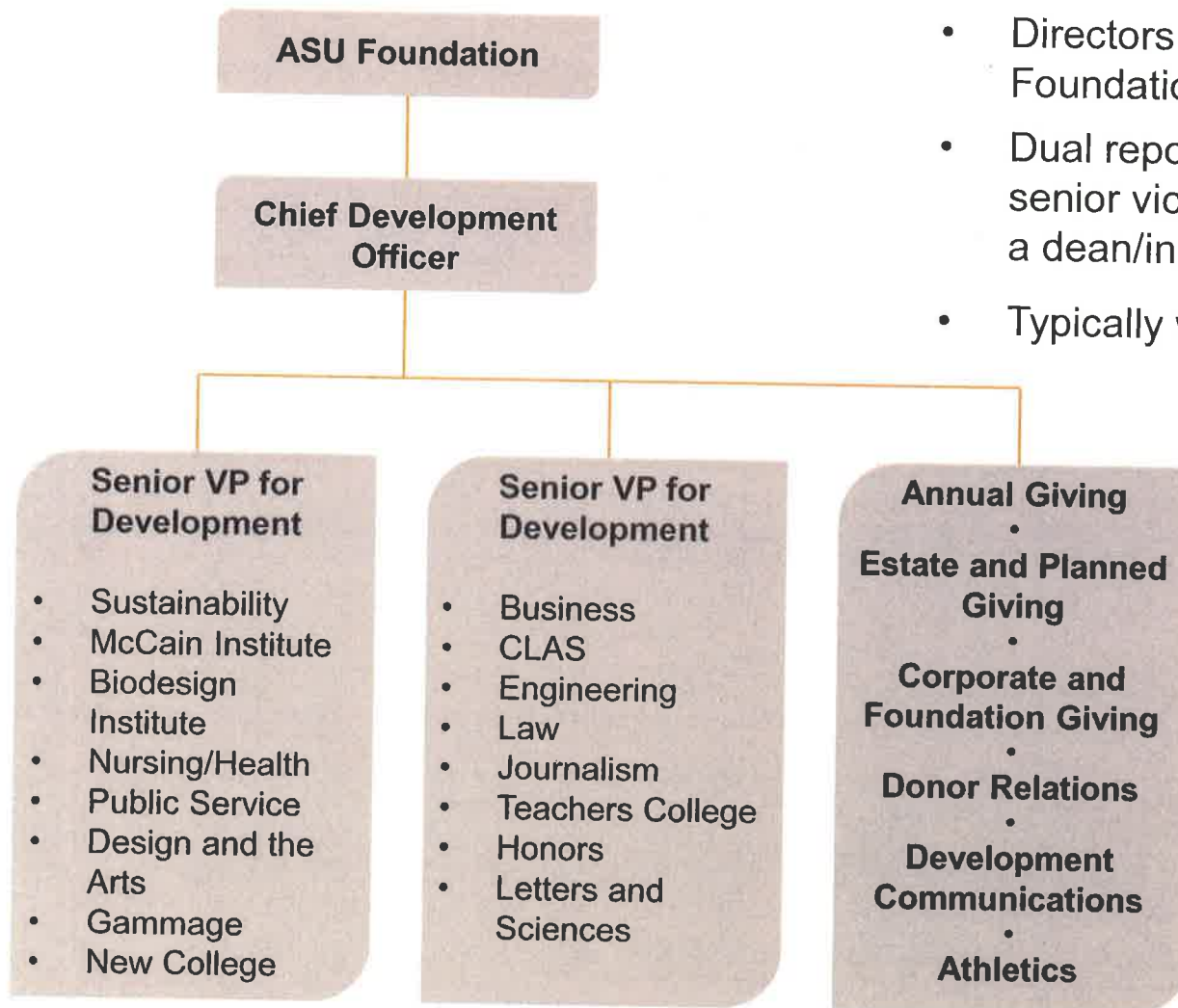
continued

- 21 Total Board Members
- President Michael Crow and ASU CFO Morgan Olsen are Board Members
- ASU General Counsel José Cárdenas is an Ex-Officio Member
- Morgan Olsen co-chairs the Investment Committee

- ASU Foundation CEO is a faculty member in the College of Public Service & Community Solutions
- CEO sits on ASU Executive Committee

- ASU's Executive Team is located in the same building as the ASU Foundation
- ASU Foundation CFO coordinates closely with ASU Controller
- ASU Foundation Development Communications team coordinates closely with ASU Marketing HUB
- ASU Foundation Leadership are members of ASU's University Council

organizational structure (continued)



- Directors of development are ASU Foundation employees
- Dual reporting relationship to a foundation senior vice president of development and a dean/institute director
- Typically work out of the unit they serve

topics

- ASU's strategic fundraising objectives
- Organizational relationship between ASU and the ASU Foundation
- Financial relationship between ASU and the ASU Foundation
- Progress toward meeting ASU's fundraising goals
- Fundraising opportunities

financial relationship

ASU Services Agreement with ASUF

- \$12.1M investment

ASUF Development

- Fundraising
- Endowment management
- Constituent and alumni database services

Back to ASU

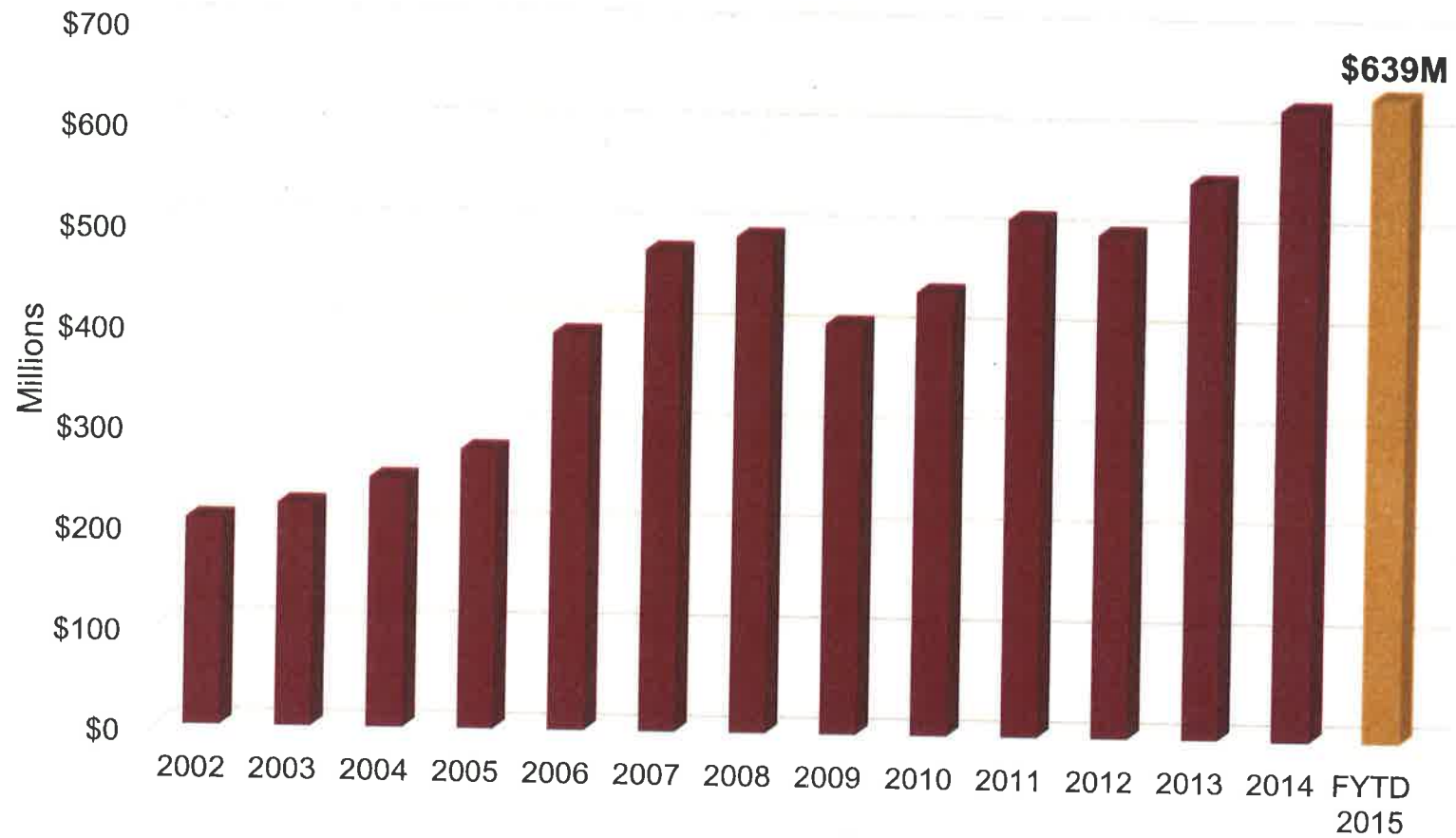
- \$73M cash to ASU
- \$147M in New Gifts and Commitments
- \$73M growth of endowment

topics

- ASU's strategic fundraising objectives
- Organizational relationship between ASU and the ASU Foundation
- Financial relationship between ASU and the ASU Foundation
- Progress toward meeting ASU's fundraising goals
- Fundraising opportunities

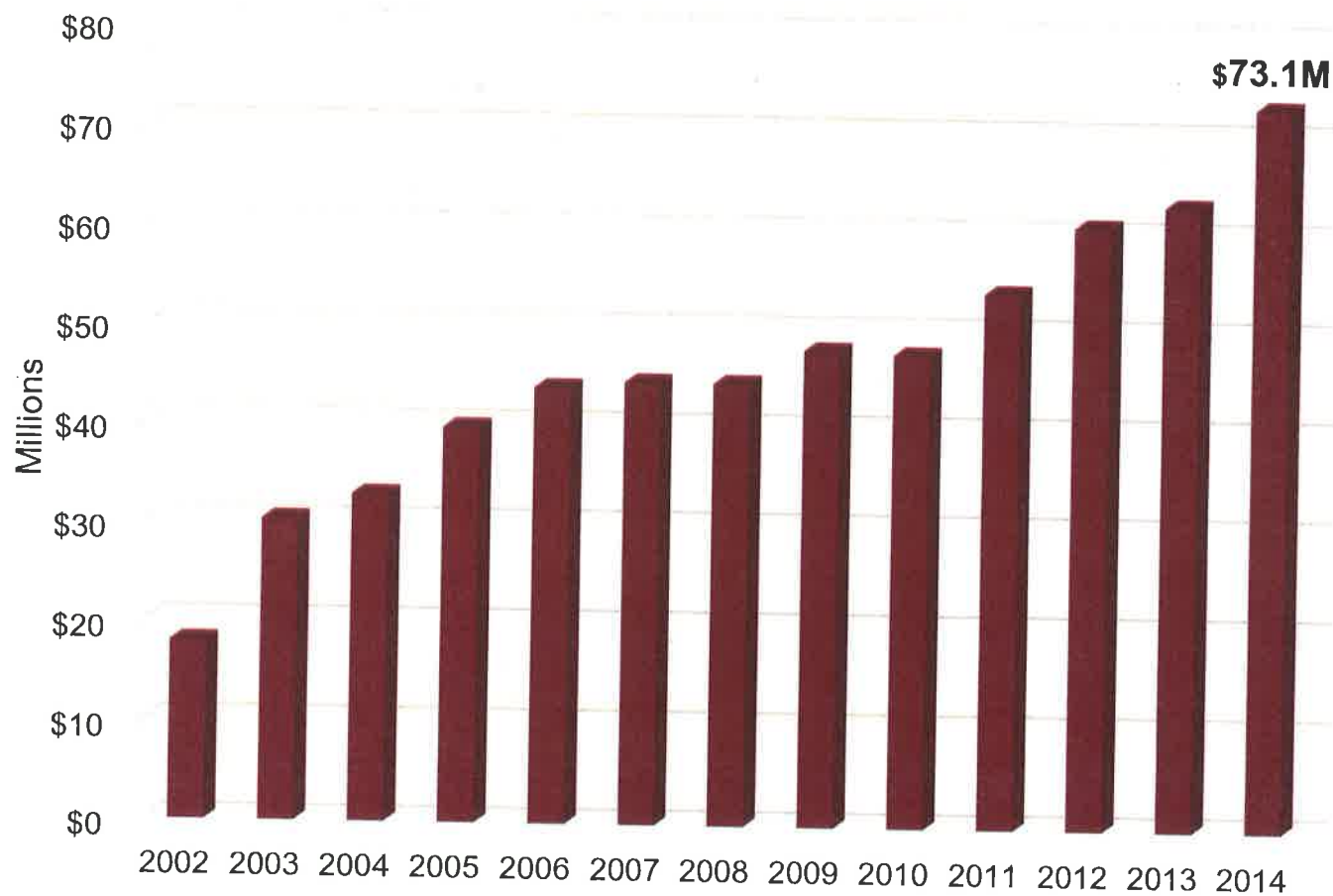
successful fundraising

Endowment Level

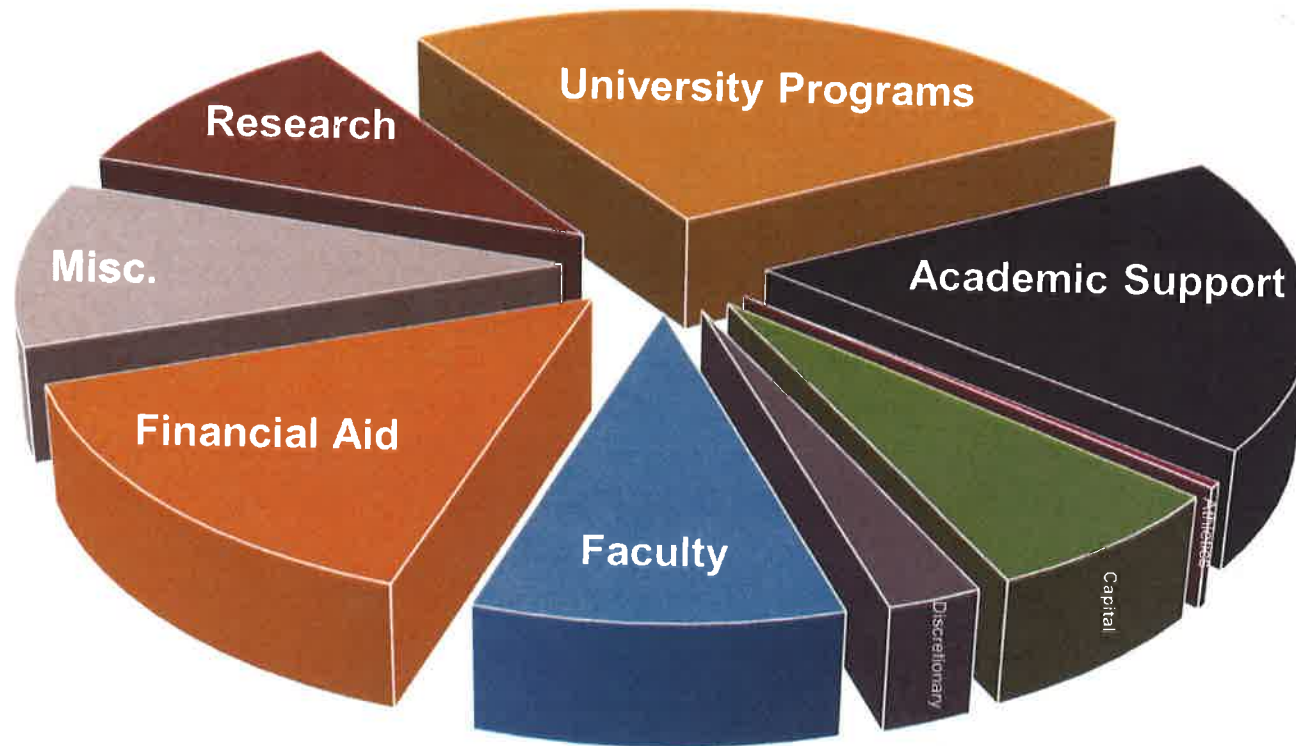


successful fundraising

Amount to/for ASU



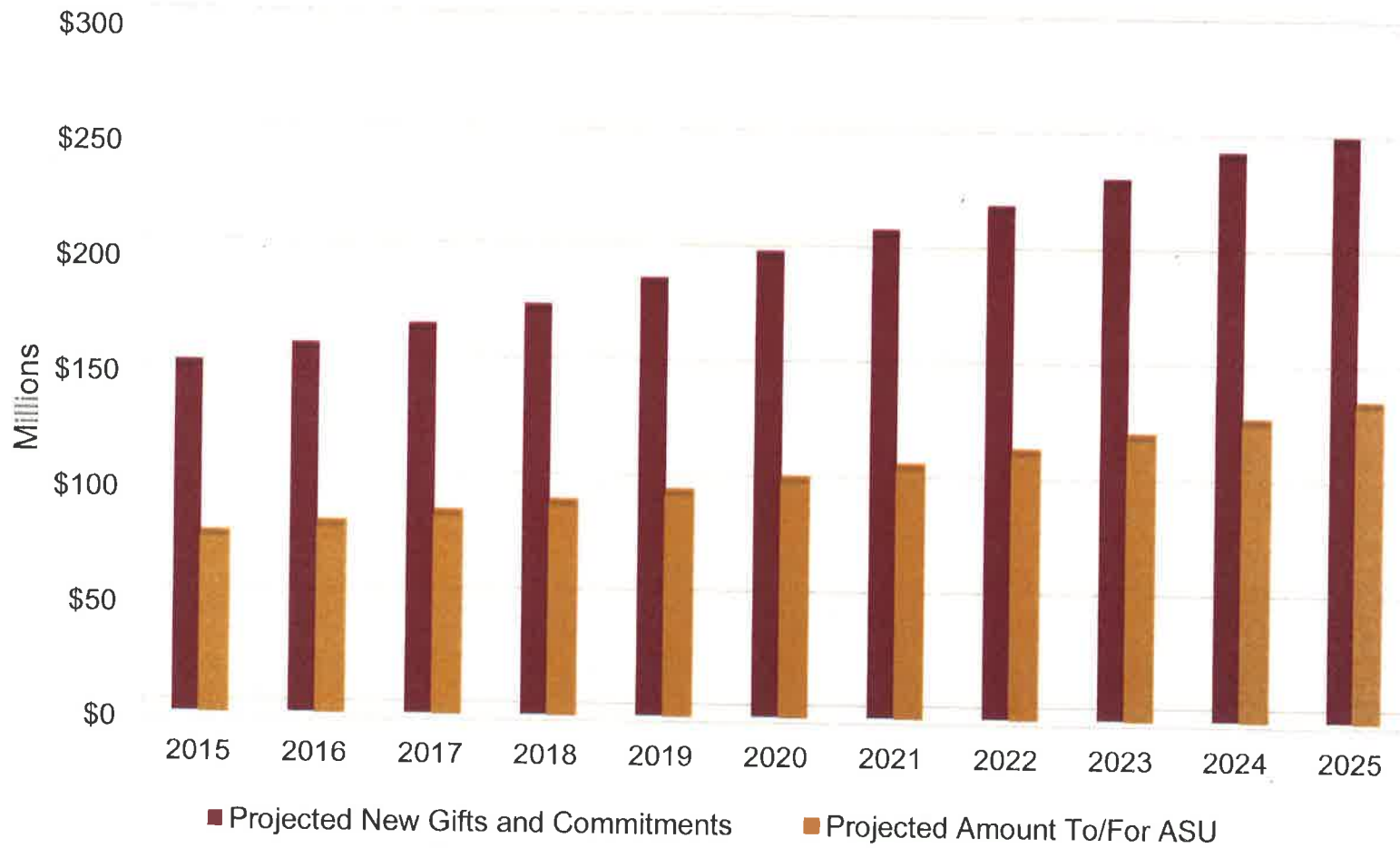
impact to ASU – FY14



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

successful fundraising

Projected Growth





The ASU Foundation has earned Charity Navigator's top rating, four stars, for the third consecutive year. The foundation was recognized for accountability and transparency, fundraising efficiency and revenue growth. In FY14, the foundation received donations from over 99,000 investors and secured \$147 million in new gifts and commitments.

topics

- ASU's strategic fundraising objectives
- Organizational relationship between ASU and the ASU Foundation
- Financial relationship between ASU and the ASU Foundation
- Progress toward meeting ASU's fundraising goals
- Fundraising opportunities

41% of ASU Alumni
have graduated since 2002
173,478 Alumni

Alumni account for less than 25% of donors...



...and less than 1/3 of new gifts and commitments



campaign



- The last comprehensive campaign for ASU concluded in 2001
- Planning the Campaign for A New American University with a public launch in Fall 2016
- Focus on **outcomes** benefitting students, teaching, research, programs, and facilities.

An aerial photograph of a university campus. The scene is dominated by a wide, paved walkway that runs diagonally from the bottom left towards the center. To the left of the walkway is a row of tall palm trees. To the right is a large, modern building with a glass facade. In the background, there are more campus buildings and a hillside. The sky is clear and blue. The text "we care — we serve • we engage • we innovate" is overlaid in white on the top half of the image.

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

ASU Foundation

thank you

June – Fiscal Year 2015



Monthly Presidential Report

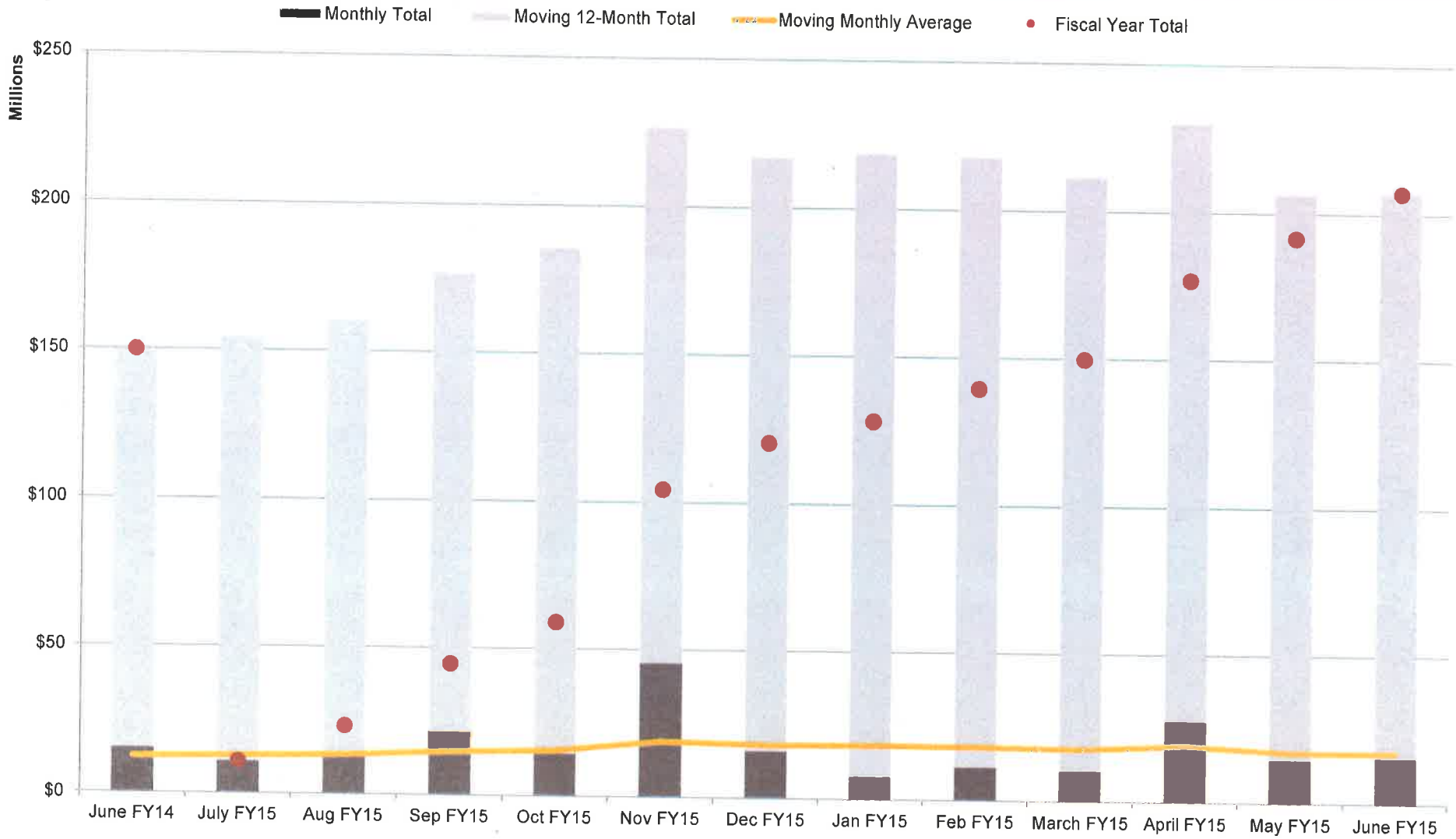
CONFIDENTIAL

Not to be used outside the ASU Foundation for a New American University

Executive overview

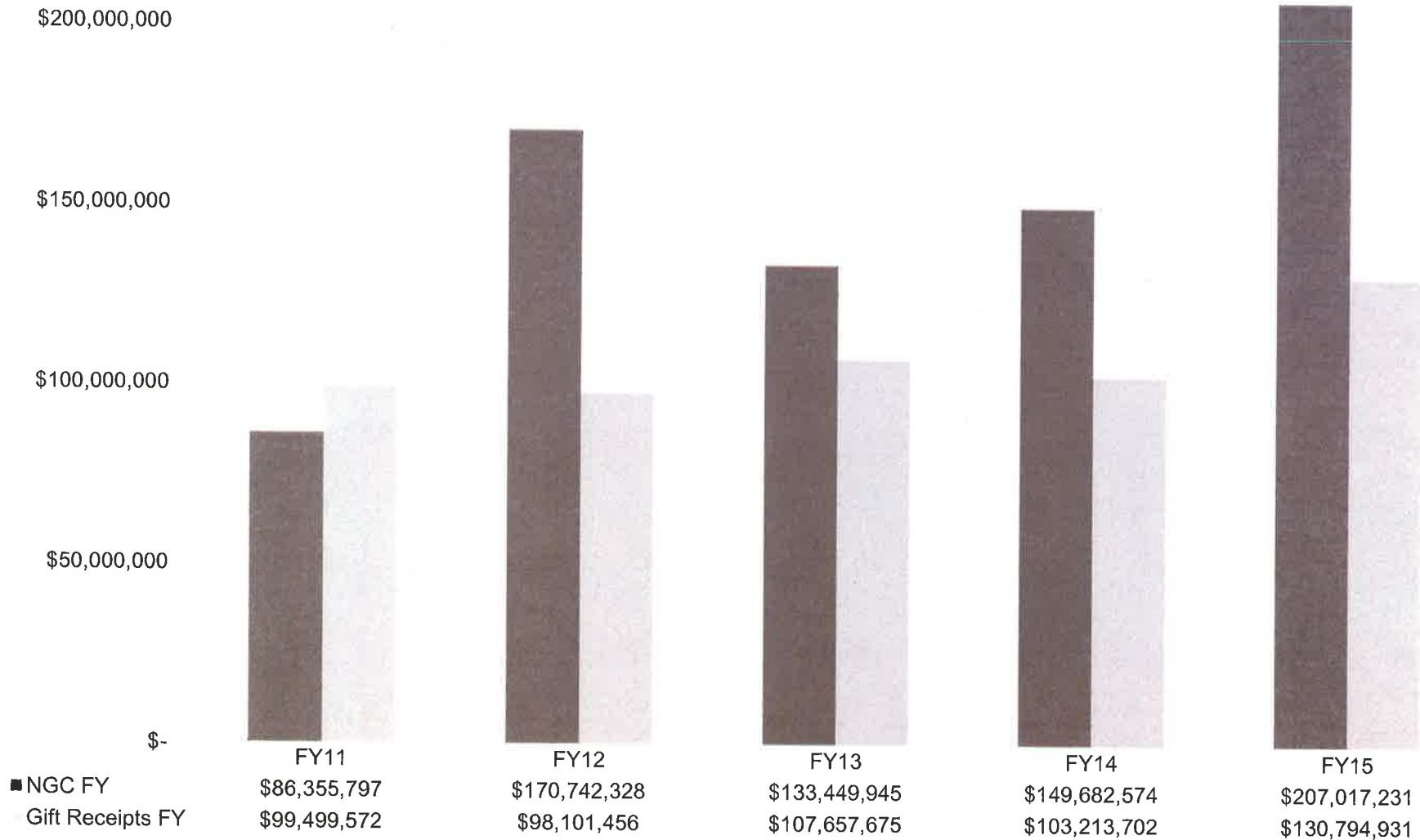
- **FY15 NGC total of \$207,017,231 is 38% ahead of FY14**
 - FY15 goal (\$150M) was surpassed by more than 38%
 - Half of units passed their FY15 goals
 - FY15 Gift Receipts of \$130.8M, up 28% from FY14
 - FY15 donor count of 101,424 is 2% higher compared to FY14
- **\$163.2M in FY15 closed-funded proposal and appeal dollars**
 - Total closed-funded dollars up by 55% compared to FY14
 - Total dollars and counts up in all proposal dollar ranges of \$100K+
- **FY15 face to face visits are down 8% compared to FY14**
- **FY15 submitted proposals total \$298.5M**
- **\$300.7M in the proposal pipeline as of June 2015**
 - \$149.9M in delivered-decision pending or verbal commitment
- **June projected balance sheet assets of \$990.6M and projected endowment value of \$638.5M**

New Gifts and Commitments (NGC)



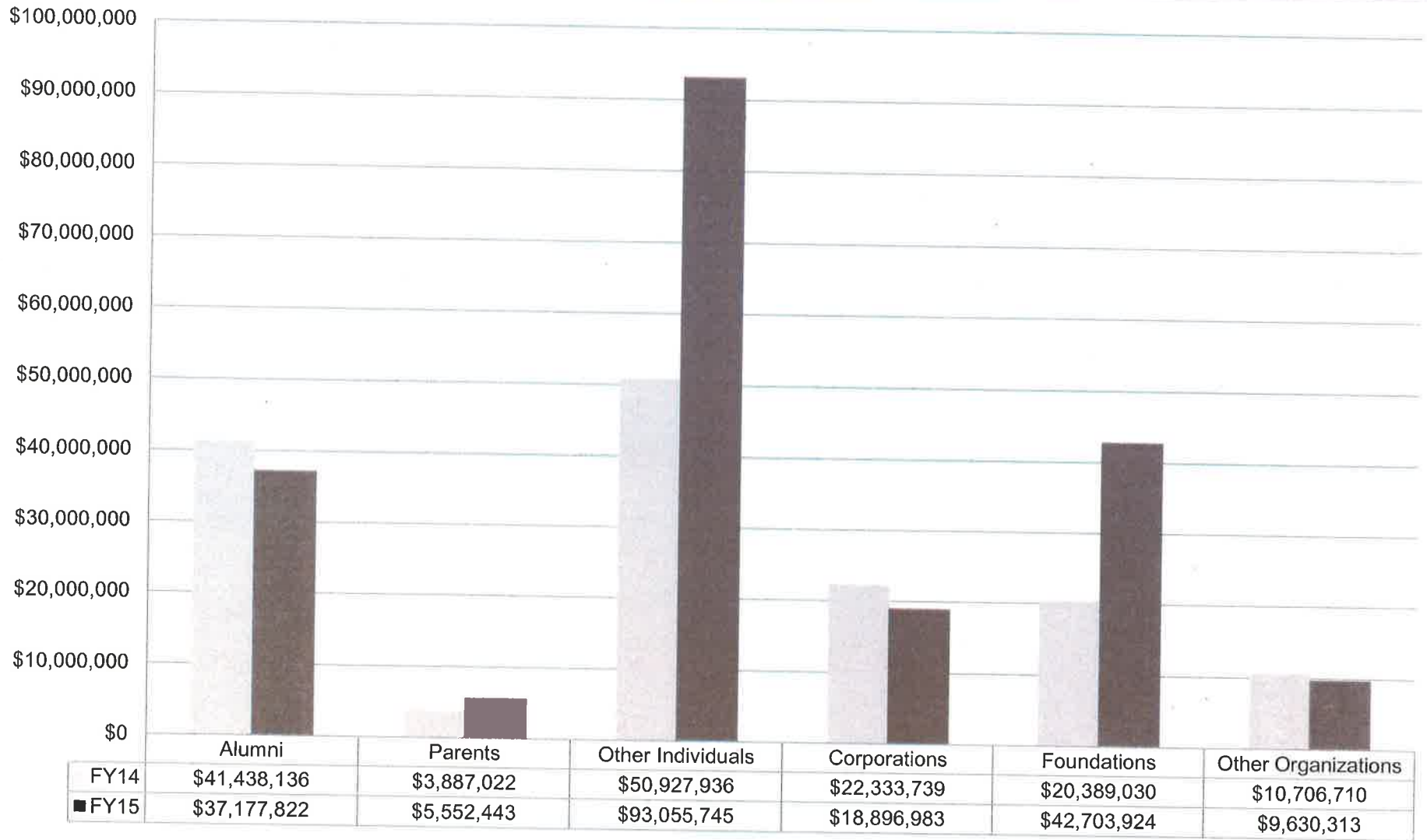
Gifts, pledges and matching gifts by date of record. Premium amounts have been excluded. ORSPA philanthropic grants included in totals.

Five-year FY comparison



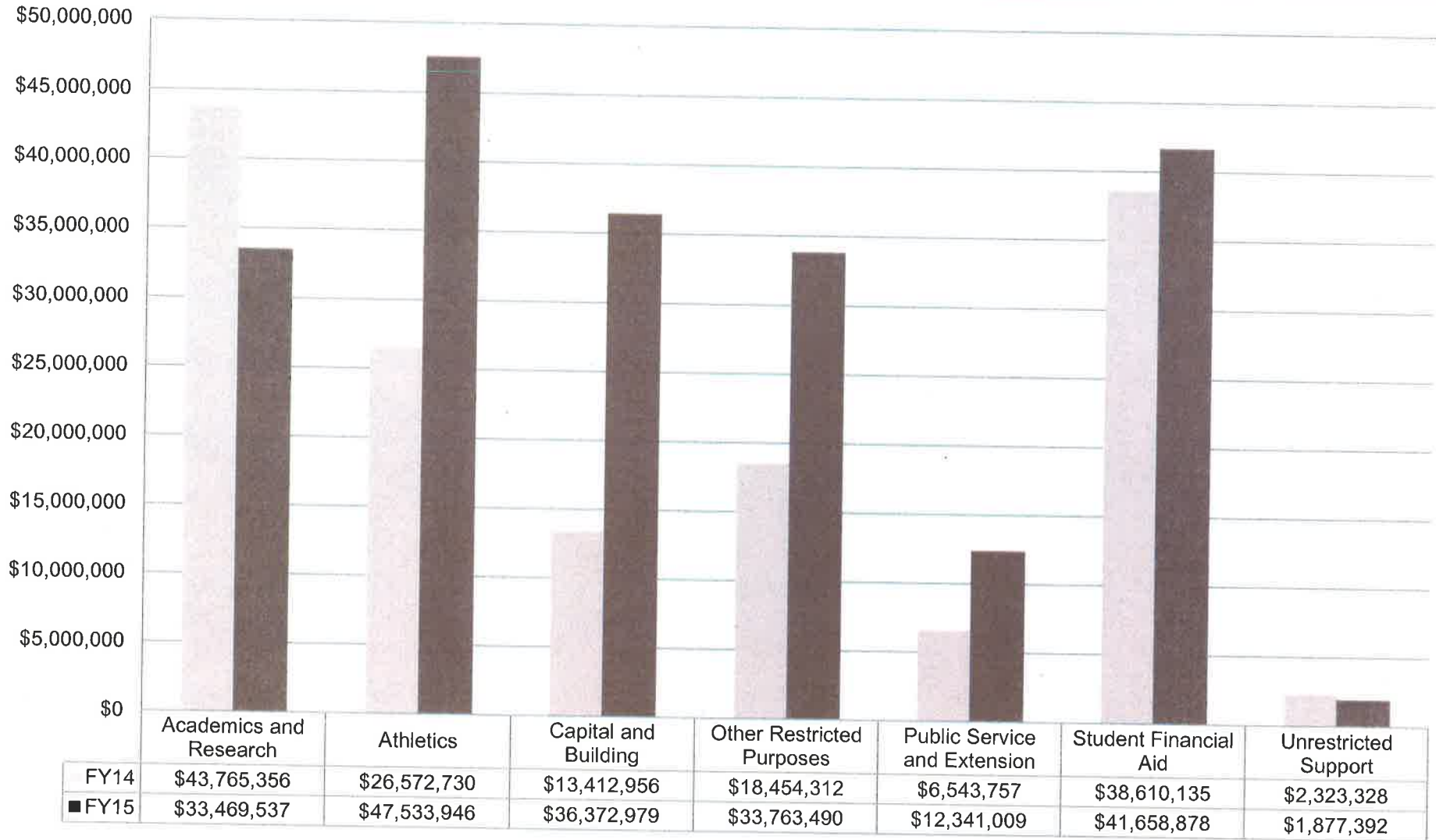
NGC: Gifts, pledges and matching gifts by date of record. Gift Receipts: Gifts, pledge payments and matching gifts by date of record. Premium amounts have been excluded. ORSPA philanthropic grants included in totals.

NGC fiscal year to date by donor type



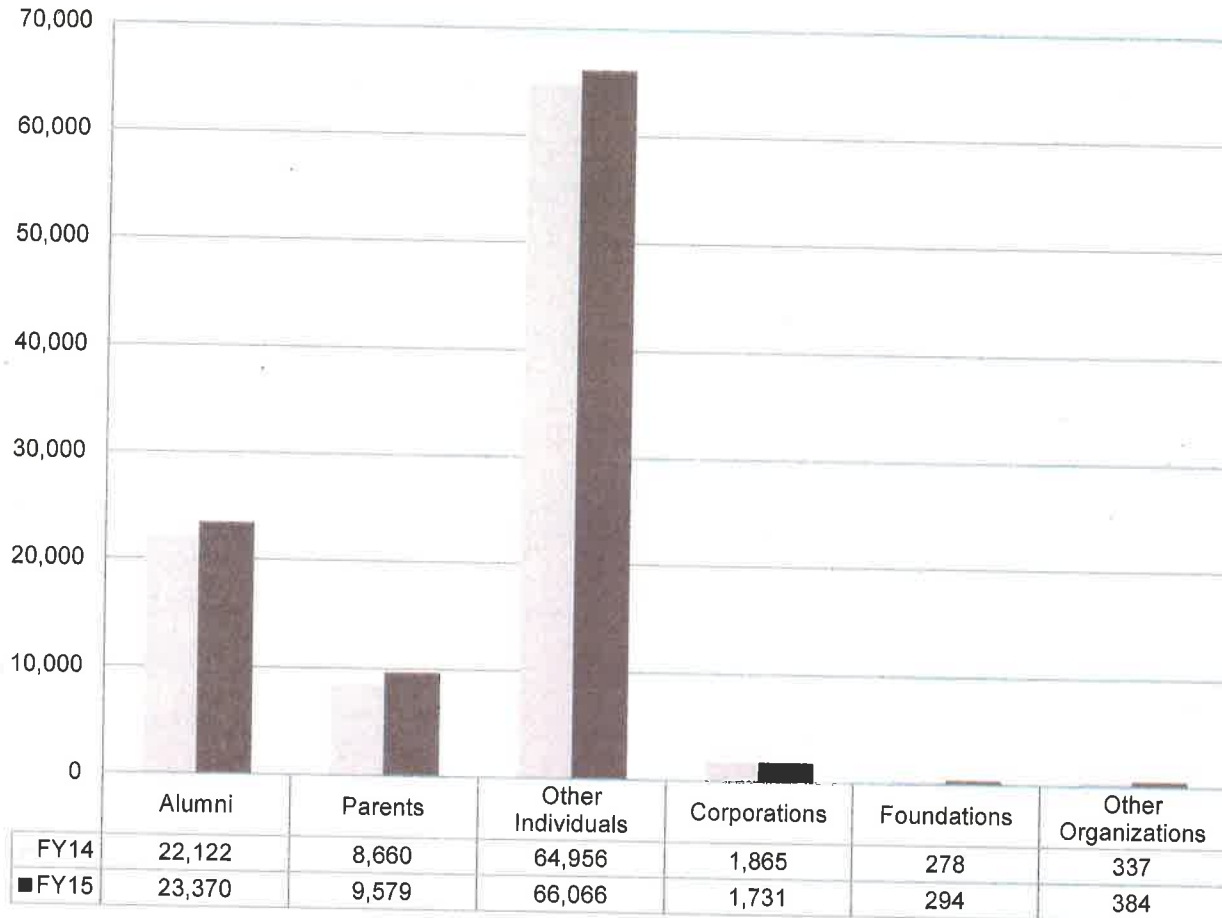
Gifts, pledges and matching gifts by date of record. Premium amounts have been excluded. Based on aggregated primary record types. ORSPA philanthropic grants included in totals. June FY15

NGC fiscal year to date by purpose



Gifts, pledges and matching gifts by date of record. Premium amounts have been excluded. Based on aggregated CAE categorization. ORSPA philanthropic grants included in the Academics and Research total.

Donor counts



12-Month Donor Comparison

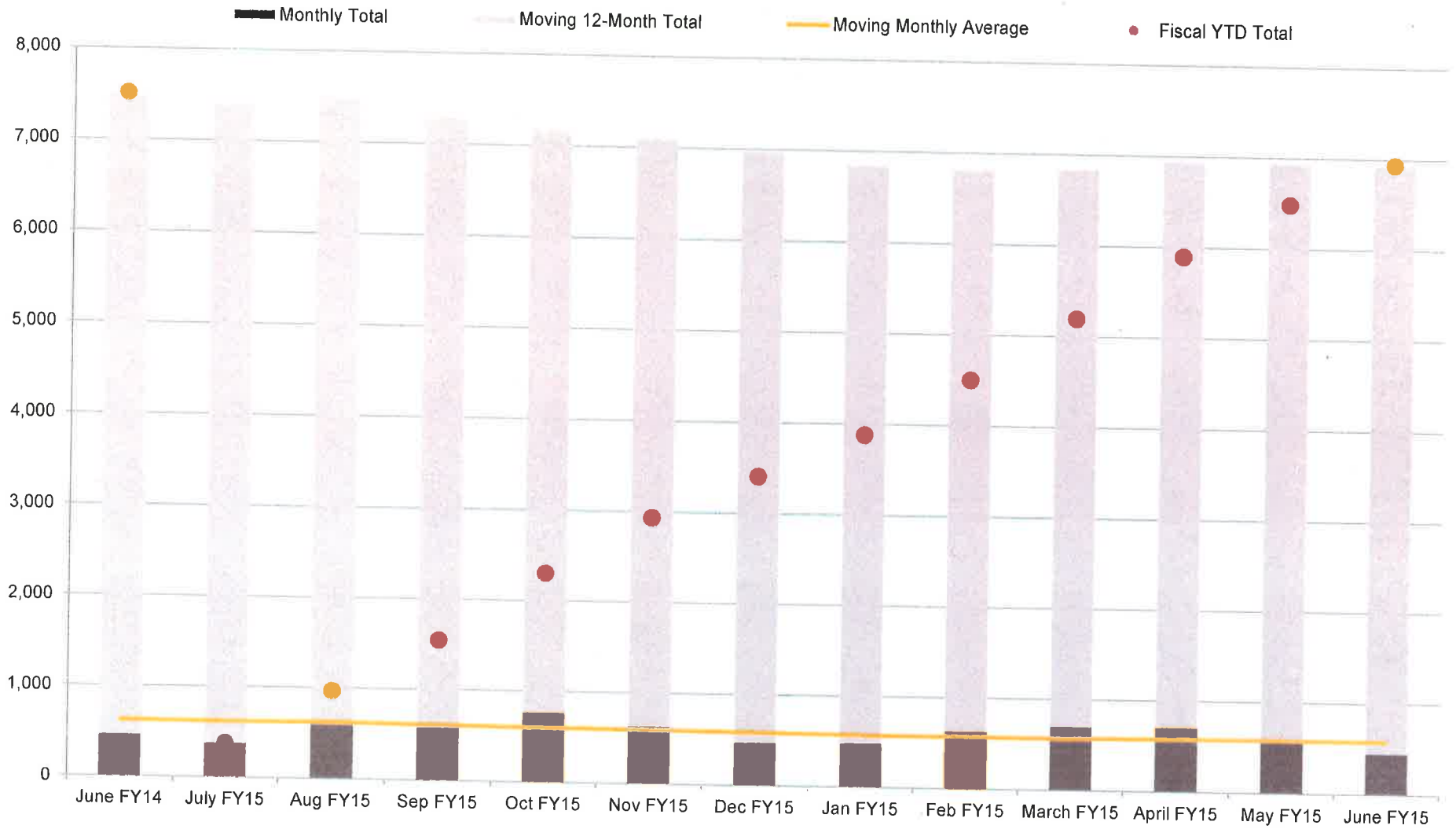
	Prior 12-Month Period	Current 12-Month Period	% Change
Alumni	22,122	23,370	6%
Parents	8,660	9,579	11%
Other Individuals	64,956	66,066	2%
Corporations	1,865	1,731	-7%
Foundations	278	294	6%
Other Organizations	337	384	14%
Grand Total	98,218	101,424	3%

Individuals credited with gifts, pledges, pledge payments and matching gifts by date of record. Based on aggregated primary record types.

Closed funded proposals and individual appeals

	Dollar Comparison			Count Comparison		
	FY14	FY15	% Change	FY14	FY15	% Change
\$10M+	\$0	\$40,000,000	NA	0	2	NA
\$1M - \$9,999,999	\$77,187,412	\$84,979,510	10%	34	38	12%
\$500K - \$999,999	\$3,450,000	\$10,776,212	212%	6	19	217%
\$100K - \$499,999	\$12,539,893	\$15,344,984	22%	77	84	9%
\$25K - \$99,999	\$8,187,187	\$7,807,970	-5%	204	190	-7%
under \$25K	\$4,034,194	\$4,339,809	8%	1,372	1,959	43%
Total	\$105,398,686	\$163,248,486	55%	1,693	2,292	35%

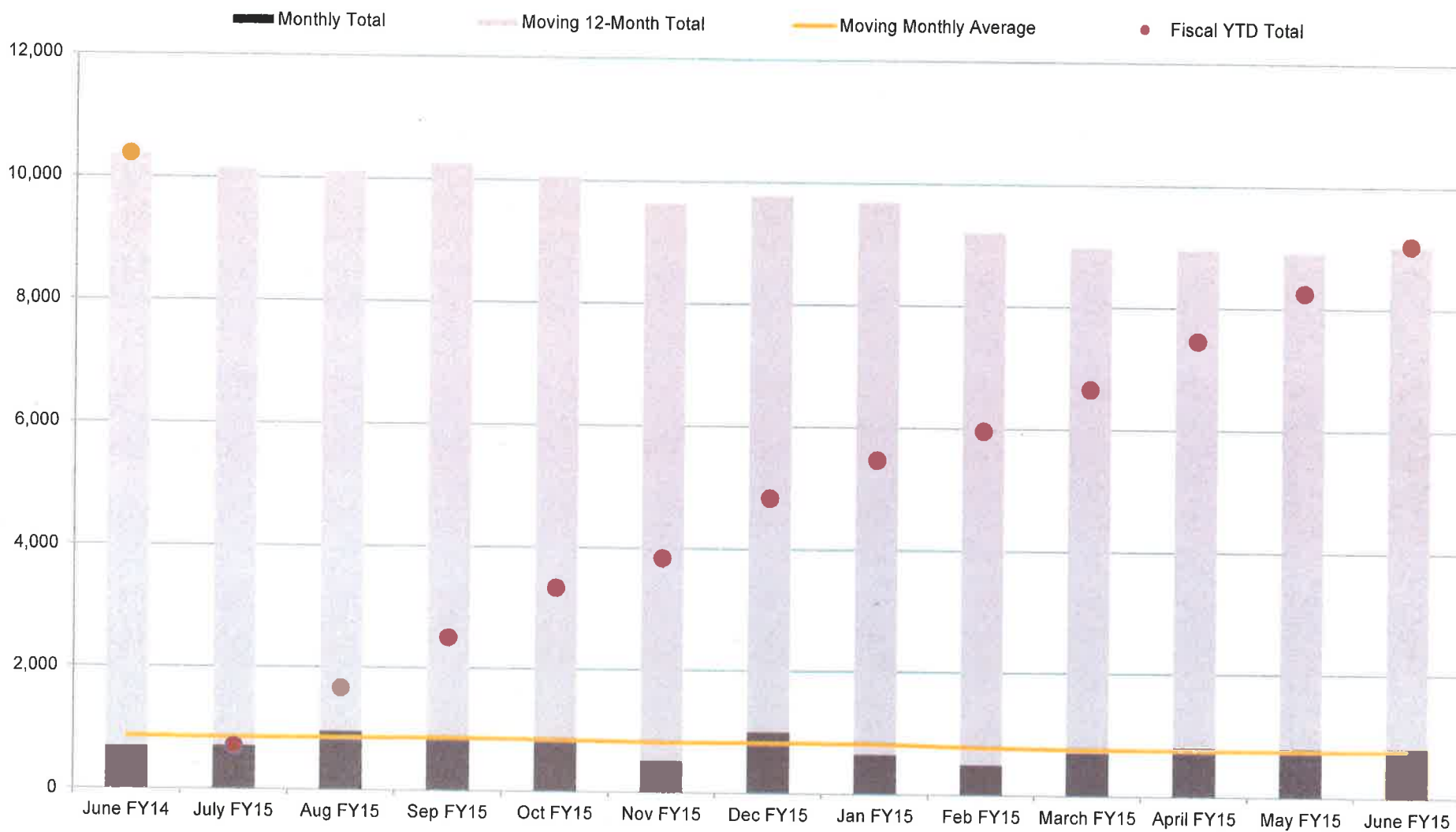
Face-to-face visits



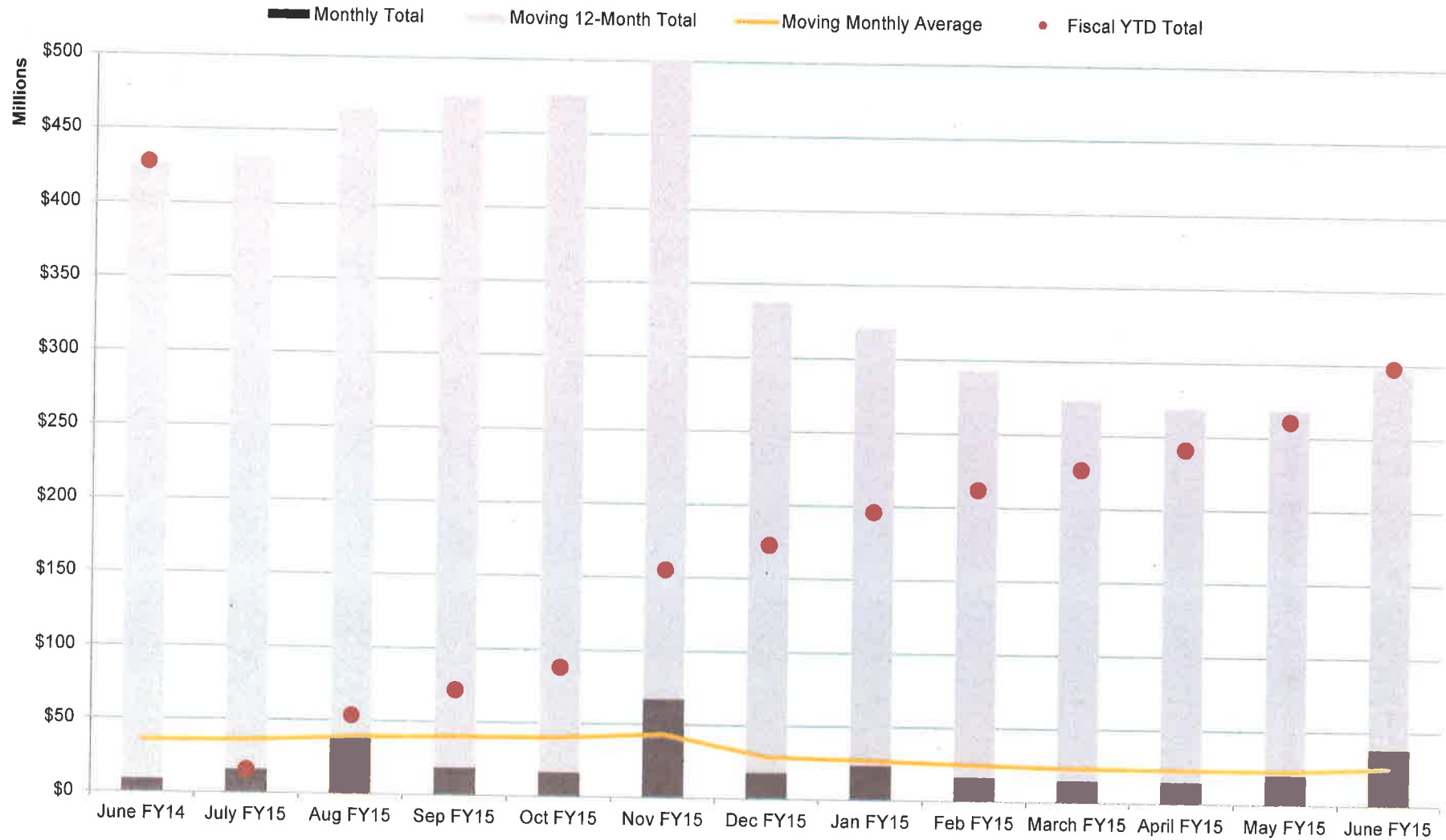
Unique visits

June FY15

Contacts (non face-to-face visits)

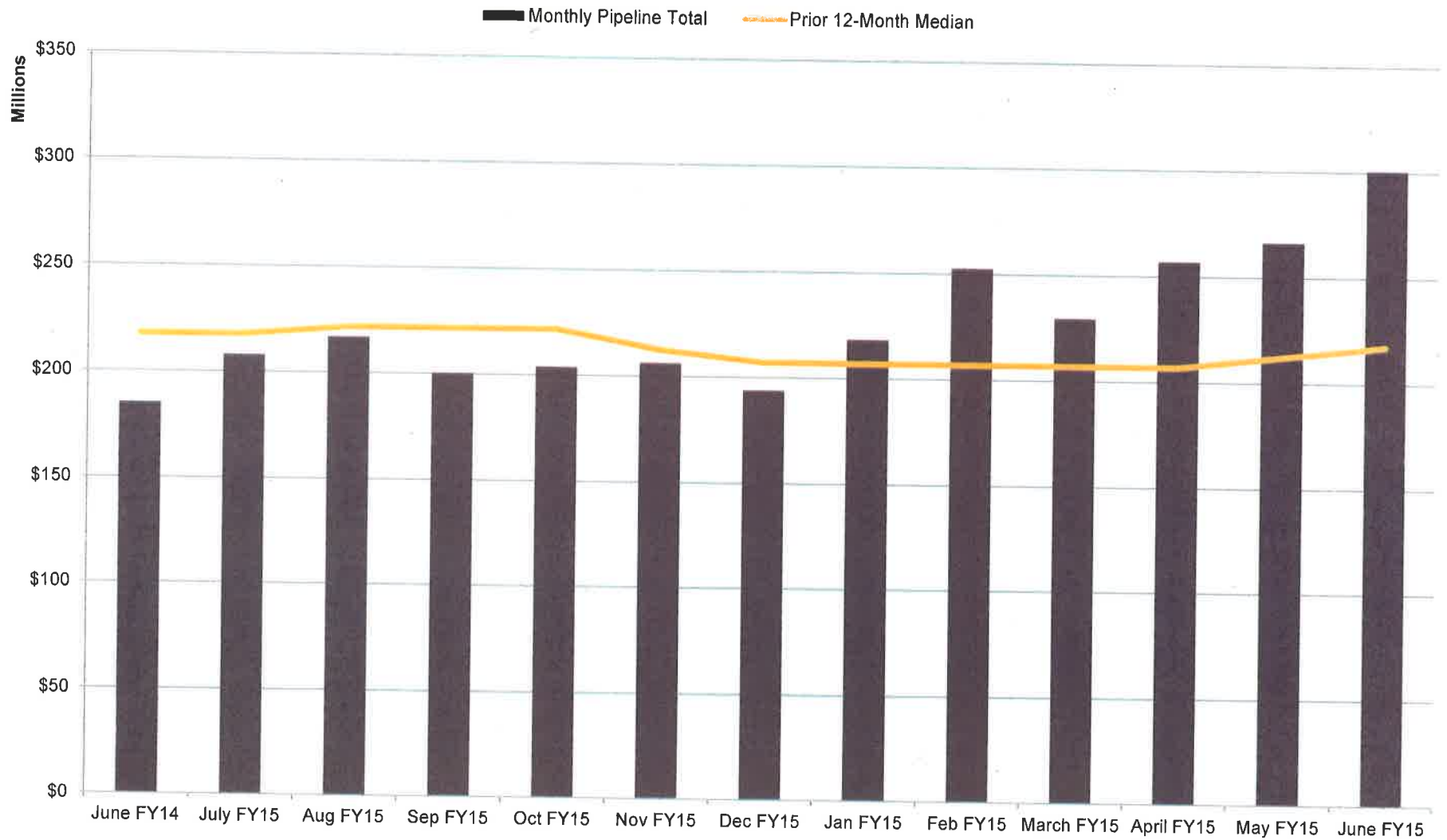


Submitted dollars – proposals and personal appeals



Proposals and individual appeals at status of delivered-decision pending, verbal commitment or closed, based on ask date and granted, anticipated or ask amounts. FY14 totals included one 9-figure proposal.

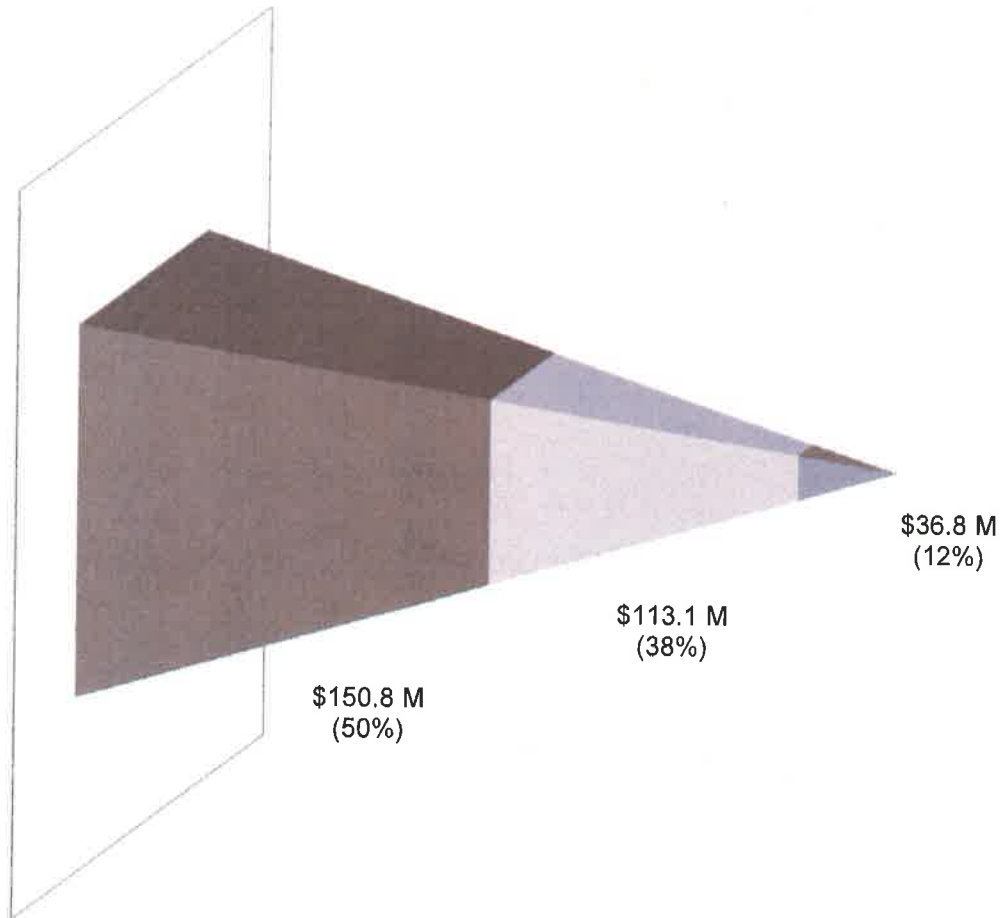
Proposal pipeline by month



Proposals of strategy determined, delivered-decision pending, verbal commitment.
FY14 totals included one 9-figure proposal.

Current proposal pipeline

■ Strategy Determined ■ Delivered - Decision Pending ■ Verbal Commitment



Proposals of strategy determined, delivered-decision pending, verbal commitment.

Total pipeline by stage and proposal range

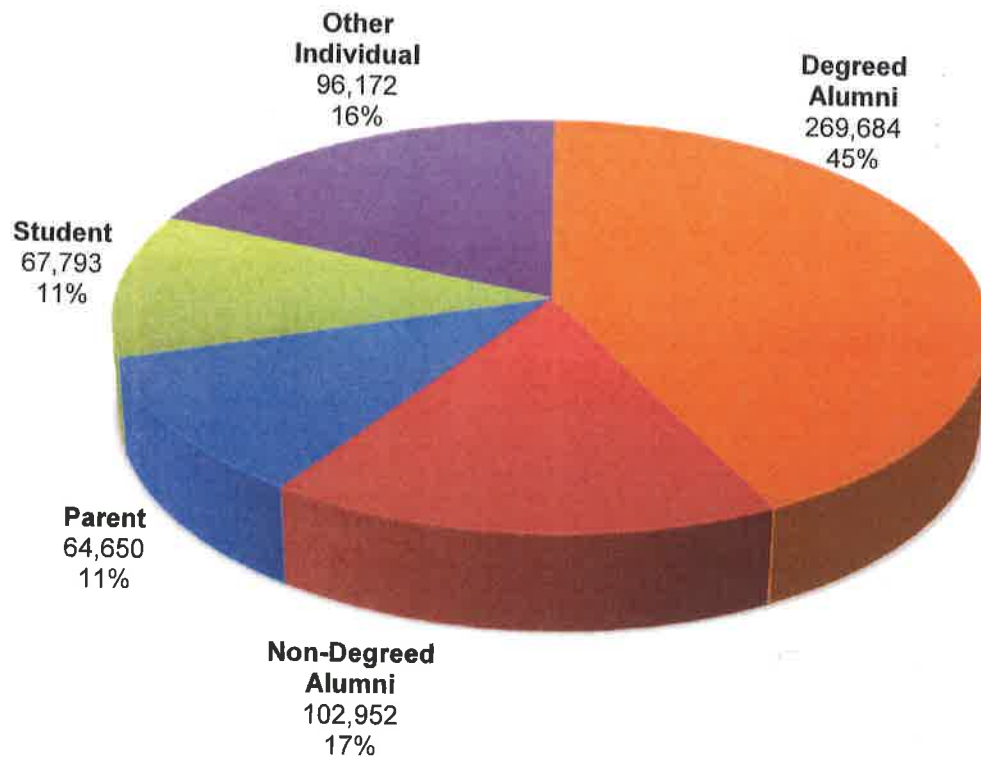
TOTAL PIPELINE

	Strategy Determined	Delivered - Decision Pending	Verbal Commitment	Level Total
\$10M+	\$71,850,000	\$25,000,000		\$96,850,000
\$1M - \$9,999,999	\$60,838,730	\$62,450,000	\$30,020,000	\$153,308,730
\$500K - \$999,999	\$10,200,000	\$12,448,375	\$2,081,454	\$24,729,829
\$100K - \$499,999	\$5,320,364	\$8,483,215	\$3,048,511	\$16,852,090
\$25K - \$99,999	\$2,476,101	\$4,064,237	\$1,362,500	\$7,902,838
under \$25K	\$107,500	\$648,699	\$258,001	\$1,014,200
Status Total	\$150,792,695	\$113,094,526	\$36,770,466	\$300,657,687

Proposals of strategy determined, delivered-decision pending, verbal commitment. FY15 Pipeline has an anticipated close date in FY15 or earlier.

Email coverage

**Emails in Database
Individuals**



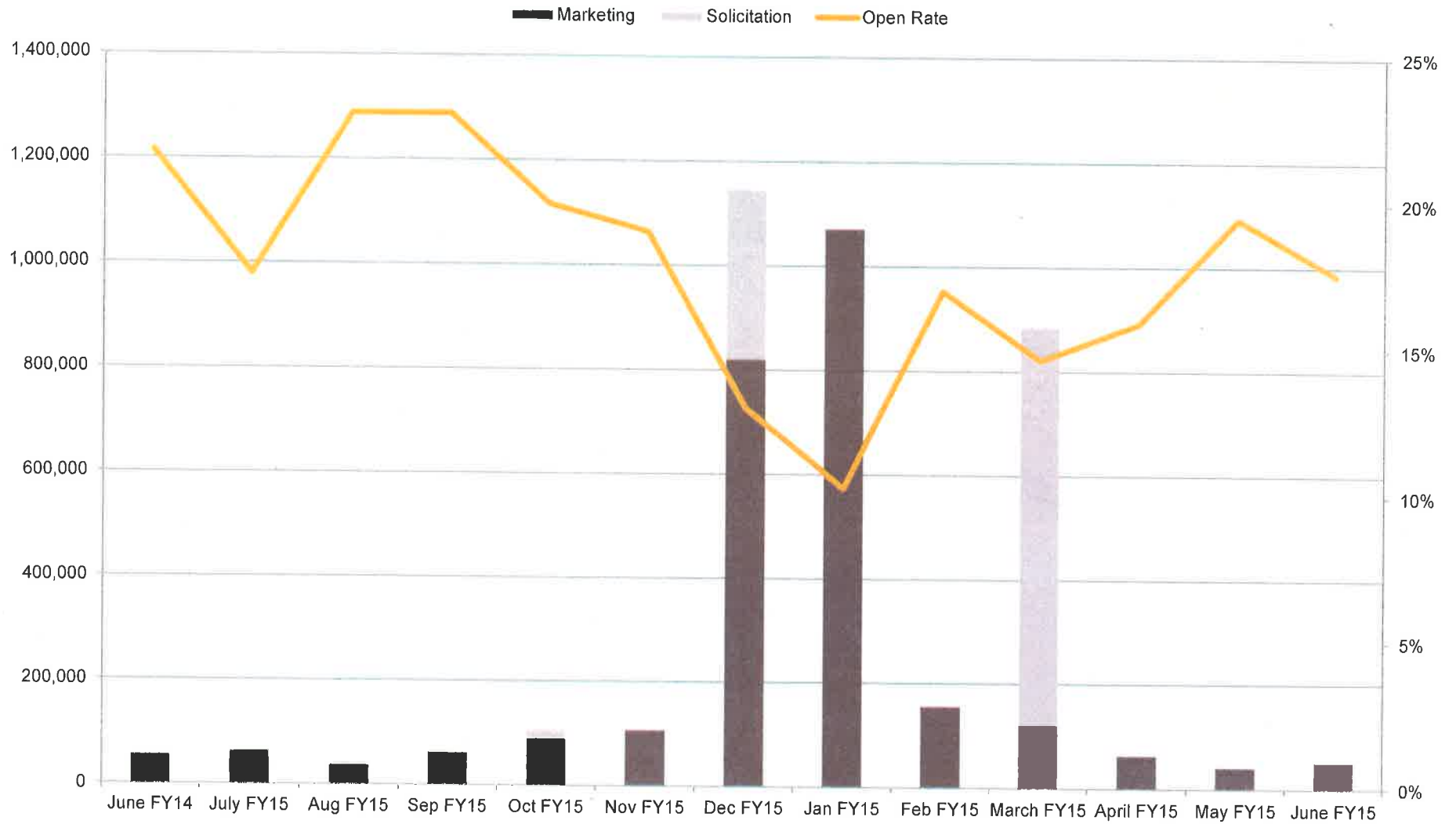
Total Emails: 606,922 Individuals

**Database Coverage of Emails
Individuals**

	Entities with Emails	Total Entities	Percent Coverage
Degreed Alumni	272,002	412,326	66.0%
Non-Degreed Alumni	103,061	187,058	55.1%
Parent	70,390	146,133	48.2%
Student	66,371	66,484	99.8%
Other Individual	95,098	381,096	25.0%
Total	606,922	1,193,097	50.9%

Based on individuals with a primary email address.

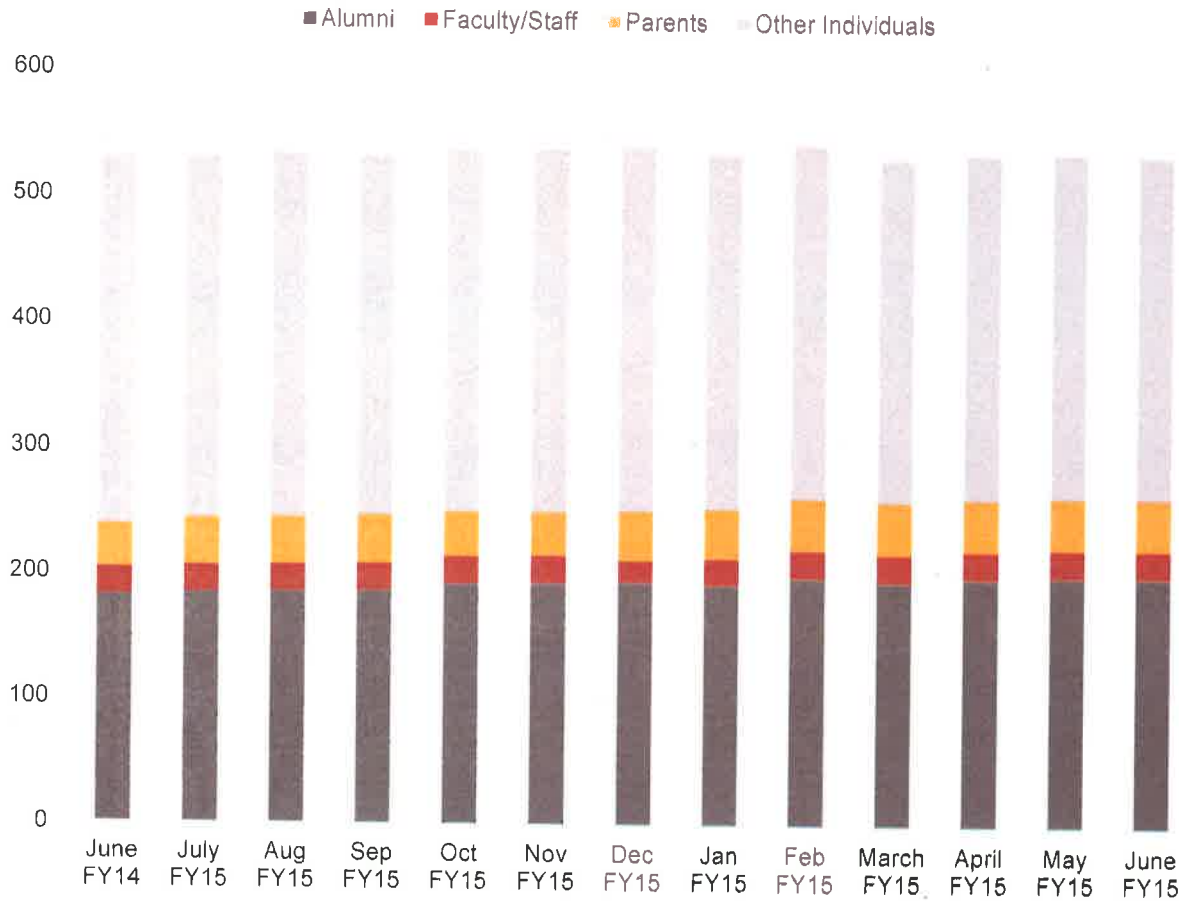
Email activity



Totals from iModules and ExactTarget.

June FY15

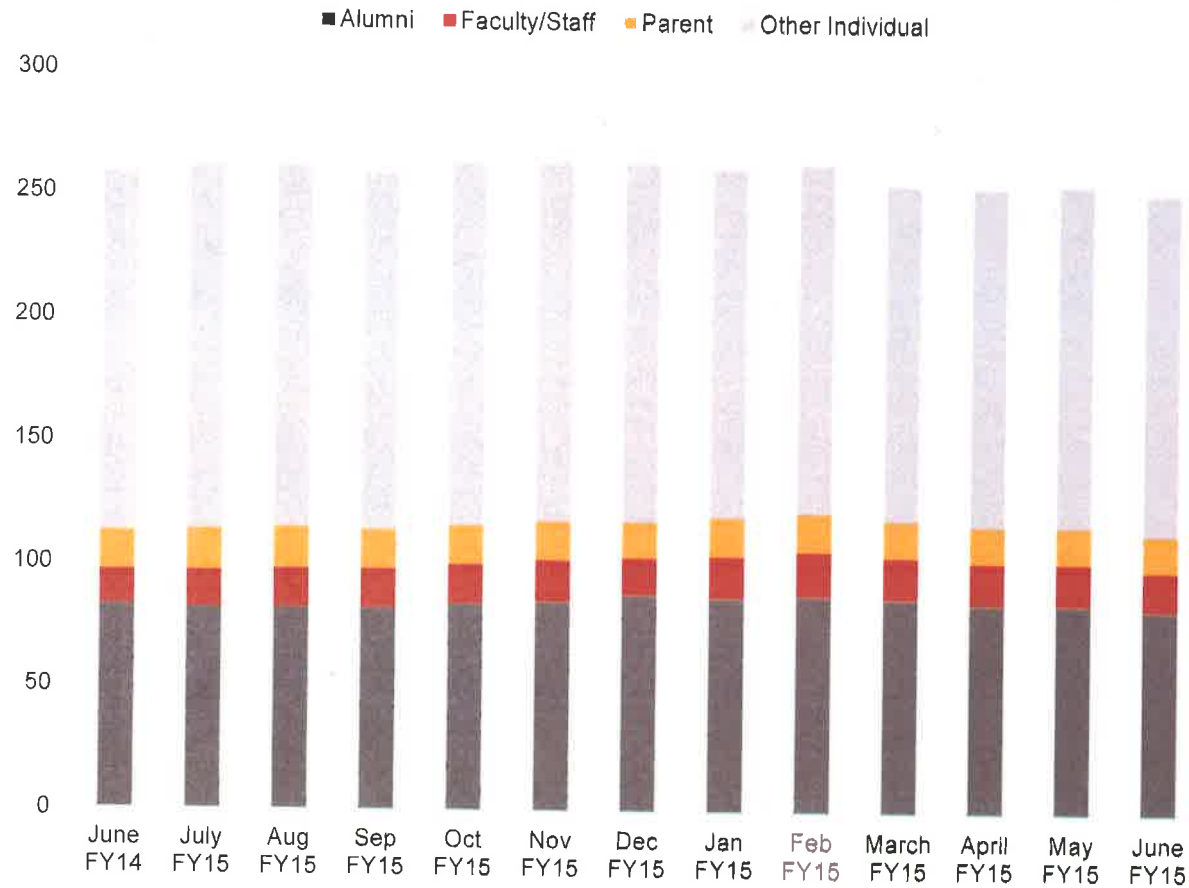
President's Club members



	June FY14	June FY15	12-Month Change
Alumni	182	200	9.9%
Faculty/Staff	22	22	0.0%
Parent	35	42	20.0%
Other Individuals	293	274	-6.5%
Total	532	538	1.1%

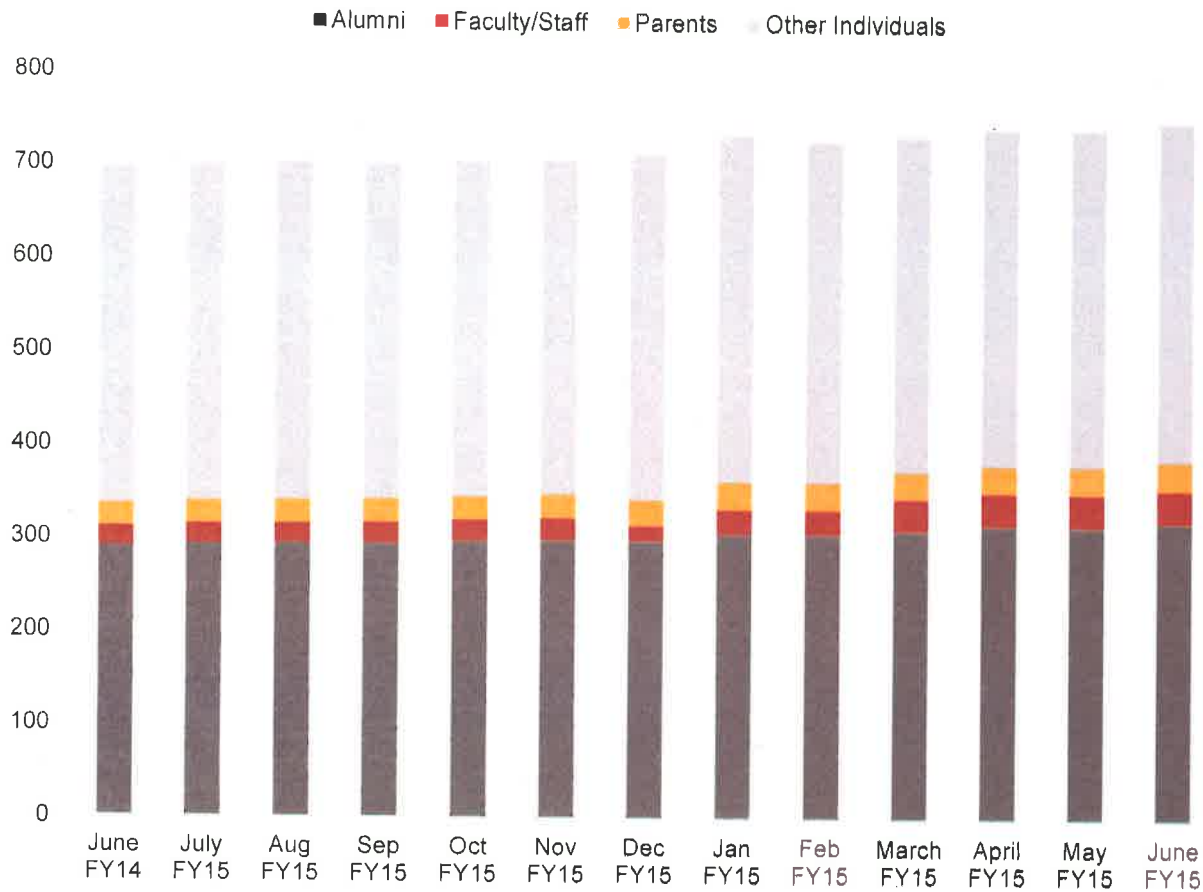
Based on active gift club members in Advance

Women and Philanthropy members



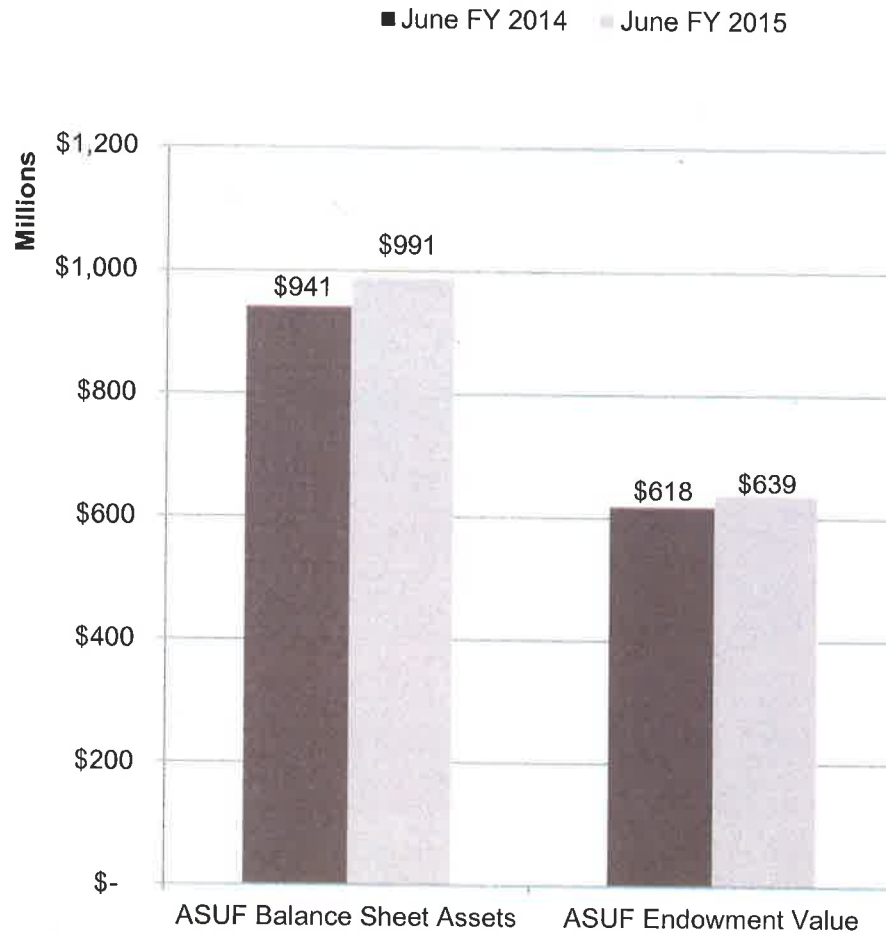
	June FY14	June FY15	12-Month Change
Alumni	83	83	0.0%
Faculty/Staff	14	16	14.3%
Parent	16	15	-6.3%
Other Individuals	146	139	-4.8%
Total	259	253	-2.3%

Cornerstone Society members

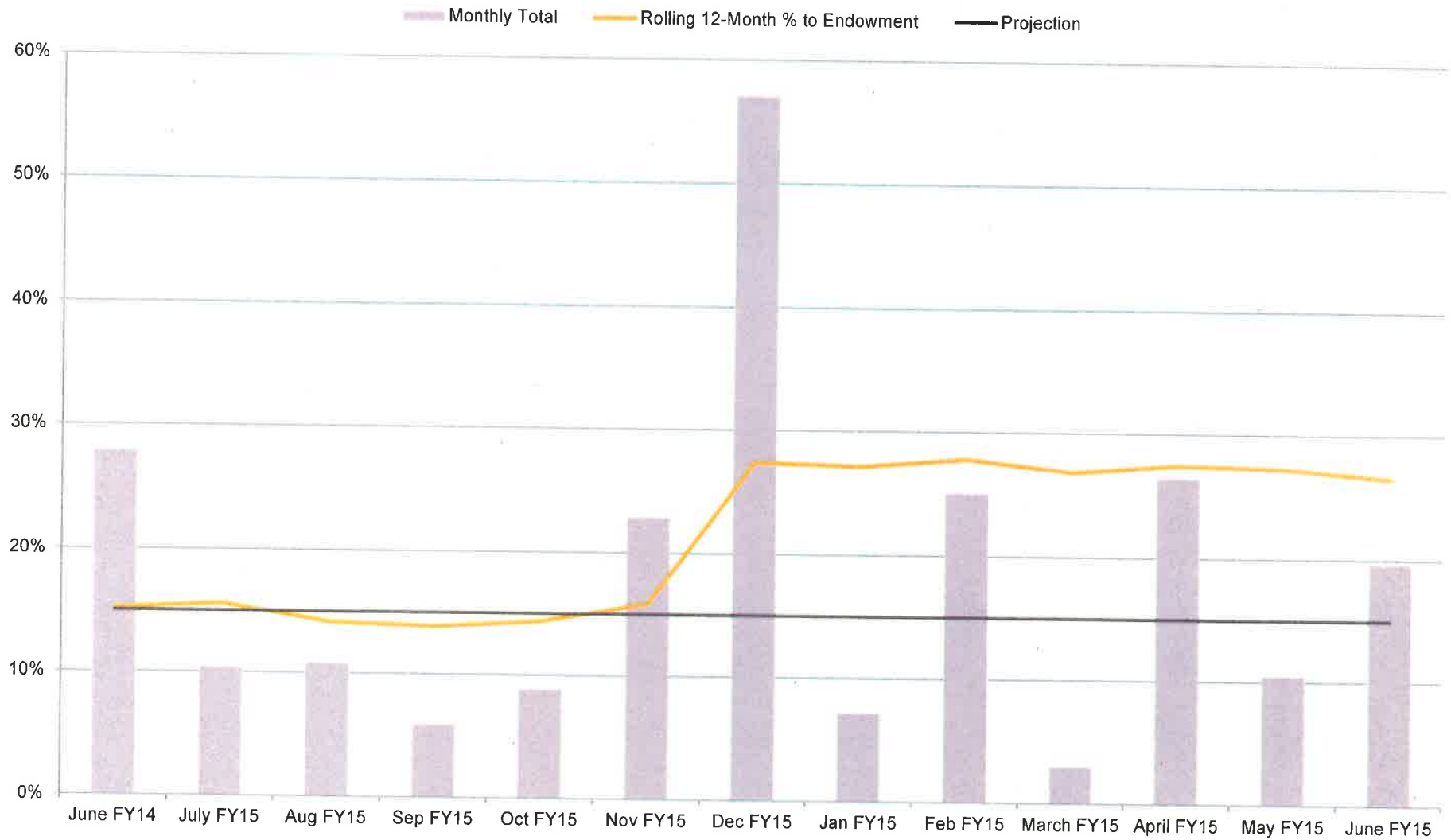


	June FY14	June FY15	12-Month Change
Alumni	290	320	10.3%
Faculty/Staff	22	35	59.1%
Parent	25	32	28.0%
Other Individuals	361	365	1.1%
Total	699	752	7.6%

Total assets and endowment



Percent of gifts to endowment (CAE)



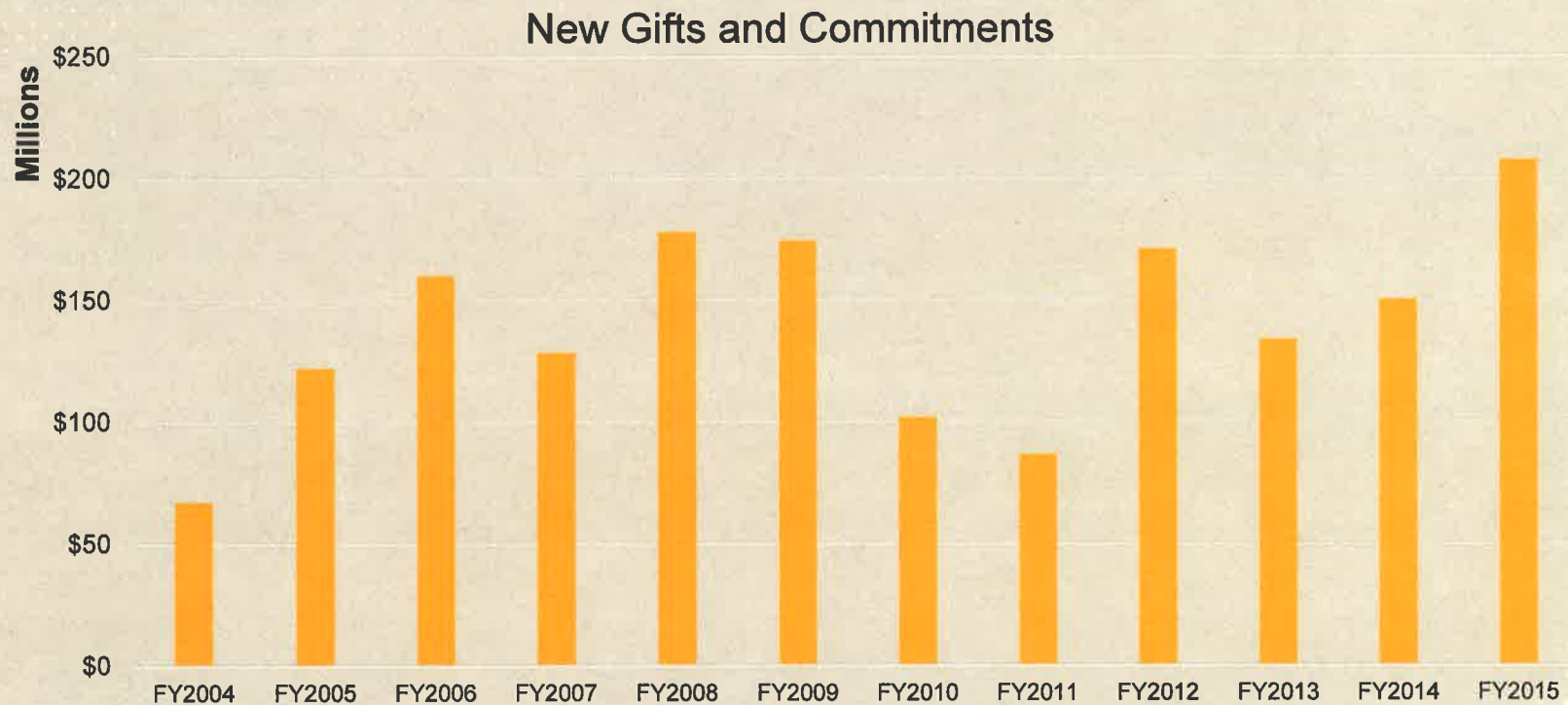
ASU Foundation
for a NEW AMERICAN UNIVERSITY

ARIZONA STATE UNIVERSITY

ASU Foundation
for a NEW AMERICAN UNIVERSITY

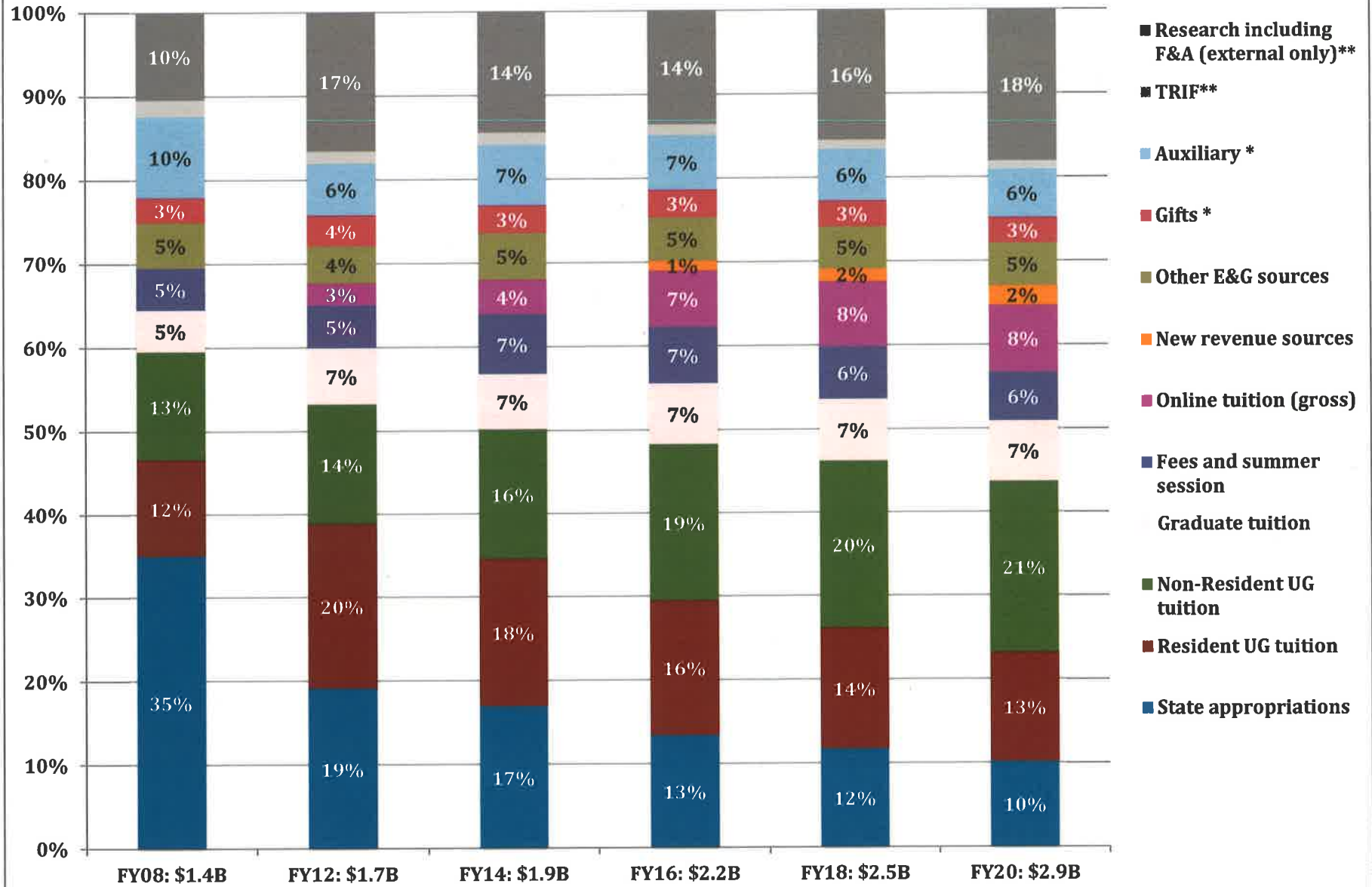
ARIZONA STATE UNIVERSITY

ASU Fundraising Results

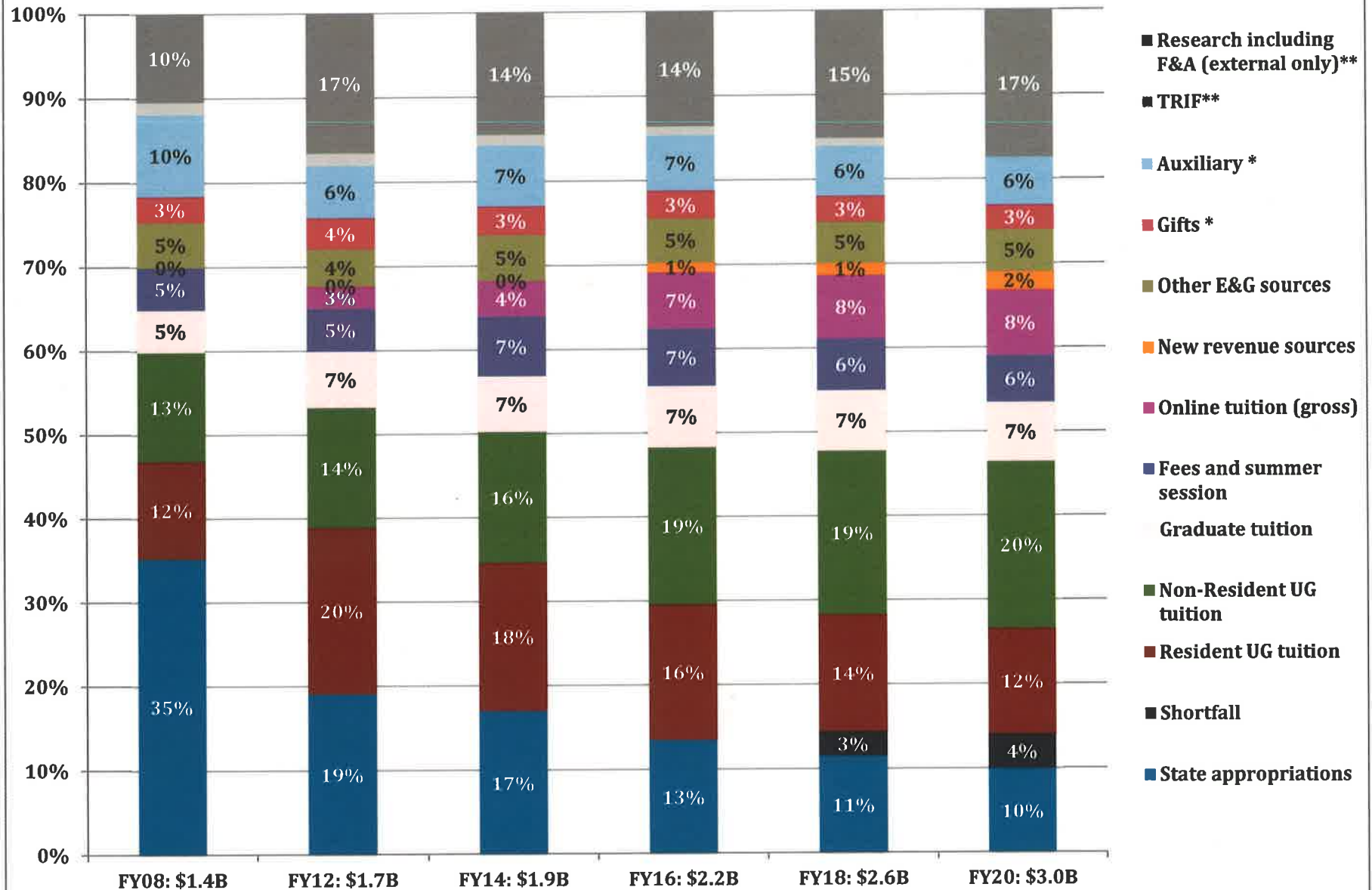


- The FY15 New Gifts and Commitments total of \$207M represents the best fundraising year in the history of ASU, surpassing the FY15 goal of \$150M by nearly 40%
- More than 101,000 donors made gifts to ASU in FY15
- Gift receipts of \$130.8M were also up 28% over FY14

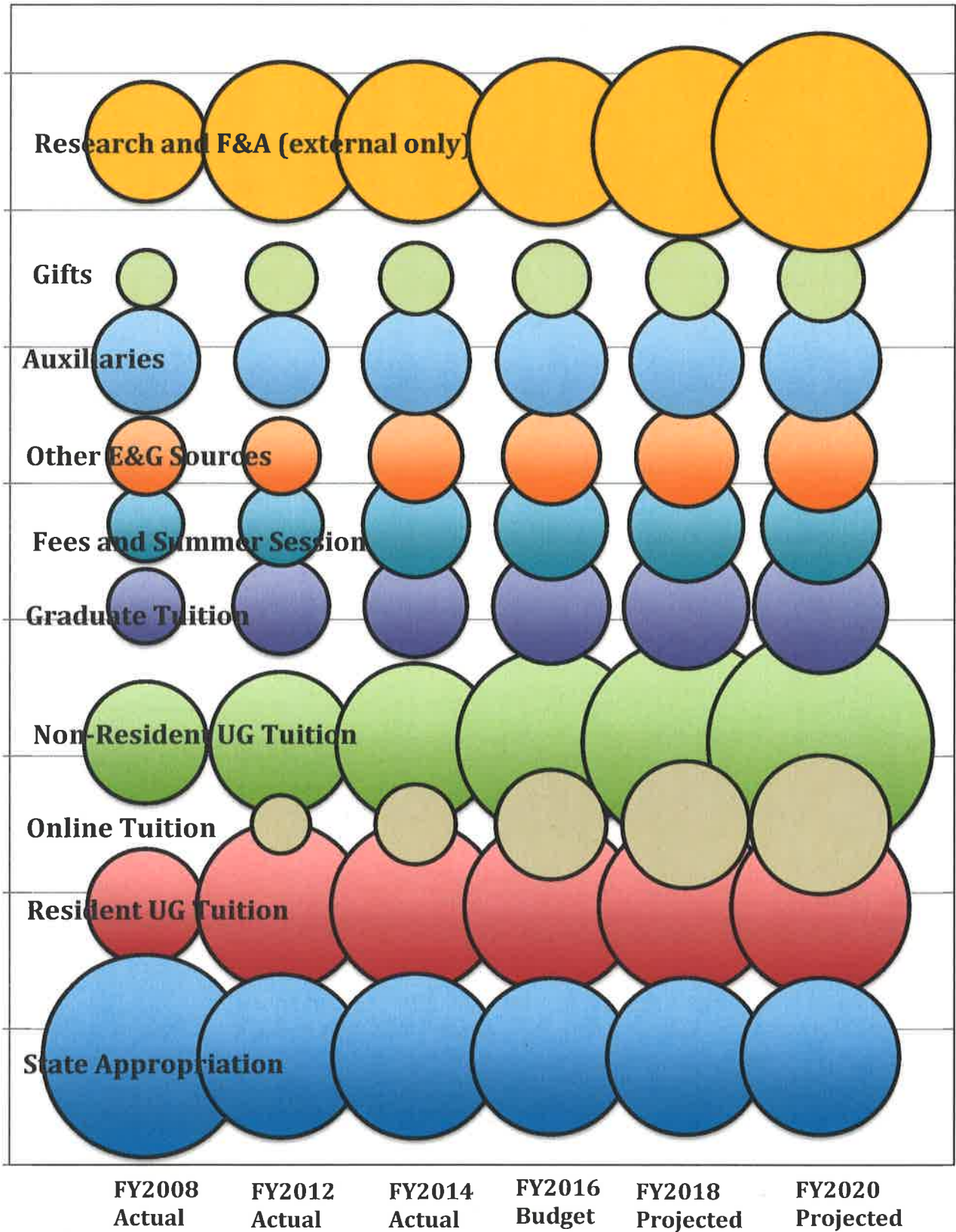
Gross Revenue Sources: All Funds



Gross Revenue Sources: All Funds



**Relative Change in Gross Revenue Categories:
FY08 to FY20
(State appropriation in FY08 = 1.0)**



2014-2015 Annual Incentive
FY2015 Goal 1

Tab 1

2014-2015 Annual Incentives

FY 2015 Goal 1

Successful integration of Thunderbird Graduate School of International Management into ASU. This will include the design of a new program portfolio and the launch of the new portfolio in the global marketplace.

Much progress has been made in the first six months of operation in all aspects leading to The Thunderbird School of Global Management at ASU ranked #15 in Financial Times 2015 Executive Education rankings.

The fuller report is attached.



THUNDERBIRD

SCHOOL OF GLOBAL MANAGEMENT

A unit of the Arizona State University Knowledge Enterprise

INTEGRATION UPDATE

Dr. Allen Morrison | CEO and Director General

6 Months into the Merger

- We have made excellent progress during the first 6 months integrating Thunderbird with ASU
- Highlights include:
 - Completed “right-sizing” of Thunderbird organization including structural changes and downsizing of support staff
 - Redesigned all Thunderbird degree programs
 - Introduced a new undergraduate program
 - Shifted key support activities to ASU; in other cases, developed a shared services model
 - Moved to build Thunderbird’s executive education business aggressively through restructuring, corporate outreach and launching of new programs
 - Developed a shared faculty model to promote executive education across ASU
 - Engaged in a major alumni outreach initiative
 - Broadened “Thunderbird for Good” and “Thunderbird in Emerging Markets” programs to include a broader base of ASU initiatives
 - Revised Thunderbird’s Global Council of senior executives
 - Restructured Thunderbird’s Geneva office

Highlights: Structural Changes at Thunderbird

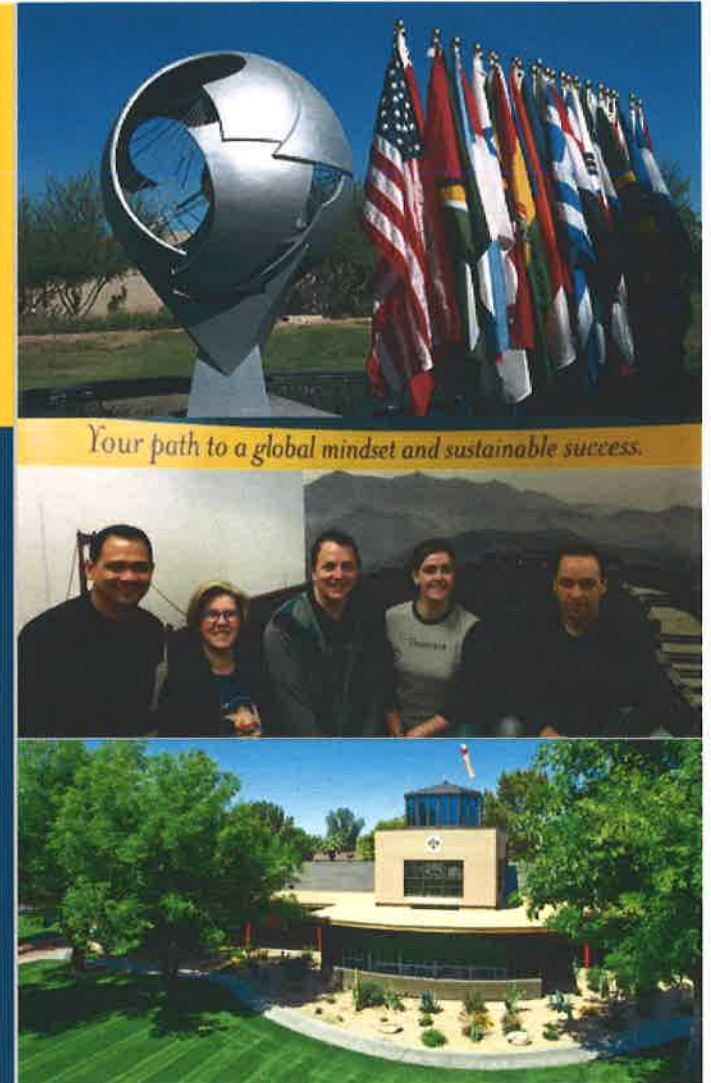
- Several support areas shifted to ASU: Financial Aid, Bursar, Registrar, Library, Facilities, Desktop Support & Services (UTO)
- Leveraging a Shared Services model for other areas:
 - Accounting
 - Established a financial hierarchy for Thunderbird on ASU's books
 - All procurement and accounts payable activity adhering to university processes
 - Human Resources
 - Rolled out new time reporting systems for employees (PeopleSoft and TAS)
 - Marketing/communications
 - Information Technology
- Reduction in work force
 - Two waives: at acquisition and June 30
 - All terminations are scheduled to be completed by December

Highlights: Structural Changes at Thunderbird

- Purchasing and Procurement
 - Thunderbird departments utilizing P-cards
 - Use of SunMart for supplies and services
 - Engagement with Purchasing and Business Services for new and renewed contracts, and contract management for goods and services
- Travel: Served as the pilot school for roll out of My ASU TRIP
- Engagement with ASU Study Abroad office
 - All degree driven student travel programs go through Study Abroad Committee
 - Allowing for risk management and locational awareness on the Tempe campus
 - Compliance with ABOR Code of Conduct and relevant ASU student travel policies

Highlights: Graduate Degree Programs

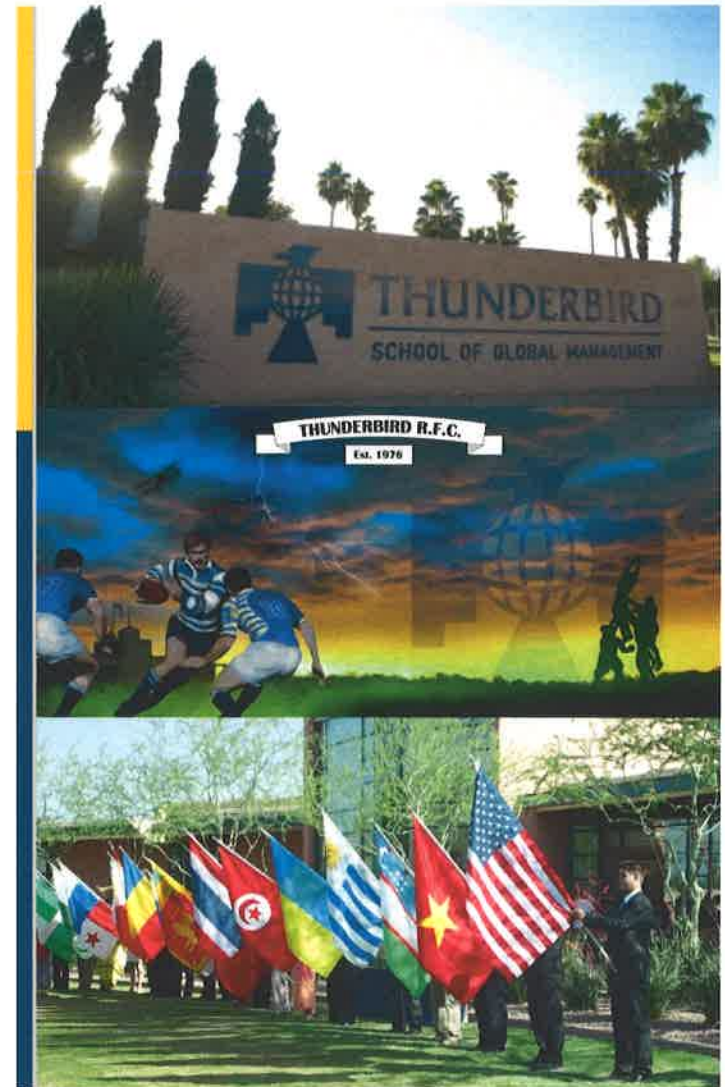
- Strengthened through partnership with ASU
 - Strategic Enrollment Management approach, a solid collaboration with ASU Enrollment Services
 - Admissions Committee involving Thunderbird and ASU Enrollment representatives fully implemented
 - Financial Aid, Bursar, and Registrar duties transitioned to ASU and provided to Thunderbird as Shared Services
- Thunderbird Online MGM leverages:
 - The partnership with ITK/Pearson for Student Recruitment, as well as Student Support and Retention
 - The subject matter expertise of ASU Online for Marketing, Corporate Outreach, Course Development, and Program Management
 - Best Practices of EdPlus and ASU Instructional Design
 - Current collaboration includes enhancement of the Thunderbird Studio recording capabilities, increasing the available recording time for all ASU online video recording needs.



Highlights: Thunderbird's Flagship Program

Launched: Master of Global Management

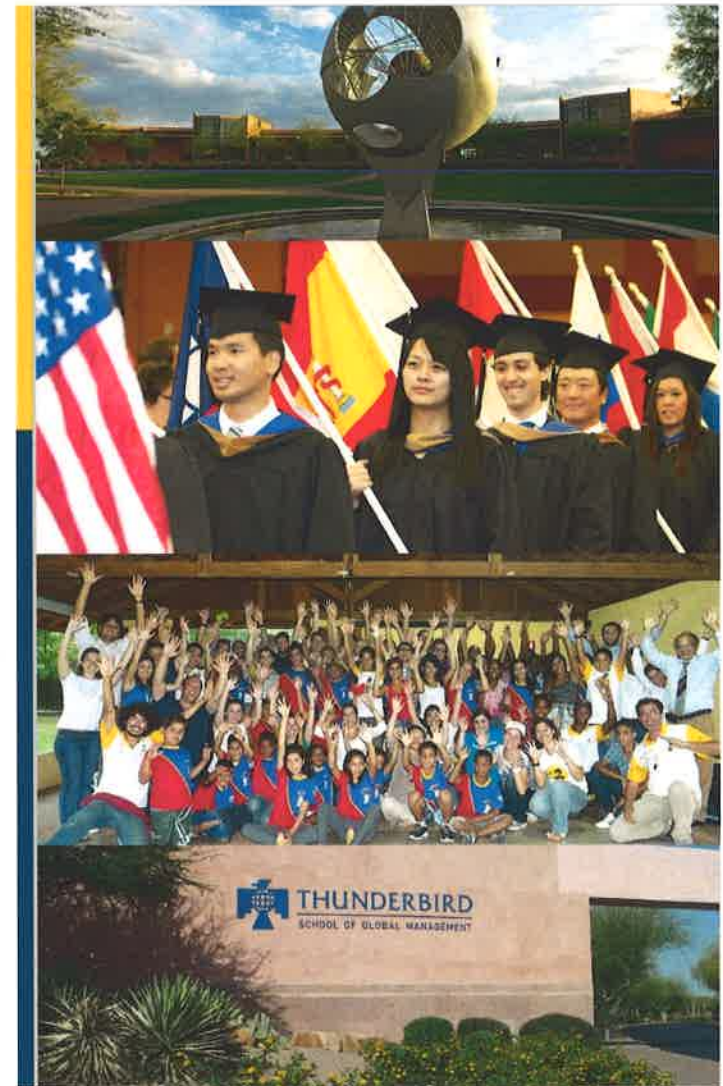
- The Program
 - Combines coursework components to create well-rounded global business leaders; incorporating general management, Cross-cultural insight, Regional studies, and Foreign language
 - Strategically choreographed progression through every facet of international management, with hands-on, experiential learning opportunities, practical, applicable nuances of global business, and second language capability
- Delivered in three modalities:
 - 1) Full-time
 - 2) Executive/Weekends
 - 3) Online/Blended



The Thunderbird Collaboration

Launched: Master of Arts in Global Affairs and Management

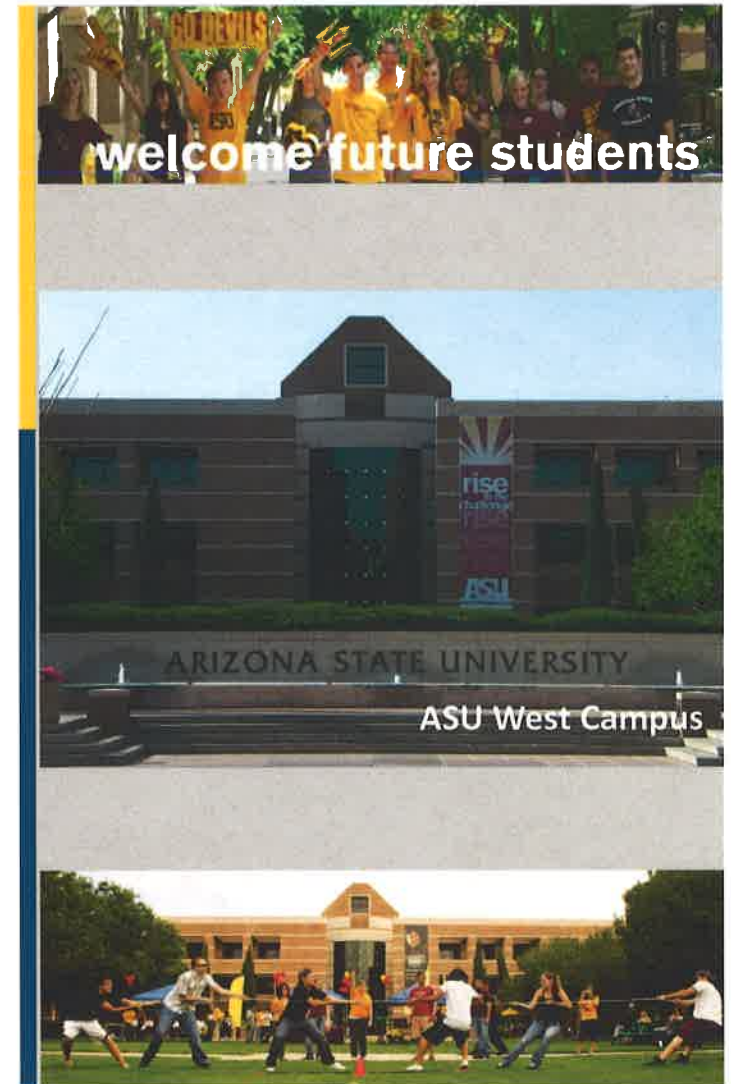
- The Program:
 - Interdisciplinary degree that covers all aspects of global affairs and management:
 - Global relations
 - Political economy / states & markets
 - Cross-cultural communications
 - Core business courses
 - Prepares students with the tools and insight to address complex issues in diplomacy, business and society, and to bring an increased focus on social responsibility to their corporate employers
 - Attractive for students from multiple academic backgrounds
- This program is delivered in collaboration with the ASU School of Politics and Global Studies (SGS). Many Faculty will deliver coursework in this program.
- The curriculum supports concurrent degree options and certificates for non-business masters degrees such as JD, Master of Public Policy, and Sustainability; currently under development



Highlights: The Thunderbird Academy

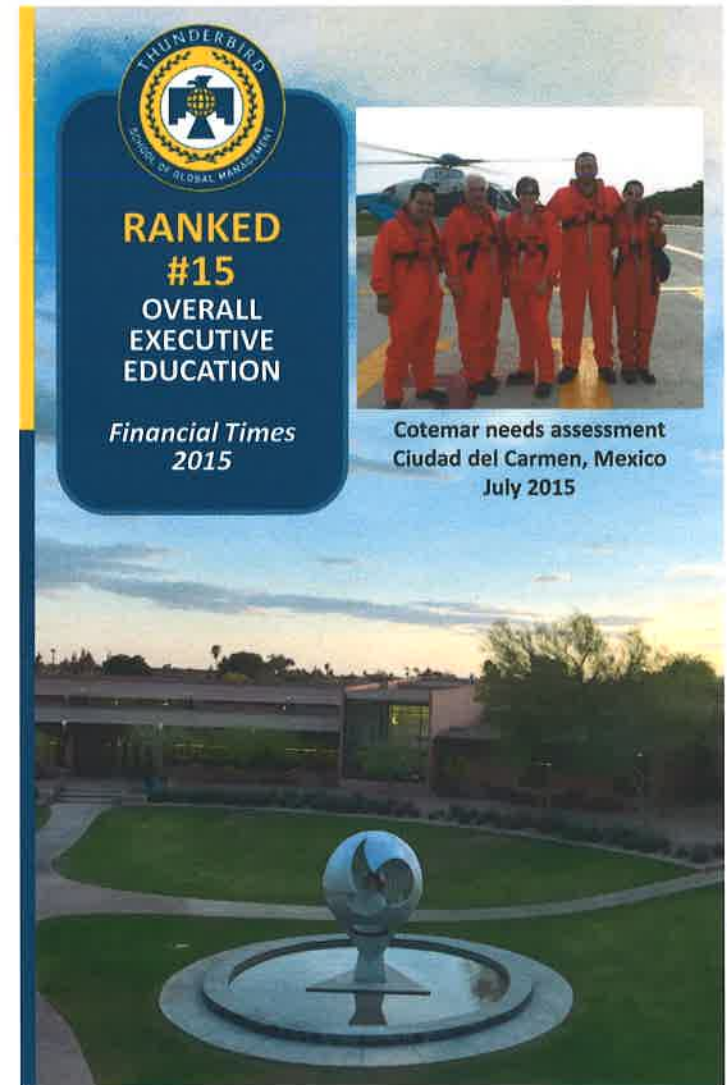
Launched: Bachelor of Global Management

- The Program:
 - Access to Thunderbird's outstanding global management expertise at the undergraduate level
 - Strong language, communication, and intercultural focus in Arabic, Chinese, English or Spanish
 - Language study extends beyond the classroom and into culture pods and language-based housing
 - Unique class structure pairs native and second language learners in the same classroom
 - Semester long applied learning experience/international internship
 - Senior capstone course and project, includes the completion of portfolio and professional development plan
- Delivered at ASU West campus
- Program Orientation, Academic Advising, Peer Mentor Program, and Student Experience, developed in partnership with New College of Interdisciplinary Arts and Sciences



Highlights: Thunderbird Executive Education

- **Launching new interdisciplinary programs**
 - Global Institute of Coaching will delve into the science, theory, design and practice of coaching
 - Global Logistics Council will blend the best of Thunderbird and W. P. Carey expertise
- **Creating a Corporate Development team with geographic responsibilities**
 - Restructuring allows us to serve our clients better through deeper engagement in the markets and cultures in which they operate.
- **Deepening client relationships and expanding faculty resources**
 - Programs for MOL, RasGas, Essilor, Produce Marketing Association, and SABIC are immediately benefitting from expanded ASU faculty expertise
 - Developing a shared executive education faculty resource pool from across multiple schools, with early activities involving business, design, engineering, law, sustainability, and agribusiness
- **Growing our brand recognition**
 - Thunderbird School of Global Management at ASU ranked #15 in Financial Times 2015 Executive Education rankings. This is the first time ASU has appeared in the rankings.



Highlights: Thunderbird Emerging Markets Laboratory (TEM Labs)

The Thunderbird Emerging Markets Laboratory (TEM Lab) is a capstone course at Thunderbird that engages a team of four-to-five master's candidates with a client in an emerging market. The goals of TEM Lab are twofold: 1) create economic and/or social or environmental value for our client organizations, and 2) create a unique experience for Thunderbird master's students in which they can put their skills and experience to the test in a real-world, real-time, emerging market environment.

2015 Developments

- Five separate projects around the world, including projects in Angola, Peru, Nepal, and the Philippines
- The program raised \$20,000 via a “Pitchfunder” campaign supported by the Thunderbird class of 2015 and the ASU Foundation
- A partnership with Babes Bolyai University (BBU) in Cluj-Napoca, Romania; facilitated by connections through ASU professors Ileana Orlich and Alexander Mahalov.
- Two TEM Lab teams are currently in the field; one in Myanmar, and one in Colombia.
- Six projects are currently planned for this Fall, sending teams to Senegal, Bangladesh, Nepal, Romania, and Peru



Thunderbird Emerging Markets Laboratory (TEM Labs)

- The TEM Lab team is actively engaged with multiple departments at ASU, including OKED and ASU Global. From this relationship TEM joined the following proposals:
 - \$35 million proposal to USAID, focused on Latin American Countries Workforce Development Project
 - ASU Global has invited TEM Lab to meet potential partners and funders including Creative Associates International
- TEM Lab has met with the leadership of several ASU Colleges to explore the concept and process of engaging ASU students with TEM Lab projects. Including:
 - The College of Public Service and Community Solutions; Entrepreneurship and Innovation; School of Sustainability; ASU Lightworks; Walton Global Sustainability Solutions Services, Resource Innovation and Solutions Network
 - The Study Abroad and Accounting office to create and streamline processes to keep TEM Labs safe and sustainable.
- TEM Lab's Academic Director, Professor Michael Finney, has accepted an appointment as a Senior Sustainability Scholar at the Julie Ann Wrigley Global Institute of Sustainability.



Highlights: “Thunderbird for Good”

Thunderbird for Good leverages the School’s expertise in international business education to provide non-traditional students with business and management skills to fight poverty, secure peace, and improve living conditions in their communities. And in this way delivers on its mission to “create prosperity through business education for all.” Many Thunderbird for Good programs focus on educating businesswomen in developing countries.

- In partnership with Freeport McMoRan:
 - DreamBuilder: launched English version in March; 2015 grant funding to approach \$1M
 - DreamCatcher: new program will bring a cohort of Native American women entrepreneurs from Arizona to Thunderbird this Fall
- 10,000 Women Alumni program in partnership with Goldman Sachs - continue to build and deploy the global alumni program, and recently represented Goldman Sachs in Kenya
- Project Artemis: sixth cohort of Afghan women to attend Spring 2016 program
- Multiple grants submitted or in development in partnership with ASU, including OKED, the Center for Entrepreneurship and Innovation (Skysong), the School of Public Service and Community Solutions, and the President’s Office



Highlights: Thunderbird for Good

- Recent Recognition:
 - DreamBuilder video was shown at the CGI America plenary in June.
<https://www.youtube.com/watch?v=pfVcMS8piQk>
 - Invited by the White House as a speaker in the Youth and Women sessions at the Global Entrepreneurship Summit in Kenya.
<http://www.ges2015.org/>
 - Leadership role in the State Department’s Equal Futures Partnership Initiative.
 - DreamBuilder will be presented at conferences for the Small Business Association and the National Council of La Raza.
 - “Developing Women Leaders through Entrepreneurship Education and Training,” an article by Thunderbird Professor Mary Sully de Luque detailing Thunderbird for Good initiatives recently published by the Academy of Management Perspectives.
<http://amp.aom.org/content/29/2/250.abstract?etoc>

CLINTON GLOBAL INITIATIVE

6th GLOBAL
ENTREPRENEURSHIP
SUMMIT NAIROBI 2015

FACT SHEET: The Equal Futures Partnership to Expand Women's Political and Economic Participation

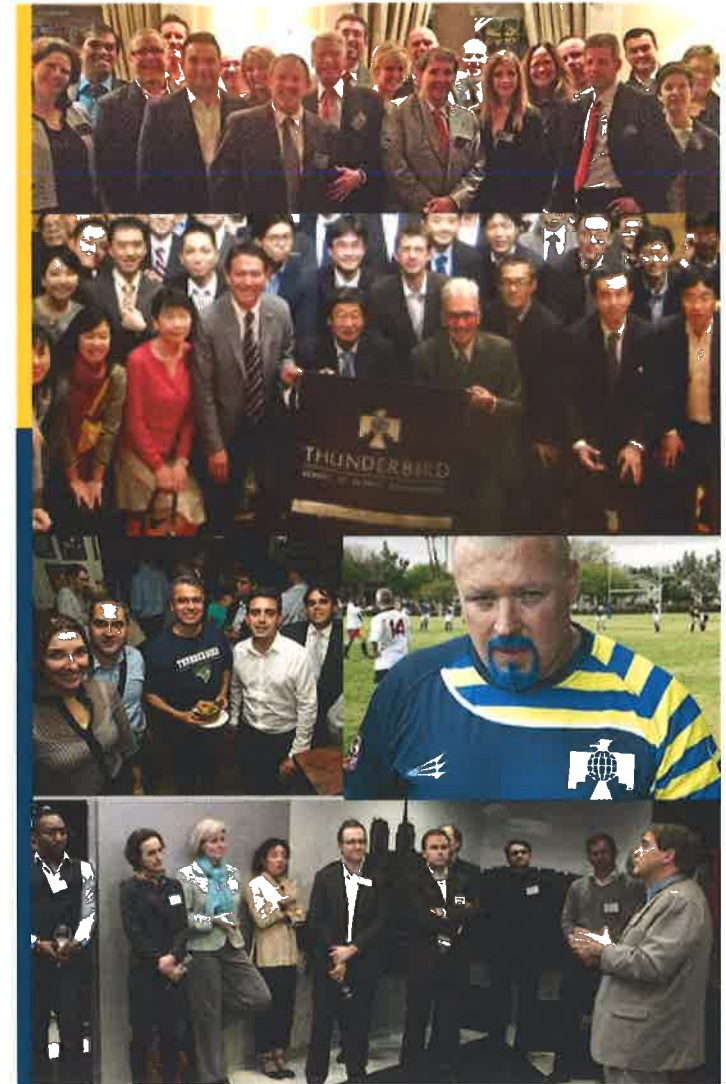
NCLR
NATIONAL COUNCIL OF LA RAZA

SBA
U.S. Small Business Administration

ACADEMY OF Management Perspectives

Highlights: Alumni Outreach

- Post-merger, many of Thunderbird's 43,000 alums expressed concerns about the continuation of the Thunderbird brand, confusion over relationship with ASU
- Over past 6 months, Thunderbird and ASU have engaged in significant alumni outreach designed to re-engage Thunderbird alums
- ASU's President conducted meetings with members of Thunderbird Global Council and key alumni leaders in Europe and Asia
- Thunderbird's CEO met with 19 alumni chapters around the world
- Thunderbird completed a restructuring of its alumni organizations including creation of Thunderbird Executive Leadership Council (55 members)



2014-2015 Annual Incentive
FY2015 Goal 2

Tab 2

2014-2015 Annual Incentives

FY 2015 Goal 2

Evolving ASU Online into a new world class teaching and learning platform called ASU Ed Plus. This will include the design of an integrated learning platform and the launch of the new platform so as to expand impact and student success rapidly in multiple general and corporate markets.

EdPlus at ASU

Last year, the university created EdPlus at ASU with the intent of accelerating initiatives and consolidating efforts around technology-enabled teaching and learning. EdPlus at ASU serves as central service function focused on advancing the use of educational technology in service to students, faculty and others locally, nationally and around the globe.

As the innovation arm of the university's mission to expand access to higher education, EdPlus is charged with creating an immersive, technologically advanced system to shape a generation of master learners. This objective inspired a series of strategies that formed the foundation for each EdPlus initiative.

Ensure ASU Online meets 20,000 student ABOR 2020 goal

The objective for the first year of enrolling 12,500 unique, non-Starbucks students in digital immersion programs was met, along with the attendant revenue objective. This core business area also established a business intelligence unit that scans the ed tech and online industry and provides data and research useful in determining and advancing market opportunities.

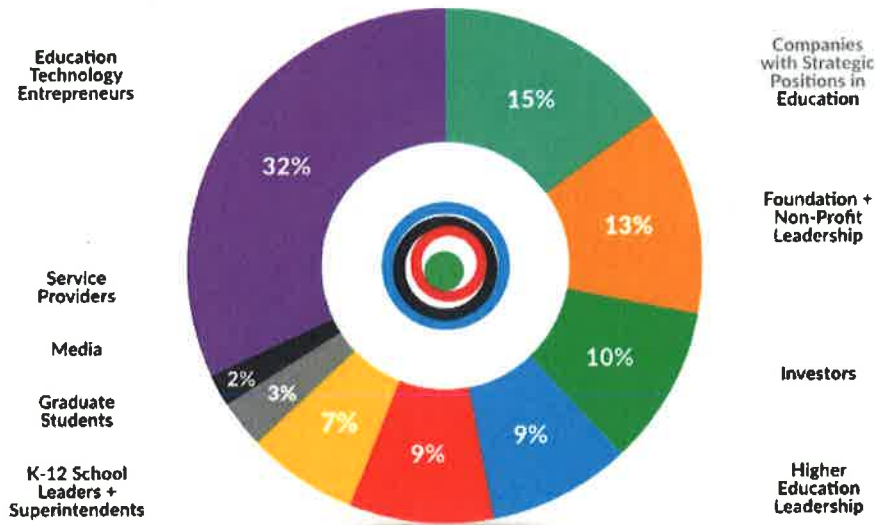
Extend ASU Online to new US populations

The primary objective here was to enroll at least 4,000 unique online students via the Starbucks College Achievement Plan. We are on track to exceed that goal, perhaps by as many as 800 students by the beginning of the Fall B session. Additionally we increased the percentage of fully online students from outside of Arizona while increasing the total number of Arizona residents in online programs.

Project ASU's leadership in education innovation

The key modality through which we project leadership in educational innovation is the ASU-GSV Education Innovation Summit held each April. The event this year was the largest and most successful to date, with over 2,500 attendees. The breakdown is contained in the following graphic, which demonstrates the large number of entrepreneurs and investors who attend, making this the, "must attend event for education technology investors" (*The New York Times*, April 9, 2015).

ASU GSV Summit Attendee Composition



Demonstrate and improve ASU's excellence in teaching and learning and advance relations with strategic partners

- To accelerate the adoption and acceptance of digital teaching and learning, EdPlus created the Digital Teaching and Learning Action Lab (Action Lab). The objectives of the Action Lab include translating research findings into the classroom, understanding how we develop, at scale, teaching ecosystems, and assessing tools and process in the market used in hybrid and online teaching and learning. Using the scale of ASU, we can begin performing rapidly (in a matter of days in some cases, in others over the course of a session), alpha and beta testing as well as A/B testing using ASU faculty – powerful and agile methods to help discover which features or which teaching methods work. The founding managing director of the Action Lab is Lou Pugliese, who comes from a distinguished career including CEO of Blackboard and director of strategy at ETS.
- To advance ASU's relationship with strategic partners, EdPlus created the Strategic Design and Development Unit. The diagram on the attached page illustrates the diversity of projects that unit is currently engaged in, including partnerships with the Mayo Clinic, Cengage Learning, Knewton LLC, Echo360, Pearson and Starbucks.

Expand ASU's global footprint

During the year the university signed MOUs with two high reputation global universities, the University of New South Wales in Sydney, Australia, and King's College London, to create the PLuS Alliance (Phoenix – London – Sydney University Alliance). The objective of the network is to rapidly deploy digital technologies and coursework to rapidly emerging middle class consumers across the globe. These consumers represent an untapped market for digital and online learning and teaching, and the impact and revenue

are both extraordinary. We expect the deployment of the first programs to occur in January, 2016.

Develop and commercialize New Educational Innovation

By partnering to create a transformative new model for higher education delivery, ASU and edX have opened the vast resources of a public research university to everyone, everywhere. This August will mark the first time the edX platform has been harnessed to help students earn university-level credit on a global scale. In preparation for GFA's launch, EdPlus has determined 10 Global Freshman Academy courses and launch dates, and scheduled three courses for launch this fall. GFA's first course, Introduction to Solar Systems Astronomy (AST 111/113), will begin August 20, 2015 for the Fall A session; 6,486 learners have registered for the course. Human Origins (ASM 246) has 2,834 registrants and will begin in Fall B. Western Civilization (HST 102) has 4,030 registrants and will begin in Fall B.

Strategic Design and Development Projects

