

Notation inserted by Board Secretary:

Reports for 2019-2020 were not required. President Crow submitted the enclosed report.



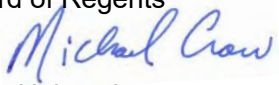
Michael M. Crow

At-Risk Assessment

FY 2020

August 10, 2020

TO: Larry Penley
Chairman, Arizona Board of Regents

FROM: Michael M. Crow 
President, Arizona State University

CC: Arizona Board of Regents
John Arnold
Jennifer Pollock
Nancy Tribbensee

RE: FY2020 At-Risk Compensation

Enclosed is my FY2020 preliminary performance assessment as it relates to the Arizona Board of Regents At-risk Compensation Program. I am not submitting the final report because the Board is not reviewing this work output at the moment. But, I just wanted you to have a sense of where we are relative to each of the goals.

This report speaks for itself in the sense that we are making excellent progress on each of the goals that I was assigned. Specifically:

Goal 1: *“President Crow will work with his team to design and deploy two new schools (ASU Local and Universal Learning) within ASU to continue to develop into a national service university.”* We have accomplished that goal as you will see and, in fact, are moving quickly and rapidly toward those outcomes.

Goal 2: *“President Crow will partner with Arizona schools and districts to deploy ASU expertise in math education in Arizona high schools. This effort will be designed to reduce and eliminate the math gap for college readiness and will expand on pilot efforts in place as of September 1, 2019. The report will document new partnerships with schools and districts, and articulate a strategy for increasing the number and effectiveness of these partnerships. The aspirational goal is to have 30 new or expanded partnerships in place by June 30, 2020. The report should identify challenges for expanding and maintaining partnerships and opportunities for external financial and other support statewide. The partnerships may be tailored to address the needs of individual schools and districts, and may include support for current teachers as well as student access to the on-line platform.”* For many reasons, including COVID, we have exceeded the goal with 46 new and expanded partnerships, 37 new school collaborations, 6 expanded collaborations and dozens of new activities just underway. In the last few weeks, we now are partnering with all Arizona school districts through ASU Prep Digital which you can see in the report.

To the multi-year goals, we are continuing to make progress, as you will see in the report.

Mostly, I just wanted you to get a sense, even though you are not reviewing performance at this time, that we are continuing to make progress on all of these fronts as you have articulated.

I look forward to the opportunity when we have a chance to review this progress in detail.

Thank you.

2019-2020 Individual At-Risk Goal 1

President Crow will work with his team to design and deploy two new schools (ASU Local and Universal Learning) within ASU to continue development into a National Service University.

Goal Accomplished

Report Follows

ASU Local & Learning Enterprise

Launch and Design



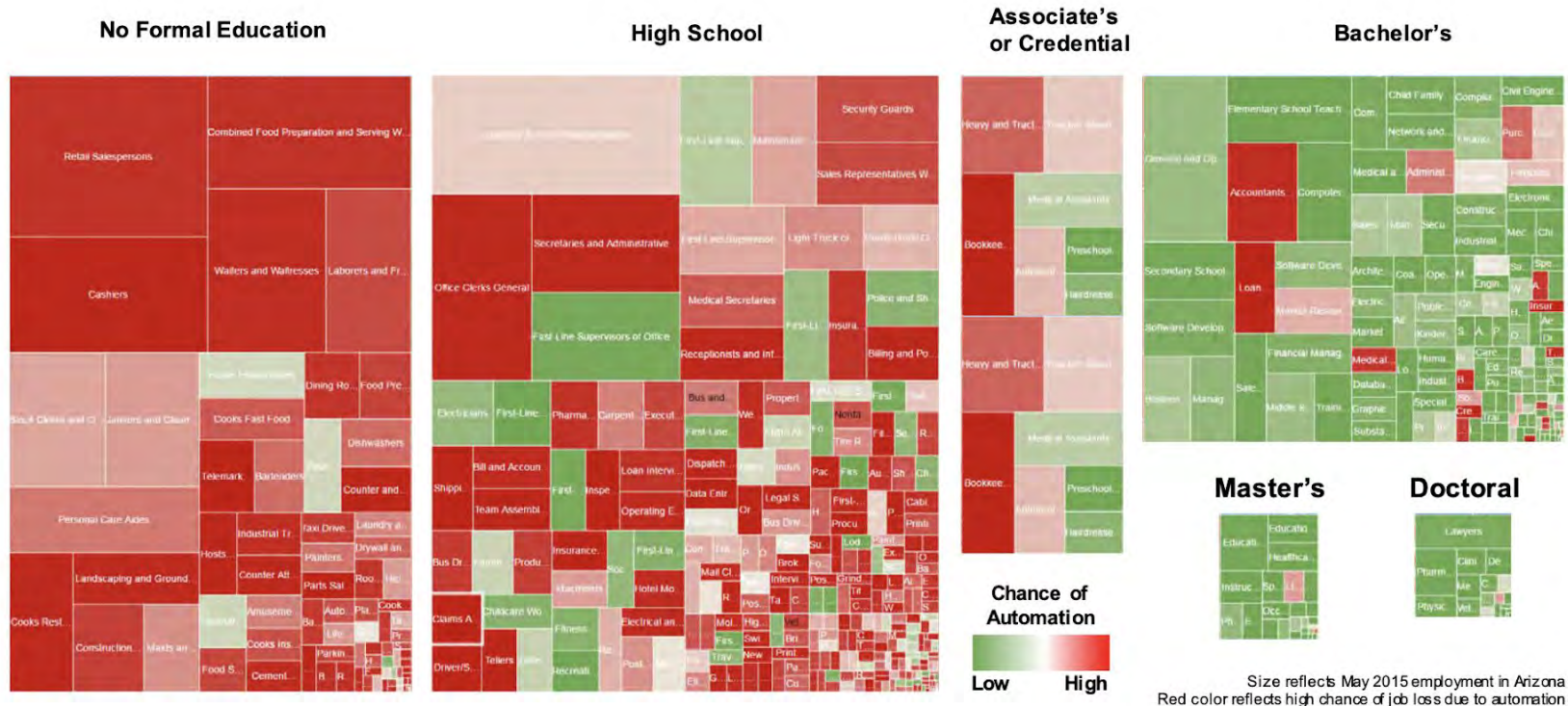
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The World Has Evolved

The Future Economy Will Need Higher Educational Attainment

AZ Employment of Occupation, Minimum Education Required, and Probability of Job Loss Due to Automation



An Unprecedented Moment of Urgent Need...

Over the past twelve weeks, 44 million Americans have filed for unemployment

Unemployment claims surged due to coronavirus

1.5 million Americans filed initial claims for unemployment benefits in the week ending June 6.



Note: Seasonally adjusted

Source: US Department of Labor
Graphic: Tal Yellin, CNN



1 in 3 Americans (34%) believe they would **need more education or training** to replace a lost job with one that pays a similar wage or salary.

Americans' top choices for future investments in their own education or training are for **online or on-the-job programs**.

26%

Online college or university

18%

Apprenticeship or internship with local employer

17%

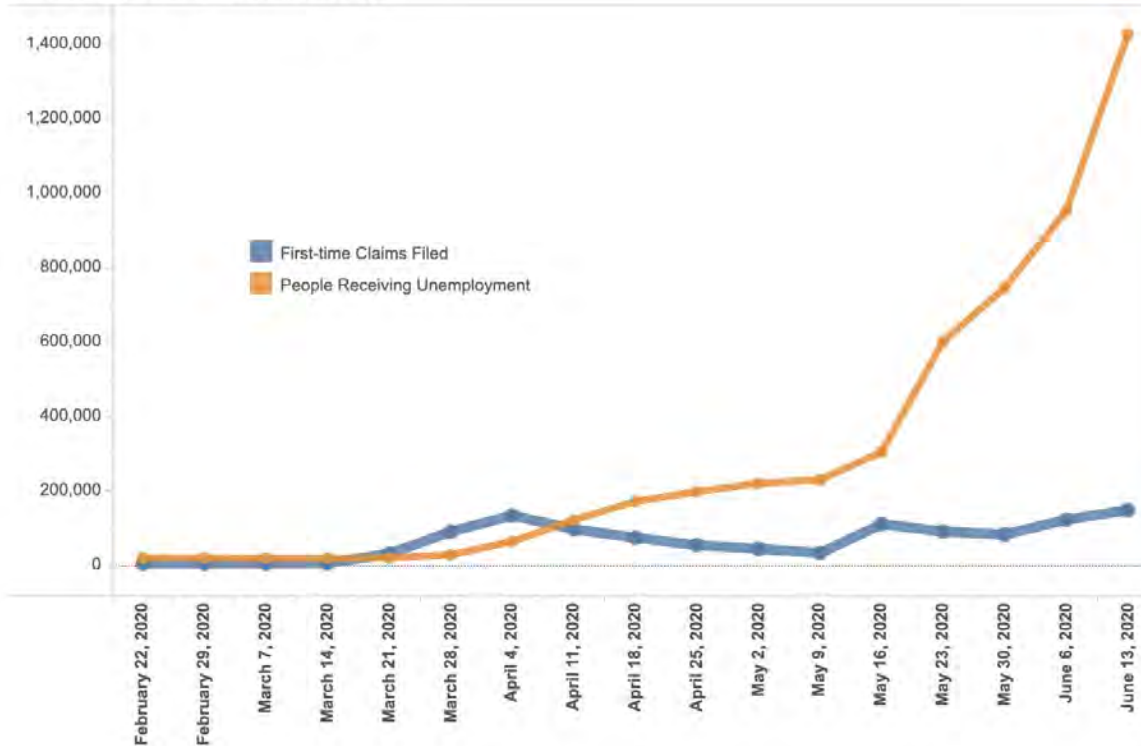
Online community college

Public Viewpoint: COVID-19 Work and Education Survey, Strada Education Network.

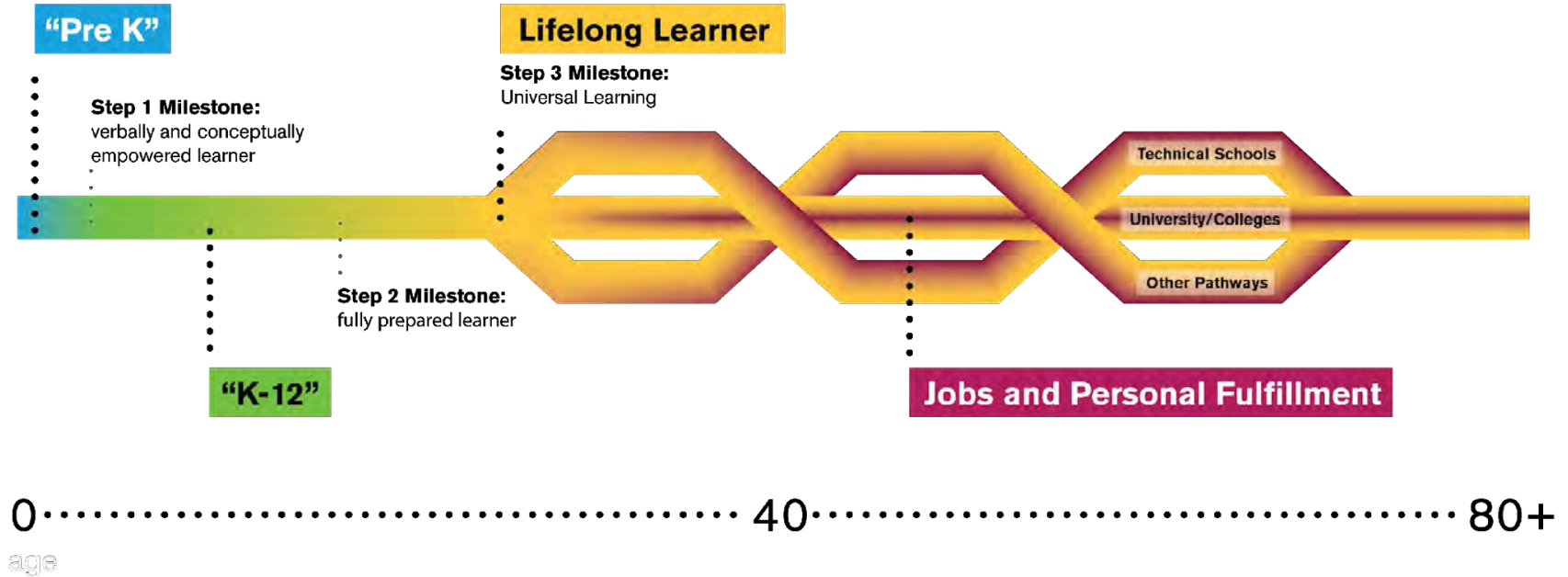
Unemployment Claims Are Rapidly Rising in Arizona

There are 1.4 million claims of continued unemployment in Arizona; nearly 150,000 Arizona residents filed first-time unemployment claims last week (a new weekly state record)

Source: AZ Department of Economic Security

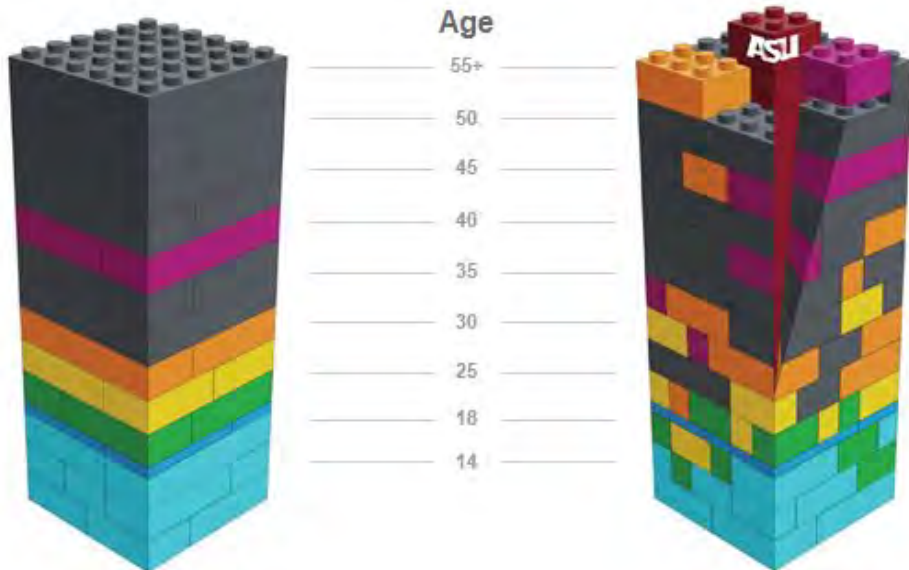


A Growing Opportunity (and Need) to Engage Learners Throughout Their Lifetime



Defining the Problem

The rigid and linear design of traditional higher education is inadequate to serve as an effective ladder to social and economic opportunity for today's learner.



Traditional

Future

We believe in the need for tech-enabled, educational solutions that are personalized, stackable, accessible, and responsive to rapidly evolving workforce needs.

Learners will acquire the skills and competencies typically gained through traditional credentials at any stage of their life, including while employed and beyond.

- Traditional Learning Offerings**
- High School Diploma*
- GED*
- Arizona Career Readiness Credential*
- Associates Degree*
- Bachelor's Degree*
- Graduate Degree*
- Lifelong Learning*

What Will It Take?

Re-Imagining How We Serve Today's Learner

How might we design new pathways to create effective ladders to social and economic opportunity for today's learner?

Early-Career

**New Models for
"College" (ASU Local)**

**New Modalities for
Learning (ASU Sync)**

**Pathways to College
and Jobs (Earned
Admissions, Open
Scale, Prep Digital)**

Mid-Career

**Pathways to Skills
(Upskilling / Continuing
and Professional
Education)**

**Pathways to Degrees
(ASU Online)**

**Learning and
Development (L&D) for
Employees in
Companies**

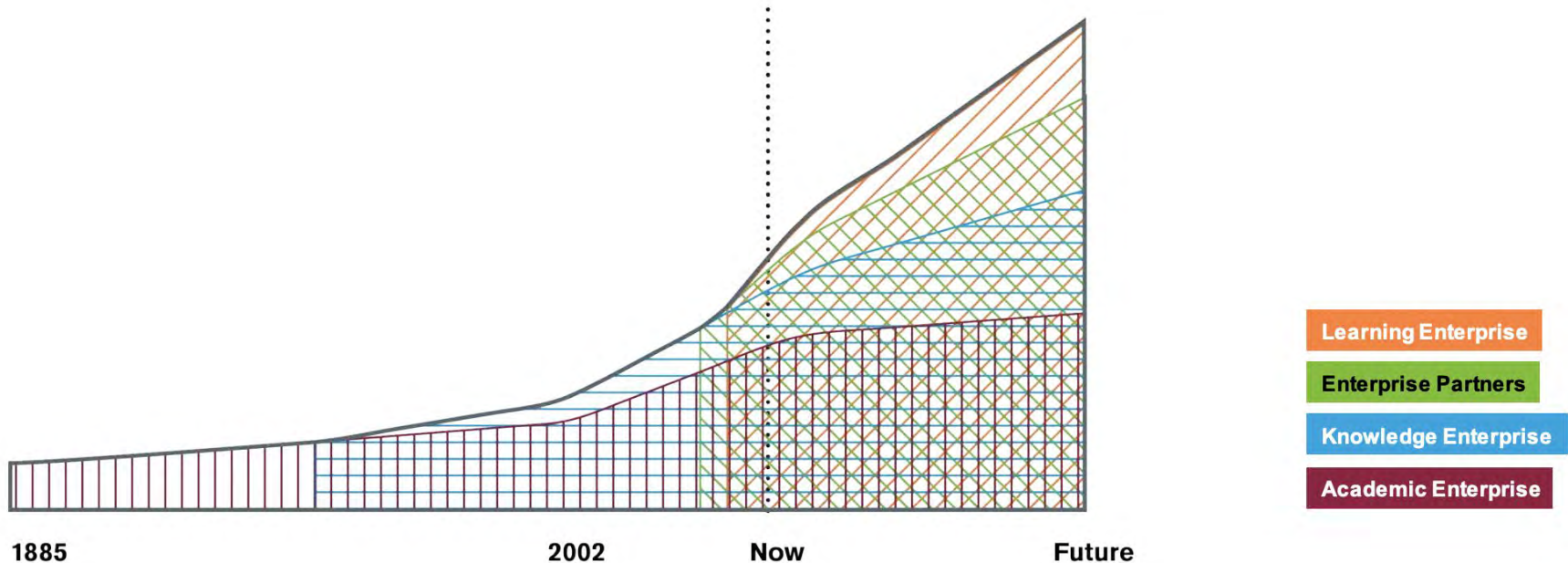
Late-Career

**Pathways to Personal
Fulfillment and Growth**

**Opportunities for
Mentorship and
Deepened Societal
Engagement**

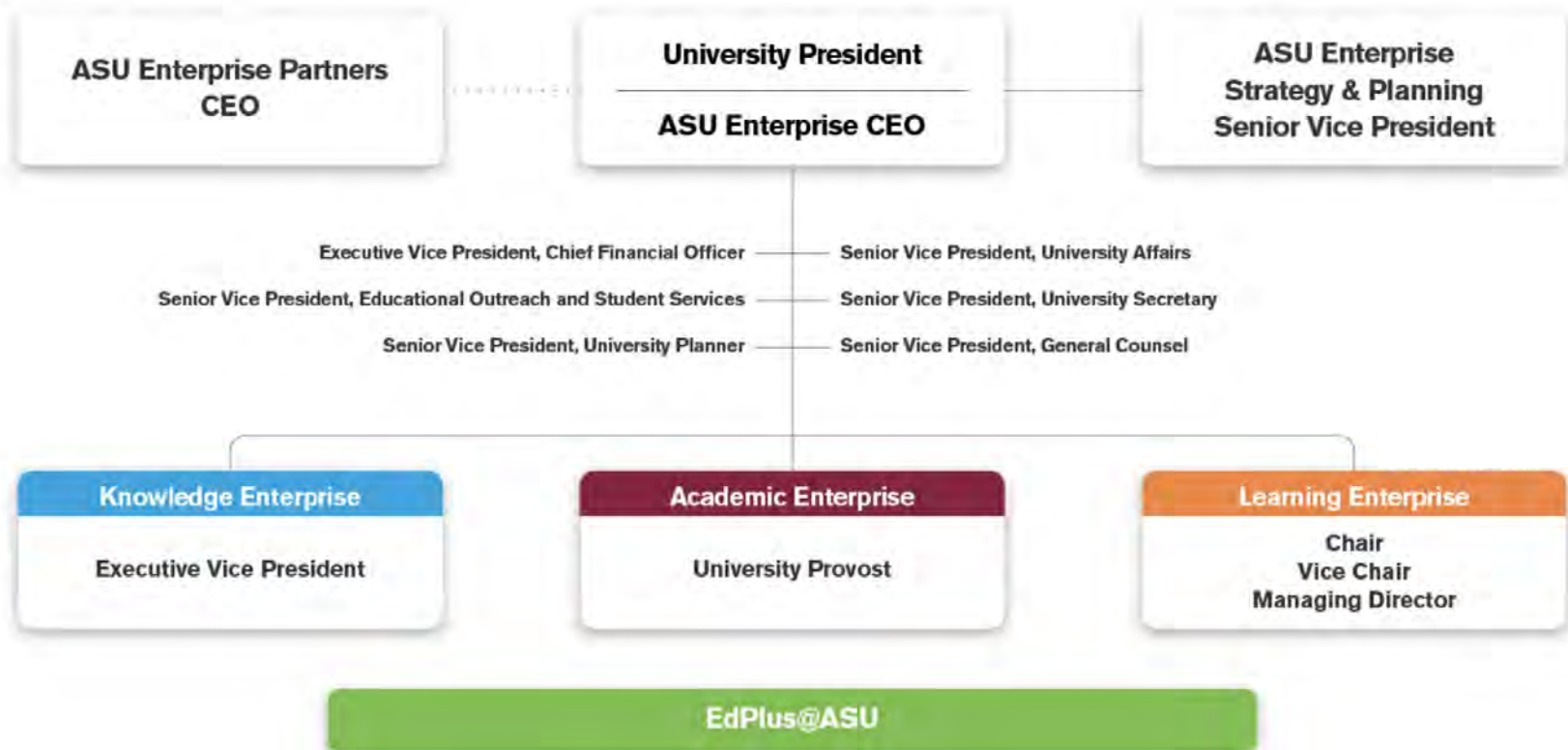
The Evolution of ASU as an Enterprise

To serve all learners, ASU must add to its organizational capabilities



The ASU Enterprise

2020 Launch



Progress is measured against ASU's 2025 metric goals



Demonstrate **leadership** in academic excellence and accessibility

- Maintain the fundamental principle of accessibility to all students qualified to study at a research university.
- Maintain university accessibility to match Arizona's socioeconomic diversity, with undifferentiated outcomes for success.
- Improve freshman persistence to **greater than 90 percent**.
- Enhance university graduation rate to **greater than 85 percent** and more than 32,000 graduates.
- Enhance quality while reducing the cost of a degree.
- Enroll **100,000** online and distance-education degree-seeking students.
- Enhance measured student development and individual student learning to national leadership levels.
- **Engage all learners on all levels.**

Learning Enterprise

Learning Enterprise

**Guided by the belief that
everyone should have
universal access to education
and opportunity
at every stage of life.**

Learning Enterprise

ASU's Learning Enterprise is a newly created organization within ASU, designed to foster and grow universal access to social and economic opportunity at every stage of a person's life. Learning Enterprise will design, incubate and scale technology empowered learner offerings for ASU that are financially sustainable. At launch, the initial focus areas consist of K-12, bridge, career-upskilling and enrichment learning.

Learning Enterprise Year One Goals

2020 Focus Areas

A New Entity

**Culture
Development**

**Org Structure and
Scale Plan**

**Communications
System**

**Financial and
Sustainability Plan**

**Impact and Learner
Outcome Plan**

A New Way To Build

**Design Thinking,
Lean Startup
Strategy + Tools**

**Go To Market
Strategy + Tools**

**Agile Development
and Scale Strategy
+ Tools**

A New Way To Learn

**Stackable Learning
Infrastructure**

**Scaled Instructional
and Assessment
Models**

**Pathway Mapping
and Platform
Development for
Lifelong Learning**

Focus Areas



K-12

Bring high-quality scalable online learning opportunities and services to K-12 students, in order to prepare them for college, career, and life.



Upskilling

Provide a framework through which individuals and employers can access and provide skills trainings that are validated, stackable and portable.



Bridge

Prepare learners to succeed at the college level through transferable college credit, providing flexible, tech-enabled learning that is affordable and low risk.



Lifelong Enrichment*

Provide enrichment learning opportunities that help learners develop their passions and leverage them for personal and societal growth.



ASU Learning Offerings as a Service*

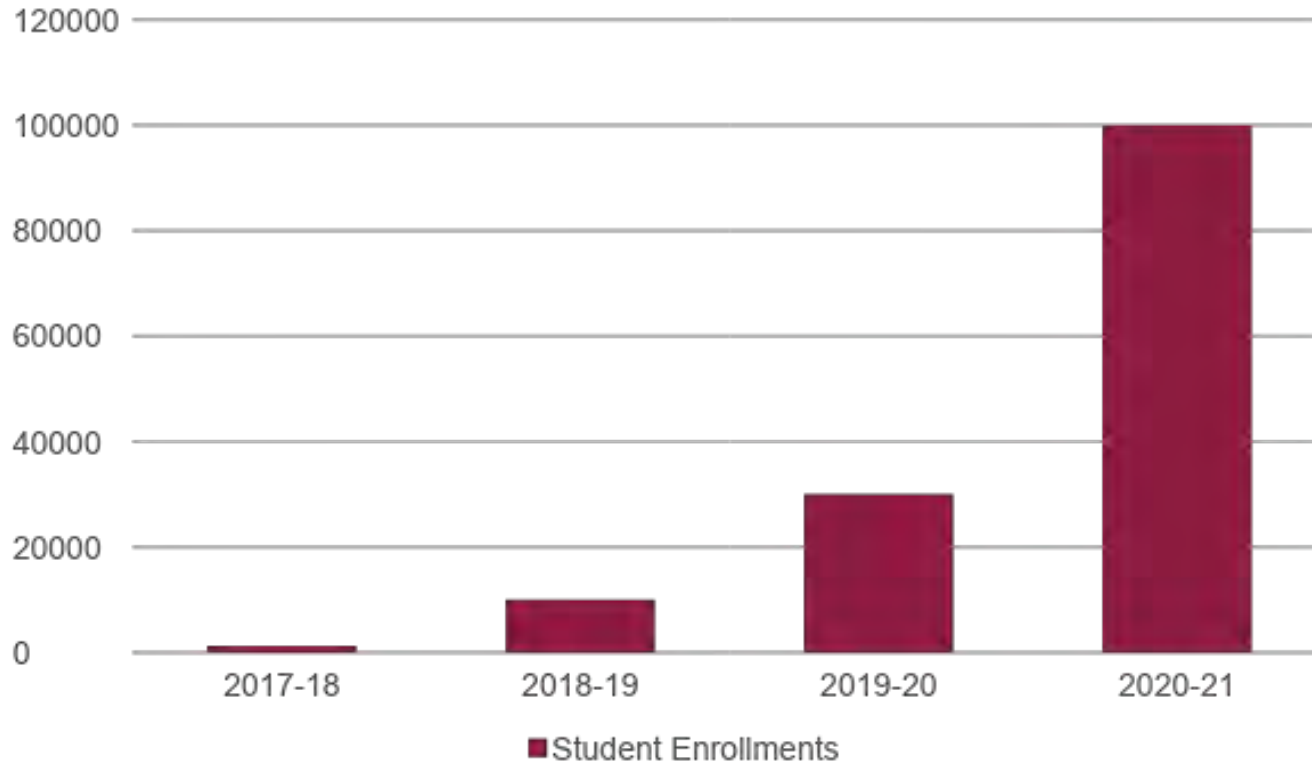
Create scalable, sustainable, mission-driven business models, leveraging ASU-created offerings and services.

*Lifelong Enrichment and ASU Learning Offerings as a Service will be a part of 2021 development roadmap.



Prep Digital

ASU Prep Digital Enrollment Growth



**SY2020-2021:
Expanding the 9-12
model to K-12
in order to serve the
state and elevate AZ's
access to premier
personalized learning
and digital tools**

Impact Statistics

- Graduation rate: 100%
- 100% matriculation to post secondary
 - College acceptance: 73% admitted to a 4-year university
- Average ACT: 26 / Average SAT: 1205
- Prep Digital Students earned 2,400 ASU credits this school year
- ASU Prep Digital is training over 600 K12 Arizona educators from over 40 schools around the state on personalized and digital best practices
- 90.5% daily attendance and benchmark completion rate demonstrating K12 Math and ELA increased mastery on the Q4 focus standards



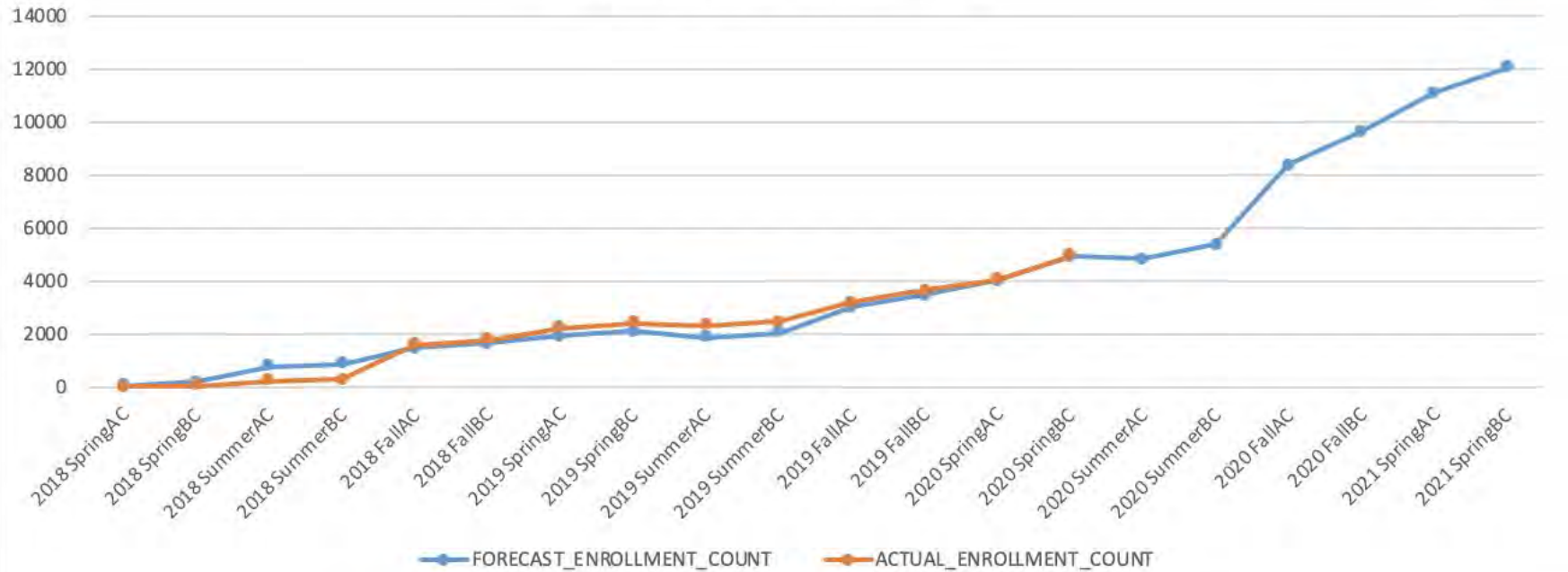


Open Scale & Earned Admissions

Open Scale Enrollment Forecast

Earned Admission learners that converted and enrolled in ASU degree programs:
FY20 (current): 431 students, Total Enrolled (all-time): 811 students

Open Scale Course Enrollment



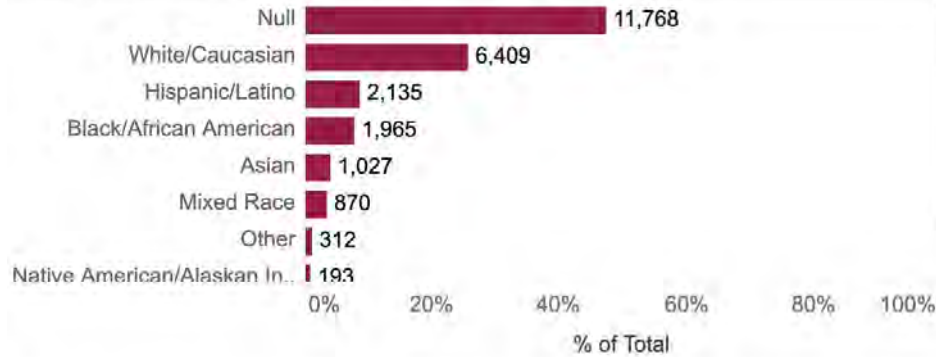
Impact Statistics

- Open Scale Courses Offered: 21
- Enrollment of Unique Learners on Verified Track:
 - FY20 (projected): 12,225, FY19: 8,194
- New Verified Learners Year-over-Year:
 - March-May 2020: 2,949, March-May 2019: 732 (302% increase)
- Courses Converted for Credit:
 - FY20 (projected): 4,729, FY19: 3,637
- 53% of Open Scale Learners are through ASU Earned Admission, 31% are Learners through Starbucks Partners

Open Scale Learner Demographics

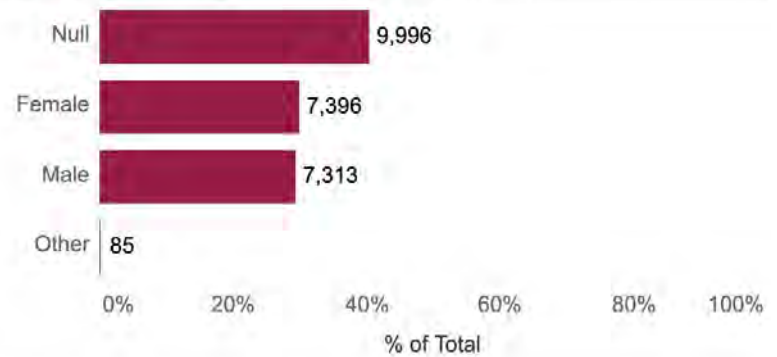
Ethnicity

Self reported from ASU Application or EA Learner Application



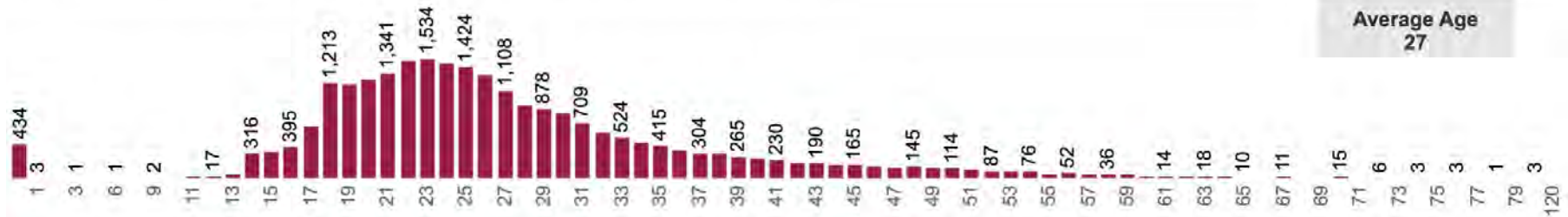
Gender

Self reported from ASU Application or EA Learner Application



Age as of today

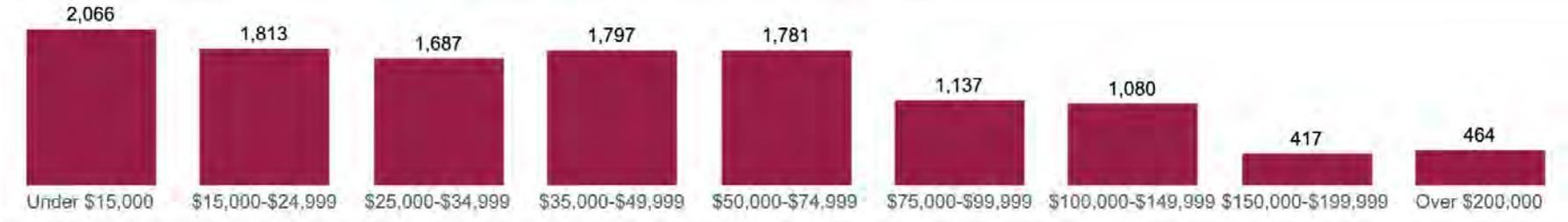
Calculated using the current date and the birthdate on the either the ASU App or EA Learner app



Open Scale Learner Demographics

Household Income

Self reported from the EA Learner application. Over 60% of Learners have not responded to this question.



Note: Please know, counts may be off slightly due to timing, and partner reconciliations.

Source: Earned Admission Learner Funnel, June 12, 2020



Continuing & Professional Education









An Expansive Portfolio of 600 Courses for Upskilling



Continuing and Professional Education

Learning Offerings

- Business
- Project Management
- Professional Skills
- History, Culture, Society
- Education
- Healthcare
- STEM
- Child & Family

 <p>W. P. Carey Certificate in Service Experience Management</p> <p>Learn the best-practice models for delivering an excellent experience to your customers in a highly-competitive service marketplace. This certificate will help you differentiate your organization from the...</p> <p>ASU W.P. Carey Continuing and Professional Education</p> <p>Self-paced \$1,075</p>	 <p>Ethical Business</p> <p>The importance of ethical business practices ensures companies and industries continue to thrive in society without harm and catastrophic collapse.</p> <p>ASU W.P. Carey Continuing and Professional Education</p> <p>Self-paced \$500</p>	 <p>Introduction to Agile</p> <p>Learn the basic principles and project management methodologies of Agile development.</p> <p>ASU W.P. Carey Continuing and Professional Education</p> <p>Self-paced \$500</p>	 <p>Blueprinting Service Experiences</p> <p>This course will help you learn how to improve your organization by examining internal actions and detecting where you can improve.</p> <p>ASU W.P. Carey Continuing and Professional Education</p> <p>Self-paced \$100</p>
 <p>Branding: Positioning Product/Service</p> <p>Is there a brand you absolutely love? You may think it's because they have amazing products. But there is more to branding than that. Find out what makes consumers love brands.</p> <p>ASU W.P. Carey Continuing and Professional Education</p> <p>Self-paced \$149</p>	 <p>Business Communication</p> <p>Become a skilled communicator and use these skills to improve your relationships, and status, at work.</p> <p>ASU W.P. Carey Continuing and Professional Education</p> <p>Self-paced \$149</p>	 <p>Consumer Behavior</p> <p>Harness consumer behavior data to understand customer needs and values so your products and services can better serve their needs.</p> <p>ASU W.P. Carey Continuing and Professional Education</p> <p>Self-paced \$149</p>	 <p>Delivering Service Excellence</p> <p>Learn to identify important moments of truth when working with customers and how to profit from service recovery.</p> <p>ASU W.P. Carey Continuing and Professional Education</p> <p>Self-paced \$299</p>

Impact Statistics

- **Projected FY20 Revenue: \$3 million (more than doubling revenue from FY19)**
 - 35% course completion rate in FY20 up from 25% in FY19
- **Learner Growth of CPE**
 - Over 600 courses offered in FY20
 - FY20 (projected): 26,960 (155% growth in learner population YoY), FY19 = 10,542, FY18 = 3,353
- **Learning Offering Development**
 - Launch of online hands-on skills training programs in Cybersecurity and FinTech
 - Development and delivery of customized program in creating a digital retailing strategy for adidas
 - Launch of Adult ICU Nursing and Mechanical Ventilation course on ASU's platform in response to the needs of medical providers in treating critical care COVID patients.
 - Business Analytics and Data Visualization program development beginning (June) and Information Technology program development beginning this fall

ASU for You

A Proactive Response to COVID-19

- ASU for You was launched to provide access and resources to learners during the COVID-19 pandemic
 - The initiative framed an approach to education that supports Universal Learners with resources from a national research university recognizing that to meet the needs of a rapidly changing, technology-driven world, people will need to access education and learning platforms throughout their lives.
- At launch, 21 modules were offered on the main page of ASU for You and evolved to 32 modules supporting the enterprise and partners
- Top Courses
 - ASU & Mayo Clinic Health and Well-Being Certificate
 - Health and Wellness: Mindfulness
 - Health and Wellness: Nutrition
 - Health and Wellness: Sleep
 - ASU Startup School, Stage 1

Website

Resources for every learner, at any age



ASU for You

ASU for You is an approach to education that supports Universal Learners® with resources from a national research university recognizing that to meet the needs of a rapidly changing, technology-driven world, people will need to access education and learning platforms throughout their lives.

Whether you are a learner or an educator, this new offering — launched now at a time when the world faces unique challenges that demand innovation and adaptation — provides a flexible and growing set of digital educational assets. The program is designed for people of all ages and at all stages of their educational,

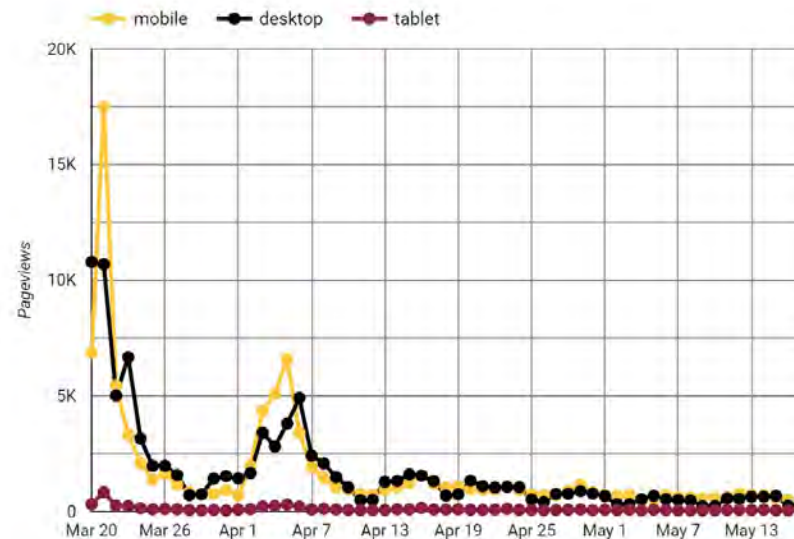
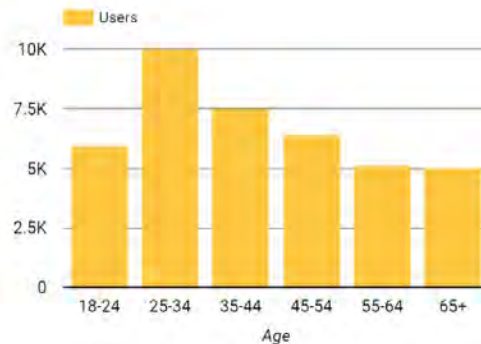
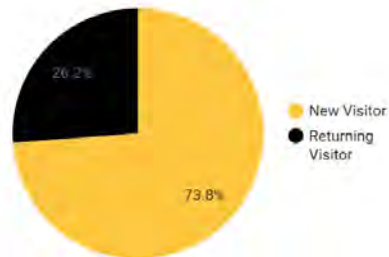
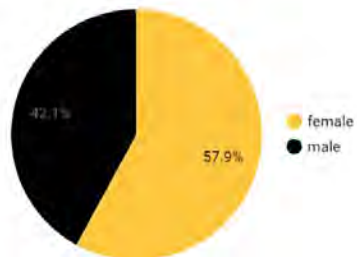
[Link to website](#)

Pageviews
204,398

Sessions
168,986

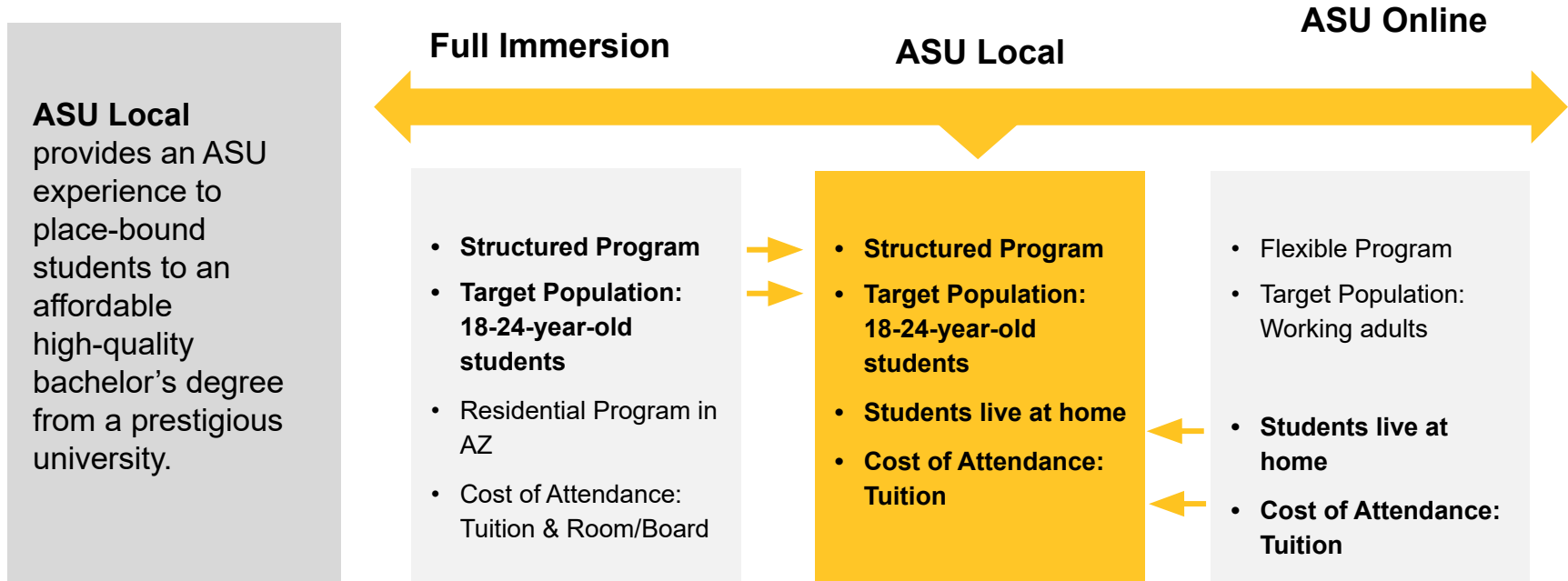
Users
145,192

Visitor demographics



ASU Local

ASU created another college option specifically designed for the needs of a young, place-bound population

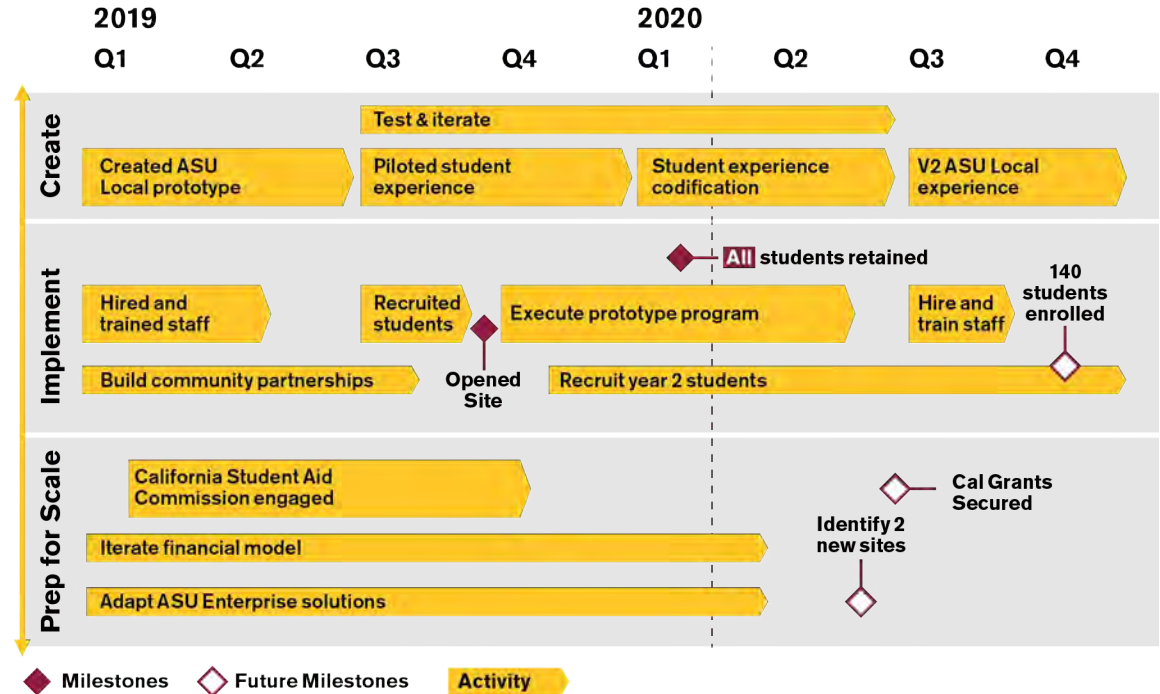


ASU Local was launched within one year

Key Milestones

- Created prototype hybrid college model
- Secured and opened the first ASU Local site in downtown L.A., CA
- Recruited diverse set of staff and students to open on time in August 2019
- Retained 95% of ASU Local students.
- Currently considering:
 - Expanding degrees
 - Transfer student cohort

ASU Local from the drawing board to a functional prototype



Designed to take the ASU research university experience to students in their local communities



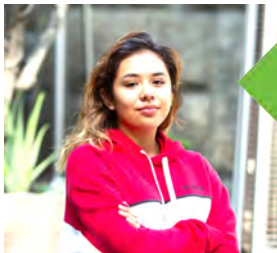
College

Students pursue an ASU degree embedded in a community of peers: in a classroom nearby and online.



Career

Students gain on-the-job work experience in high-skill, high-demand jobs through paid and unpaid career experiences.



Life

Students learn how to navigate life challenges that are frequent obstacles to college completion and workforce entry.

Coaching

Wraparound 1:35 coaching provides each student with the in-person supports to succeed in college, career, and life.



Defining a new modality within higher education

Result of new design was agile, hybrid college model with local sites designed for students' success in college, career, and life; solving for access *and* quality at scale.

Use of **flexible** online content delivery



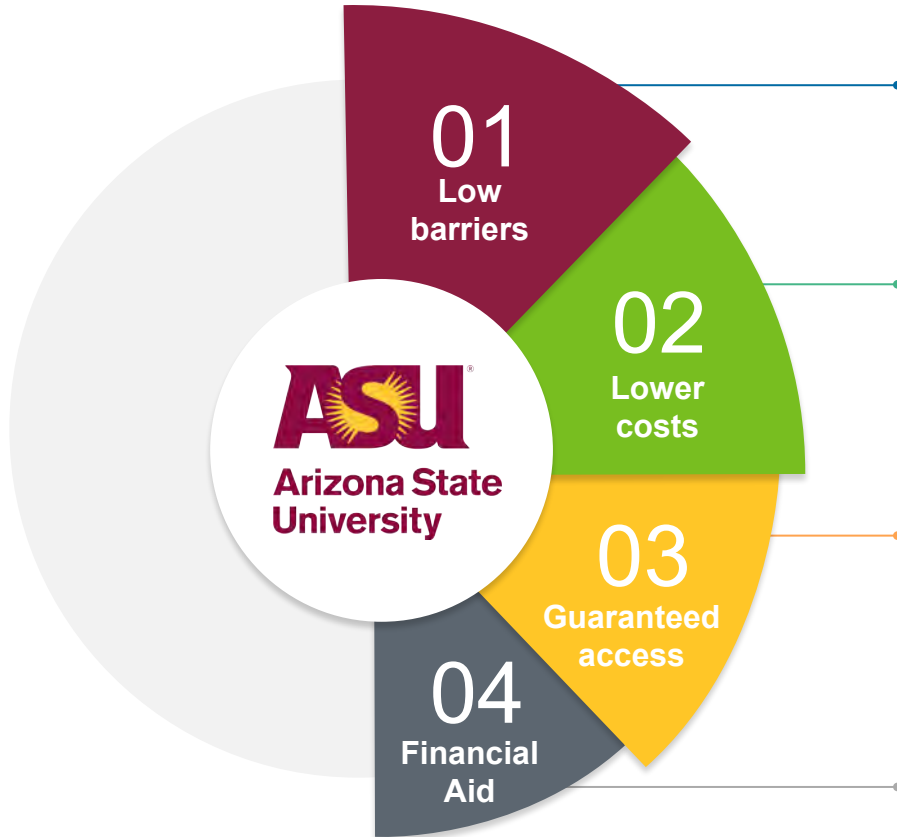
Tight-knit supportive **community**



In-person time devoted to **project-based learning** and small group discussions



Benefits to Students



By placing itself near local communities, ASU Local **removes many of the current barriers-to-access** that California students face in attending ASU

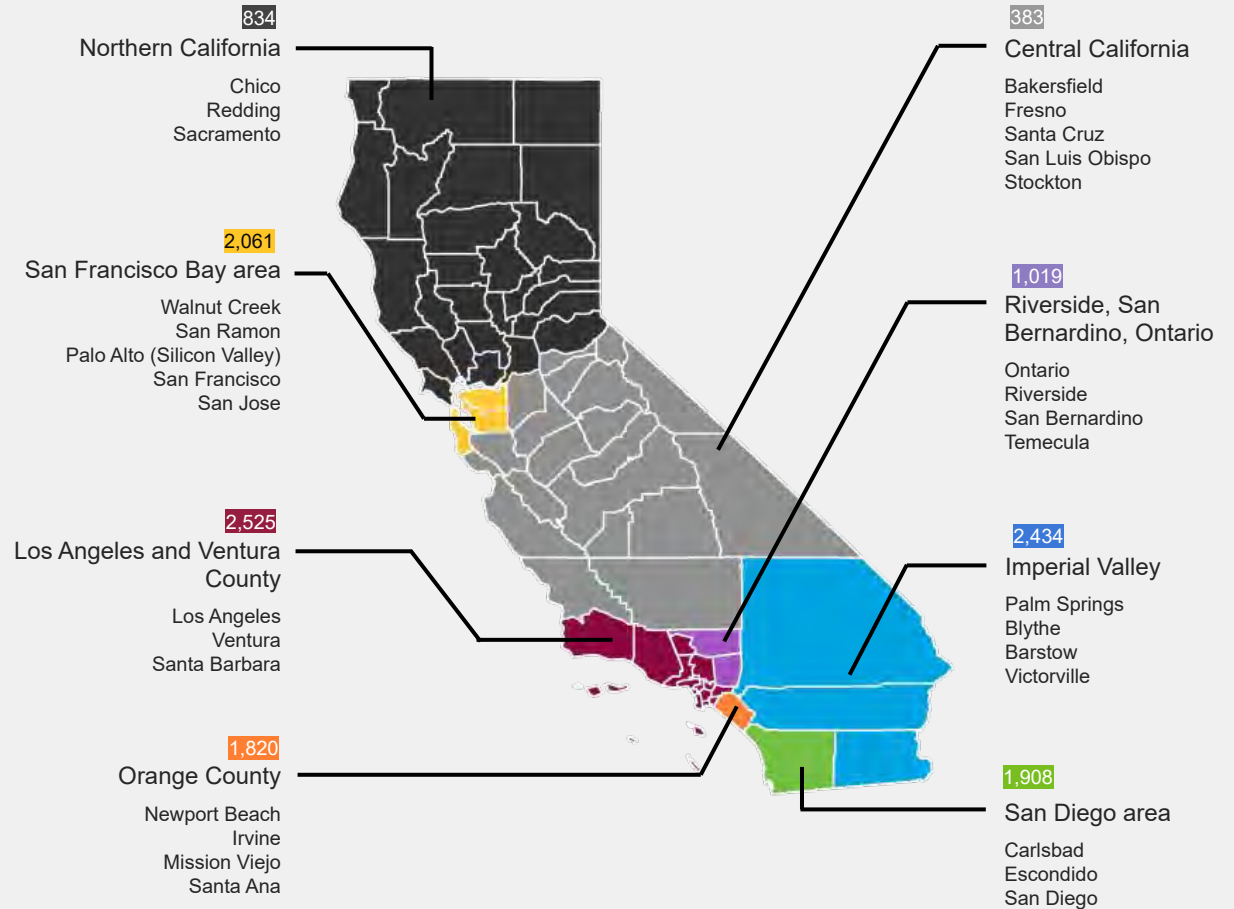
Avoids cost of **campus housing**
Avoid **transportation** costs associated with long commutes

Guaranteed access to all required courses promotes **timely graduation**

Students from low income households with access to Pell and Cal Grants are fully covered through financial aid

ASU already serves a large California population in our Arizona campuses

In Fall 2019, ASU enrolled **12,984** undergraduates from California.



2019-2020 Individual At-Risk Goal 2

President Crow will partner with Arizona schools and districts to deploy ASU expertise in math education in Arizona high schools. This effort will be designed to reduce and eliminate the math gap for college readiness and will expand on pilot efforts in place as of September 1, 2019. The report will document new partnerships with schools and districts, and articulate a strategy for increasing the number and effectiveness of these partnerships. The aspirational goal is to have 30 new or expanded partnerships in place by June 30, 2020. The report should identify challenges for expanding and maintaining partnerships and opportunities for external financial and other support statewide. The partnerships may be tailored to address the needs of individual schools and districts, and may include support for current teachers as well as student access to the on-line platform.

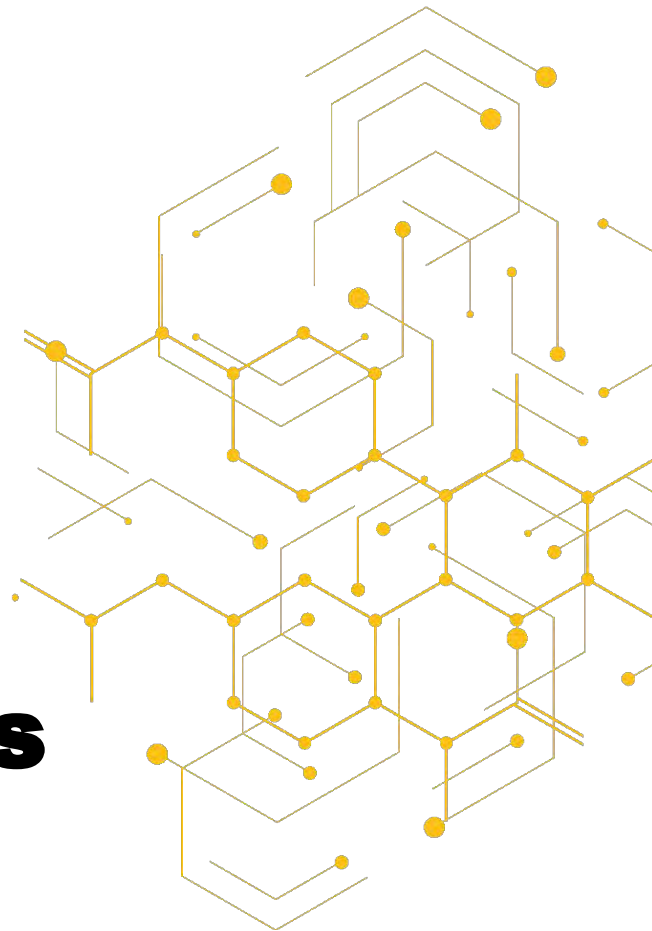
Goal Accomplished

Report Follows



ASU Prep Digital Arizona Collaboratives

July 18, 2020 | ABOR update



Responding to ABOR's Call to Action

Driving Metric

Secure 30 new or expanded partnerships by June 30, 2020.

Arizona State University will “partner with Arizona schools and districts to deploy ASU expertise in math education in Arizona high schools. This effort will be designed to reduce and eliminate the math gap that persists in college readiness.”

ASU Prep Digital Summary of New and Expanded Partnerships (through March 15, 2020)

46

new or expanded
collaborative partnerships

ASU

2,471

enrollments

11

Collaboratives are with rural
and tribal schools

29

School partnerships utilized
our math curriculum
(Algebra 1 & 2, Geometry,
Pre-Calculus, Calculus,
College Algebra)

21

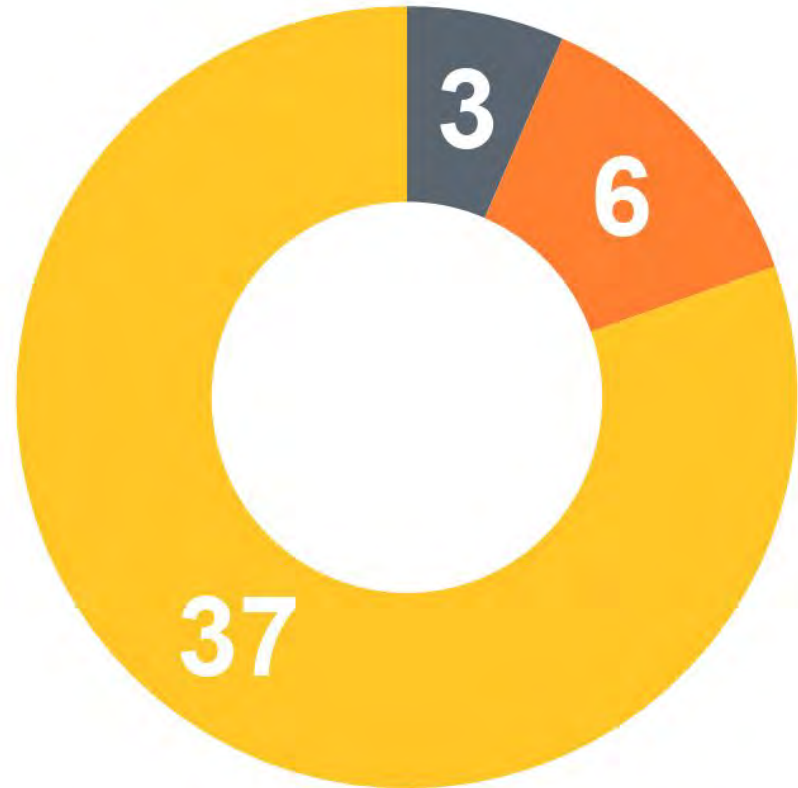
School partnerships utilized
our science curriculum
(Biology, Chemistry,
Forensics, Physics, Marine
Science and Physical
Science)

Offered a range of **elective** courses such as Cinematography,
Robotics, Creative Writing, and Art History; and

Provided **core** high school courses such as English, foreign
languages, and social studies.

Summary of Collaboratives

46 total

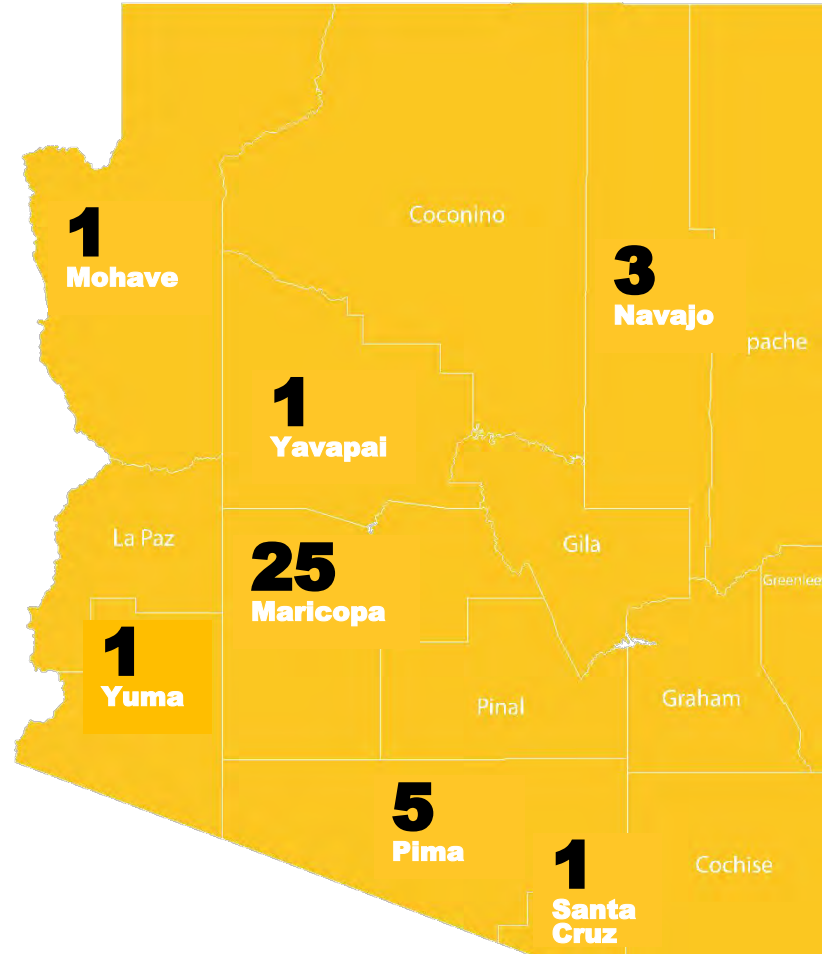


● Educational Organizations ● Expanded Schools ● New Schools

New School Collaboratives

- Amphitheater School District 10
- Annunciation Catholic School (K-8)
- Antelope Union HS District 50
- Arizona College Prep Erie (Chandler)
- Arts Academy at Estrella Mountain
- Bourgade Catholic High School
- Buckeye Elem School District 33
- Camp Verde High School
- Casteel High School (Chandler)
- Chandler High School (Chandler)
- Elgin School
- Empower College Prep School
- Greyhills Academy High School
- Hamilton High School (Chandler)
- Holy Family Academy
- Hopi Jr Sr High School
- Ironwood Ridge High School
- Joseph City School District 2
- Littlefield Unified SD9
- Metro Arts
- Mountain Ridge HS
- Notre Dame Preparatory HS
- Our Lady of Mt. Carmel
- Perry High School (Chandler)
- Phoenix Christian Prep School
- Pusch Ridge Christian Academy
- Rancho Solano Preparatory School
- Salpointe Catholic High School
- Seton Prep High School
- St. Vincent De Paul School
- St. Catherine of Siena Catholic School
- St. Jerome Catholic School
- St. John Paul High School
- Tanque Verde High School
- Gililand Middle School (Tempe ESD)
- Tempe Prep Academy
- Victory Collegiate Academy

37 new



Expanded Collaboratives

6 Expanded



Arizona Autism Charter School



Desert View Academy



Notre Dame Preparatory HS



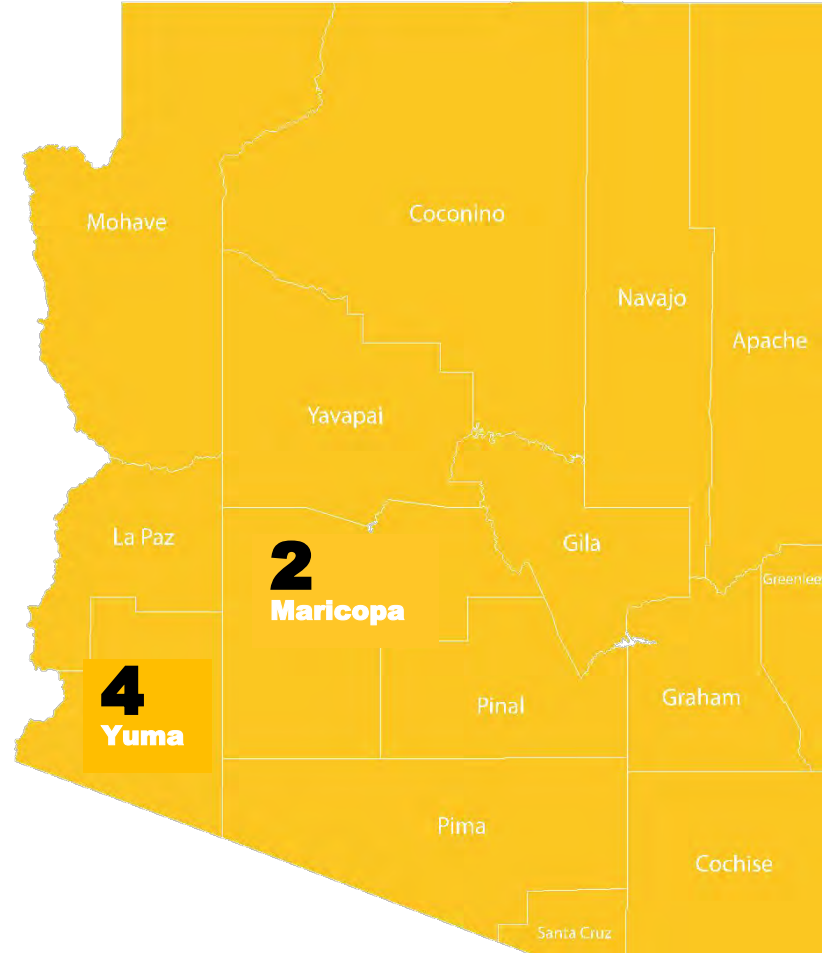
San Luis High School (Yuma)



Vista High School (Yuma)



Wellton Elementary



New Educational Organizations

1,141

enrollments

3 New Educational
Organizations

ASU

ASU First Star

Support foster students with ELA and math courses and tutoring in districts/schools around the state

ASU Gear Up

Supporting students with high school and college courses in the 5 districts: Mesa USD, Tempe ESD, Pendergast ESD, Tolleson ESD, Washington ESD. Expanding to high school districts fall 2020.

Girl Scouts of Arizona

Partner with Alhambra ESD, in conjunction with Girl Scouts of Arizona, deliver programs at the new Girls Innovation Academy (grades 5-8) to include Tech-Savvy troop digital course, Leadership training and STEM digital coursework.



Strategies Implemented

In November 2019, ASU Prep Digital (ASUPD) convened in Arizona over 200

k-12 school superintendents and public school leaders to highlight ASU's ability to close the math achievement gap, support teacher shortage, and increase academic outcomes.

ASUPD Internal Outreach team meets with k-12 districts across the state to design customized collaborative models to improve academic outcomes.

ASUPD collaborates with Mary Lou Fulton Teachers College and across the ASU enterprise to ensure Arizona school districts can meaningfully access the innovation of the university to improve k-12 academic outcomes.

Tailoring Partnerships to Meet the Needs of Collaborative Schools

Example 1

Collaborative

Greyhills Academy High School on the Navajo Nation

Need

Access to high quality post secondary learning for underserved accelerated students.

Solution

Design an ASU college going blended learning lab on Greyhills Academy High School campus.

Outcomes

Designed and deployed Fulton Schools of Engineering (FSE) 101 Learning lab with Learning Success Coach support for Greyhills students.

Tailoring Partnerships to Meet the Needs of Collaborative Schools

Example 2

Collaborative

Chandler Unified School District, 5 high schools

Need

Despite strong student outcomes, Chandler expressed the desire to access adaptive and highly personalized learning technologies from ASU and training implementing these tools with fidelity.

Solution

ASUPD developed a training model to support blended learning instruction in Algebra, Biology, and Chemistry

Outcomes

Students in adaptive learning labs leveraging ASU math and science technologies outperformed their peers on end of course exams. Also, surveys demonstrated a higher level of student engagement.

Tailoring Partnerships to Meet the Needs of Collaborative Schools

Example 3

Collaborative

Pendergast School District, 12 elementary schools

Need

High performing seventh and eighth grade students needing access to adaptive personalized math courses bearing high school credit while in middle school.

Solution

Design a gifted pull out program for Pendergast middle school students.

Outcomes

93% of students meet or exceed on state and/or final exam, transfer high school credit as incoming freshmen to high school district

Tailoring Partnerships to Meet the Needs of Collaborative Schools

Example 4

Collaborative

Yuma Unified School District

Need

Raise academic outcomes in math district wide in Math 100.

Solution

ASUPD provided content licensing and implementation support in Algebra 1 and direct instruction in a forensic science course, which was modified into a lab science for graduation requirements.

Outcomes

Personalized the student math experience across the district for 2000+ students through implementation of an adaptive math and science curriculum.



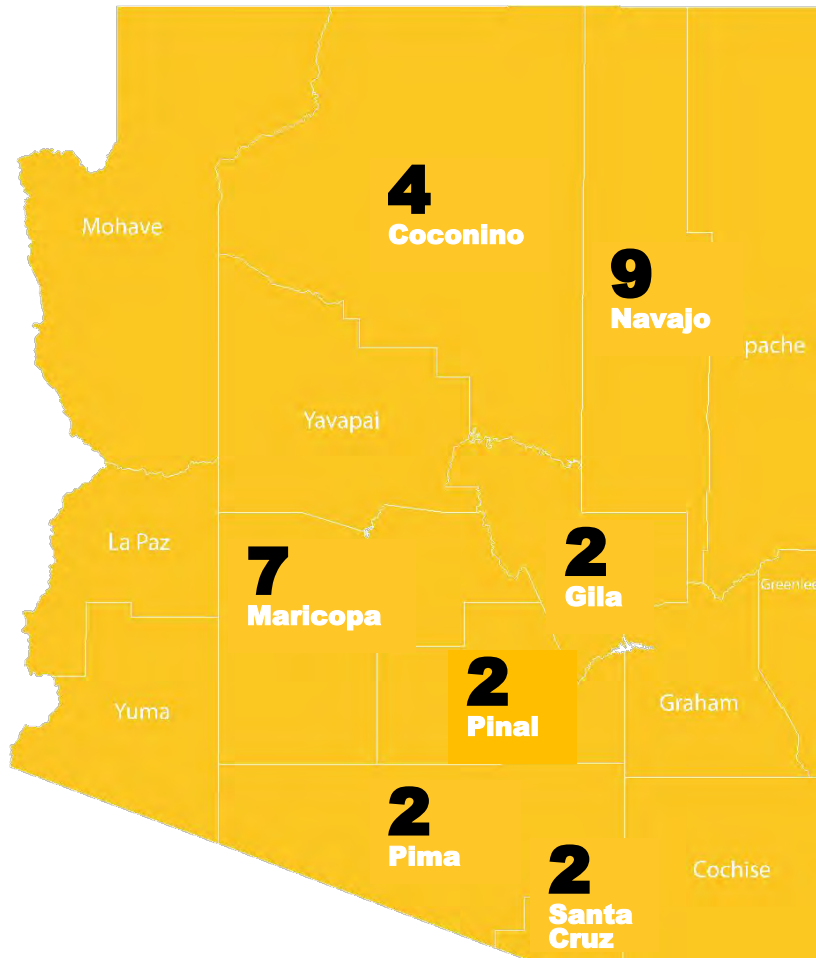
COVID-19 Emphasized the State's Need for ASU's k-12 Digital Platform

ASU Prep Digital has realized 2000+ new student enrollments and rapidly designed customized programming to support heavy-burdened districts and schools.

28 new
School Collaboratives
were created in addition
to the “46 new” Pre-COVID
Post March 2020

2,000+

Additional summer
enrollments as a result of
House Bill 2910



New Collaboratives developed during the health crisis

28 new collaboratives with Arizona Schools

- Arizona School for the Arts
- Blue Ridge High School
- Blue Ridge Junior High School
- Blue Ridge Elementary School
- First Mesa Elem School
- Girls Innovation Academy
- John F. Kennedy Day School
- Keams Canyon Elementary
- Liberty High School
- Mammoth High School
- Nadaburg High School
- Nogales High School
- North Valley Christian Academy
- Phoenix Country Day School
- Phoenix Digital Academy
- Rio Rico High School
- Rice Elementary
- First Mesa Elem School
- Second Mesa Day School
- Santa Rosa Ranch Day School
- Seba Dalkai Boarding School
- Shonto Prep High School
- Tohono O'Odham High School
- Tsinabaas Habitiin Elementary
- Tuba City Elementary School
- Tuba City High School
- Tuba City Jr High School
- Xavier College Preparatory School



Arizona Online Teaching Corps

**Professional Development to
Upskill Immersion Teachers
for Online Learning**



5 day robust training-intensives

Designed by ASU Prep Digital and offered for school leaders across the state to prepare their staff to engage learners in online and hybrid learning environments.

798

ASU Prep Digital
trained teachers across
the state on best
practices for remote
and hybrid learning.

60

k-12 schools
across the state
participated in
the trainings.



ASU Prep Digital, Demonstrating Agility in Uncertain Times

400+

Adjunct instructors and coaches trained and hired by ASU Prep Digital to be at the ready for mass deployment of customized next generation support for schools across the state.

In Response to imminent need for high quality K-8 digital learning programming, ASU Prep Digital announced the launch of ASU's K-8 Digital Platform



Each day includes live lessons with an online teacher



Whole class, small group and individual instruction time



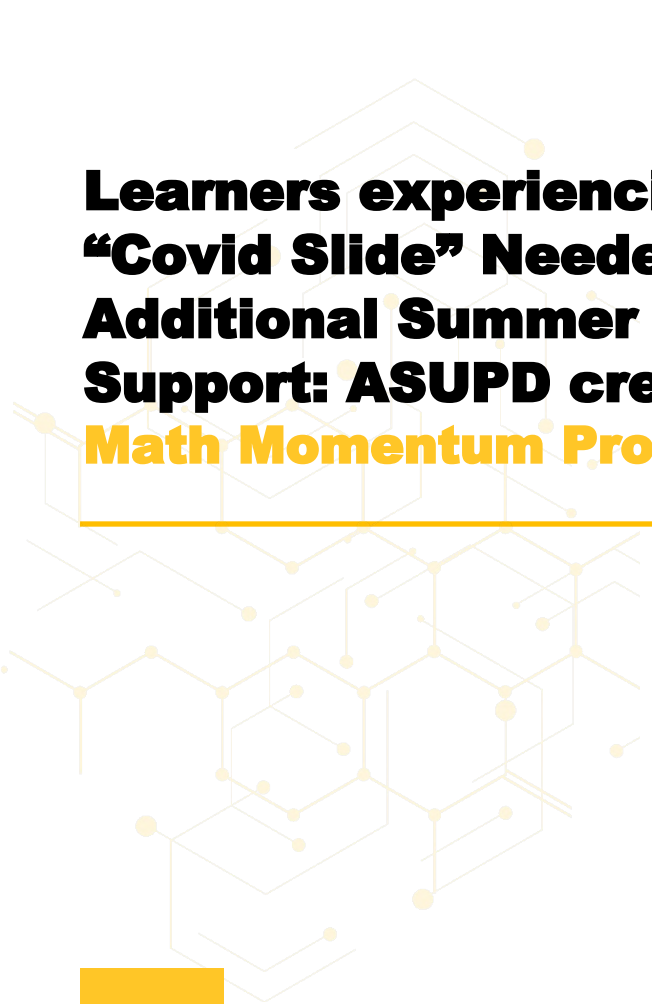
Students work on the computer and complete offline activities



Parents serve an active role as a learning guide throughout the day

Grades K-8

Our online program provides families with the opportunity to access a world-class education. We combine hands-on activities with online lessons to create an engaging experience personalized to your child's needs. Parents collaborate with our certified teachers to support student success and foster curiosity in a project-based model that encourages students to work ahead at their own pace.



Learners experiencing “Covid Slide” Needed Additional Summer Support: ASUPD created Math Momentum Program

Although schools provided opportunities for learning continuity this spring, the efforts across the state varied greatly. Many schools see a “summer slide” even in normal circumstances, but this year in particular, gaps in math skills will increase with the challenges of COVID-19.

ASU Prep Digital has responded to this challenge with a proactive approach called the *Math Momentum Summer Program*.

- Students work toward **mathematical skill mastery** and build their confidence through an adaptive math curriculum.
- Summer program experience is supplemented with **digital tutoring and expanded personalized support**.
- Summer Program is **tailored for each learner**, whether they are moving onto the next sequenced school course or preparing for university entrance.

ASU for You

16

Digital high school courses were made available for free to all educators and learners by ASU Prep Digital on the ASU for You platform during the health crisis.

Courses include:

- Art History
- Biology
- Chemistry
- Economics
- English 9
- English 10
- English 11
- English 12
- Government
- Modern US History
- Modern World History
- Physical Science
- Physics
- Psychology
- World History
- Online Learning Tips

Statewide Collaboration



ASU Prep Digital is collaborating with the Office of the Governor, Arizona Department of Education, and the Helios Education fund on **creating statewide equitable access to high quality digital infrastructure and professional development** in order to prepare school leaders and schools for the resiliency planning needed to thrive in these uncertain learning environments.

ASU Prep Digital will be **a vehicle of quality professional development** for the state through a \$7.5m fund created to provide this free, year-long professional development available for every public school and teacher in the state.

2018-2021 Multiple-Year 'Enterprise Performance' At-Risk Goal 1

Achievement of a Freshman Retention Rate of 88%, with an additional incentive for exceeding the goal by attaining a Freshman Retention Rate of 88.5%, by FY 2021.

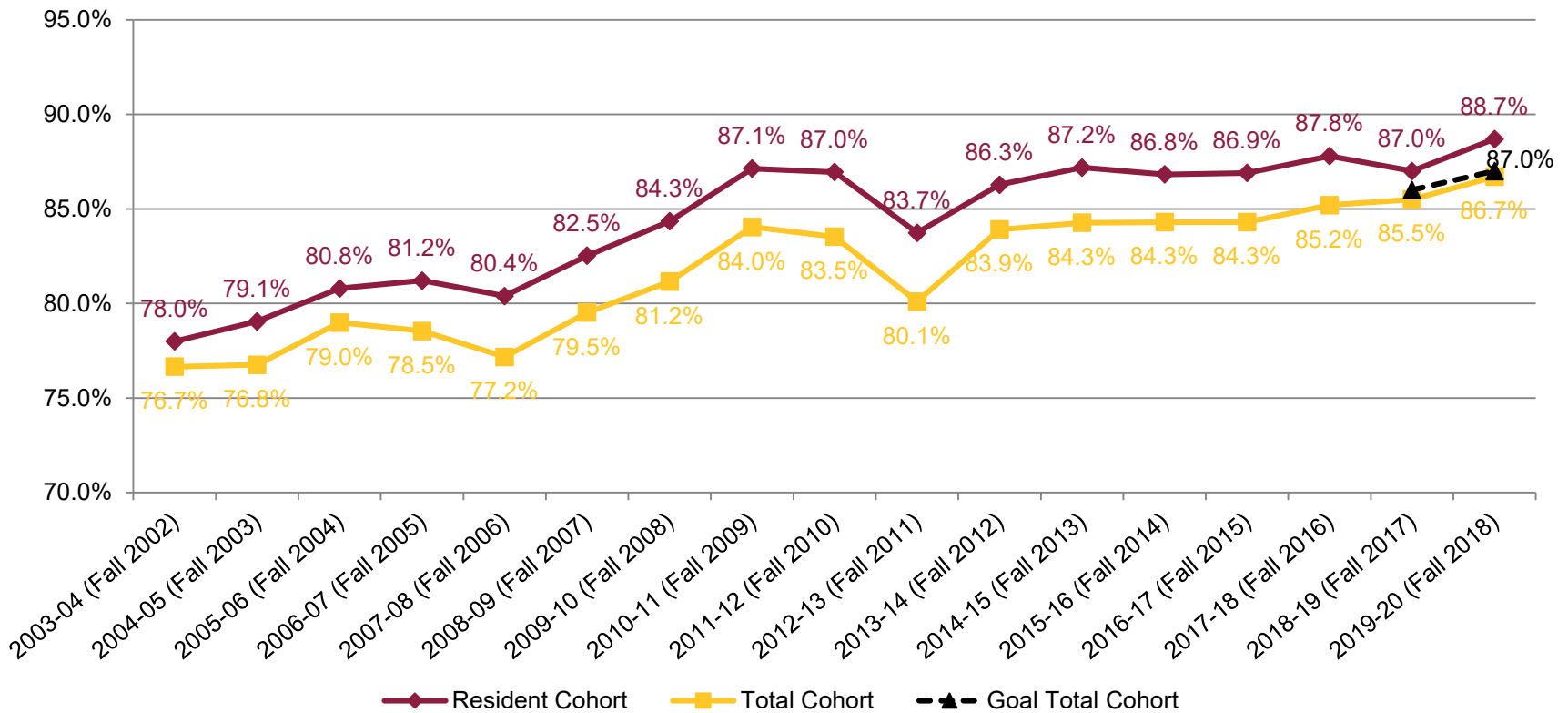
Resident students surpass the goal and total student retention is within 0.3% of progress goal for FY20.

Context and Strategies Follow

FY 2021 First Year Student Retention Goal: 88.0%

FY 2020 Progress to Goal: 86.7%

First-Time Full-Time Freshman Retention Rate by ABOR Reporting Year



FY 2021 First Year Student Retention Goal: 88.0%

FY 2020 Progress to Goal: 86.7%

Context:

- ASU's persistence and graduation rates are a function of expanded accessibility when compared to institutions that admit only A and A+ students.
- ASU admits all Arizona students who have the ability to do university level work (A and B students).
- The first year student class of 15,606 continues to match the socioeconomic and ethnic diversity of Arizona. In 2002, 17.2% of first year students were underrepresented minorities, increasing to 38% by Fall 2018. Additionally, 43% of resident first-year students in Fall 2018 received Pell Grants. This access model impacts retention.
- ASU students who enter with a HSGPA of A- or higher retain at rates above 90%; the overall rate is 86.7%.
- To meet our goals, the retention rates of the students with a HSGPA below an A- must be increased.

FY 2021 First Year Student Retention Goal: 88.0%

FY 2020 Progress to Goal: 86.7%

Continuing to implement an integrated and interdependent set of student success tools and strategies:

- **Data from the Civitas Learning predictive analytics platform** and other data sources are integrated through Salesforce in the Advisor Portal, which has become the communication network for academic advisors. It enables systematic case management and personalized student-centric assistance, shifting interaction with students from a transactional mode to a proactive mode. Systematic interventions are implemented based on real-time data.
 - This academic year (2019-2020) ASU increased the personalization of advisors' proactive outreach through new and enhanced analytic signals. For example, advisors were made aware of 1,415 students who were within one semester or one year of graduation and had not yet enrolled in Fall 2020 courses. In addition to university managed analytic signals (e.g. eAdvisor critical tracking, course enrollment) the academic units designed campaigns based on college-specific signals resulting in 9,018 signals prompting proactive outreach to students.
- **Curricular innovations continue to expand.**
 - Enrollment in general education adaptive/active learning courses exceeded 38,000 in 2019-20, an increase of more than 18,000 over the prior year. Compared to traditional lecture formats, quasi-experiments show that the percentage of students passing the course as well as achieving a B or better was considerably better in adaptive-active formats. Planning for key courses in Business Calculus and Engineering Calculus is underway. These courses have high failure rates and all affect students' ability to remain in the major. All will benefit from the adaptive/active approach to teaching and learning.

FY 2021 First Year Student Retention Goal: 88.0%

FY 2020 Progress to Goal: 86.7%

Continuing to implement an integrated and interdependent set of student success tools and strategies (cont.):

- **Sunny, ASU's chatbot, is used to engage and support undergraduate students in their first year at ASU via text messaging.**
 - Sunny is used to send a series of text message campaigns focused on socializing new students to ASU support services (e.g., FYS Coaching, eAdvisor, etc.) and awareness of critical timelines (FAFSA, enrollment in next term). This academic year, the strategy for Sunny was expanded to include more personalized messaging and general check-ins to foster students' sense of belonging and feeling cared for by ASU.
 - This expansion resulted in an increase from 10 text message campaigns in Fall 2018 to 59 campaigns in Fall 2019.
 - Student engagement with Sunny also increased from an average 20% in F18 to 35% in F19, reaching as high as 54% student engagement in October 2019.
 - In March 2020, Sunny was further expanded to support all on-campus students in communicating critical information regarding ASU's transition to remote learning.
- **2019-2020 was the second full academic year the ASU mobile app was available to all students, including graduate and undergraduate, digital and campus immersion. The mobile app is designed to meet students' expectations of mobile technologies, receiving timely and relevant communications, while enhancing their engagement with the university.**
 - This year, new functionality was released to enhance further student engagement such as: a mobile library experience; the ability to chat with classmates and find study partners; and campus dining.
 - Over the last academic year, 20,108 new users downloaded the ASU app with 55,000 unique student app users in Fall 2019 and 48,000 in Spring 2020. Over 411 campaigns were sent via notification functionality (compared to 211 last year), targeting 5 million personalized notifications (compared to 1.6 last year).

FY 2021 First Year Student Retention Goal: 88.0%

FY 2020 Progress to Goal: 86.7%

Continuing to implement an integrated and interdependent set of student success tools and strategies (cont.):

- **Among new ASU First Year students, most will change their major at least once prior to graduation and a higher proportion of those who complete within 6 years change their major (about 3-in-4) than those who do not complete within 6 years (about 2-in-3).**
 - In April 2019, ASU launched an online experience to simplify the student experience in requesting a change of major and ensure timely receipt and outreach by the academic advisor in their new major.
 - This online experience also enhances student's degree and career exploration as well as highlights a student's degree progression in the new major as part of the request process.
 - During the 2019-2020 academic year, students submitted 15,244 requests to change their major.
 - Future enhancements to the experience will allow students to request to add/change/drop a minor, certificate or concurrent degree program, while also personalizing the overall experience for students based on their primary major, campus or delivery modality (online as compared to in-person immersion).
- **Working groups focused on predictive modeling looked at student success in past courses in order to refine lists of suggested electives or general studies courses based on past student trends.** Using data analytics, recommendations were altered for select majors to avoid courses or course combinations with lower success rates. Future work will focus on how this modeling may influence course recommendations and sequencing on major maps in order to position First-time First Year students best for successful degree completion.

FY 2021 First Year Student Retention Goal: 88.0%

FY 2020 Progress to Goal: 86.7%

Continuing to implement an integrated and interdependent set of student success tools and strategies:

- **The financial literacy platform, iGrad, continues to provide access to personalized student financial learning and planning, emphasizing college and life/career financial planning for students and their families. In Fall 2019, 5,145 first time students had taken an iGrad course.**
 - In July 2020, a finances web bot was added to the My ASU student portal to support students' financial service needs 24/7.
- **The GetSet platform encourages growth mindsets by matching students to peer mentors who successfully navigated similar challenges and obstacles.**
 - During last academic year, there were over 48,000 unique student users of GetSet who exhibited a high rate of engagement. In this time period, we sent 48 influence campaign (nudges) on specific subjects to GetSet users and the students themselves posted 77,500 stories.
- **The Learn Explore Advance Design (LEAD) program for students with at-risk profiles continued to enroll over 1,000 students in AY 2019-20. For the targeted population, retention of those participating in LEAD in Fall 2017 was about 78% vs 76% for those who did not participate.**

2018-2021 Multiple-Year 'Enterprise Performance' At-Risk Goal 2

Achievement of total Research Expenditures of \$720 million, with an additional incentive for exceeding the goal by attaining total research expenditures of \$745 million, for the 2021 fiscal year.

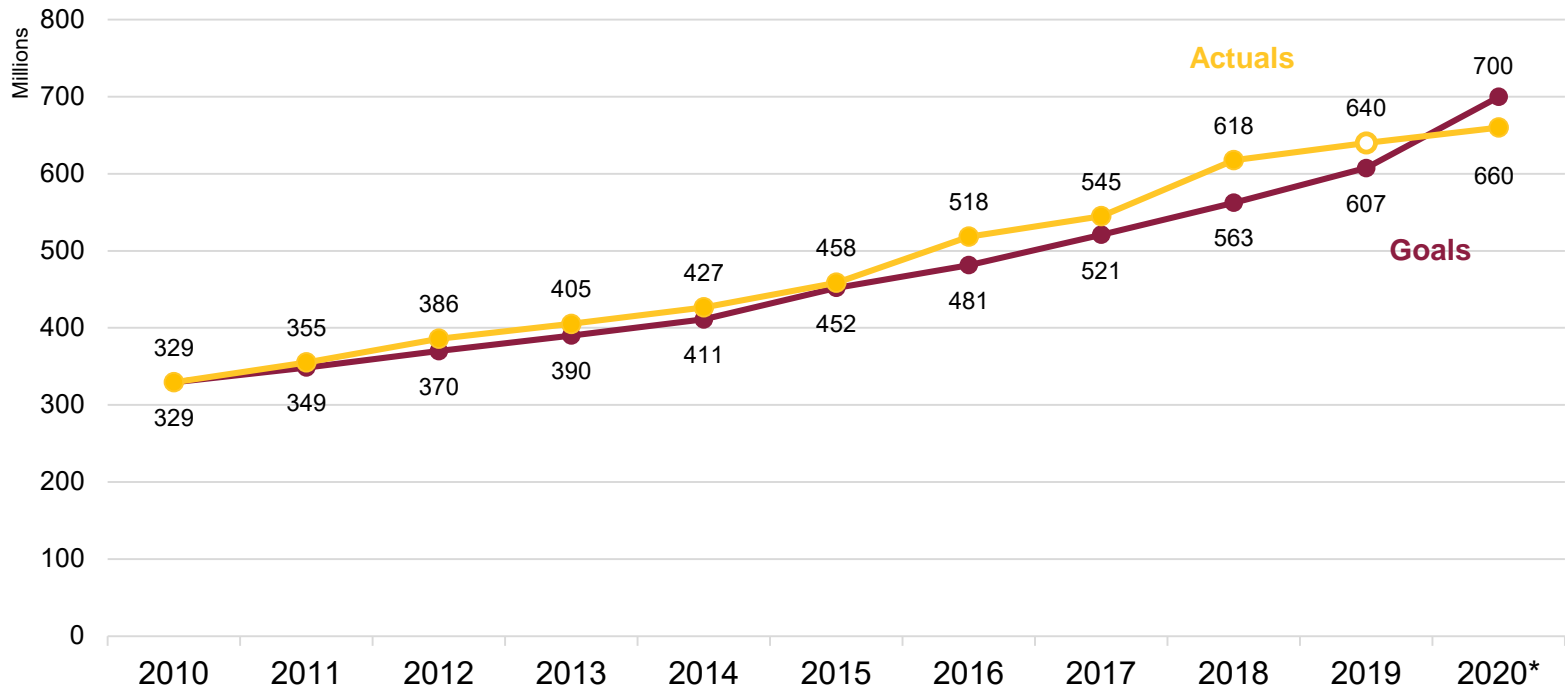
Estimate as of July 2020

**The sponsored expenditures lagged in May due to COVID-19 and rebounded in June.
Proposals set a record in FY20.**

Progress Report Follows

Total Research Expenditures

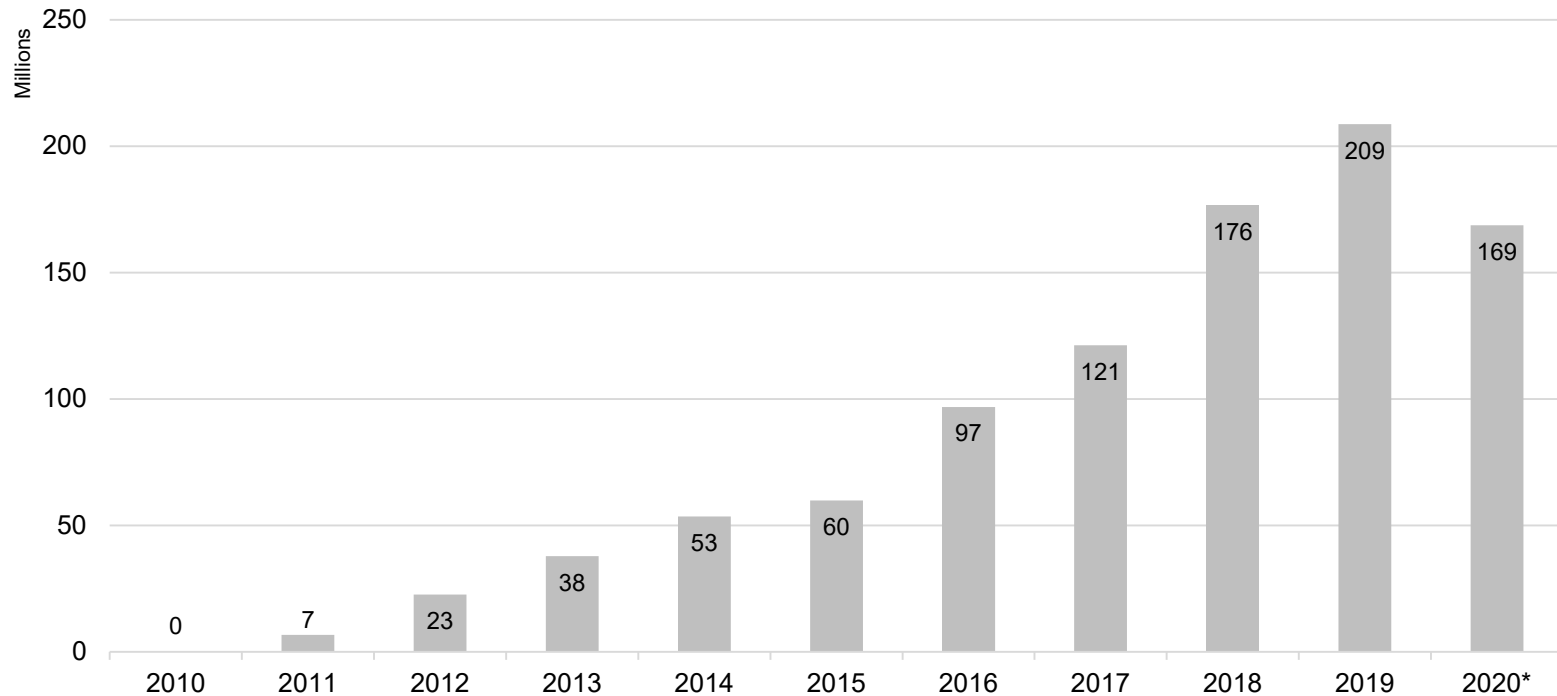
Research Expenditures vs. Goals



Sponsored expenditures dipped slightly in May due to COVID impacts and rebounded in June.

Total Research Expenditures

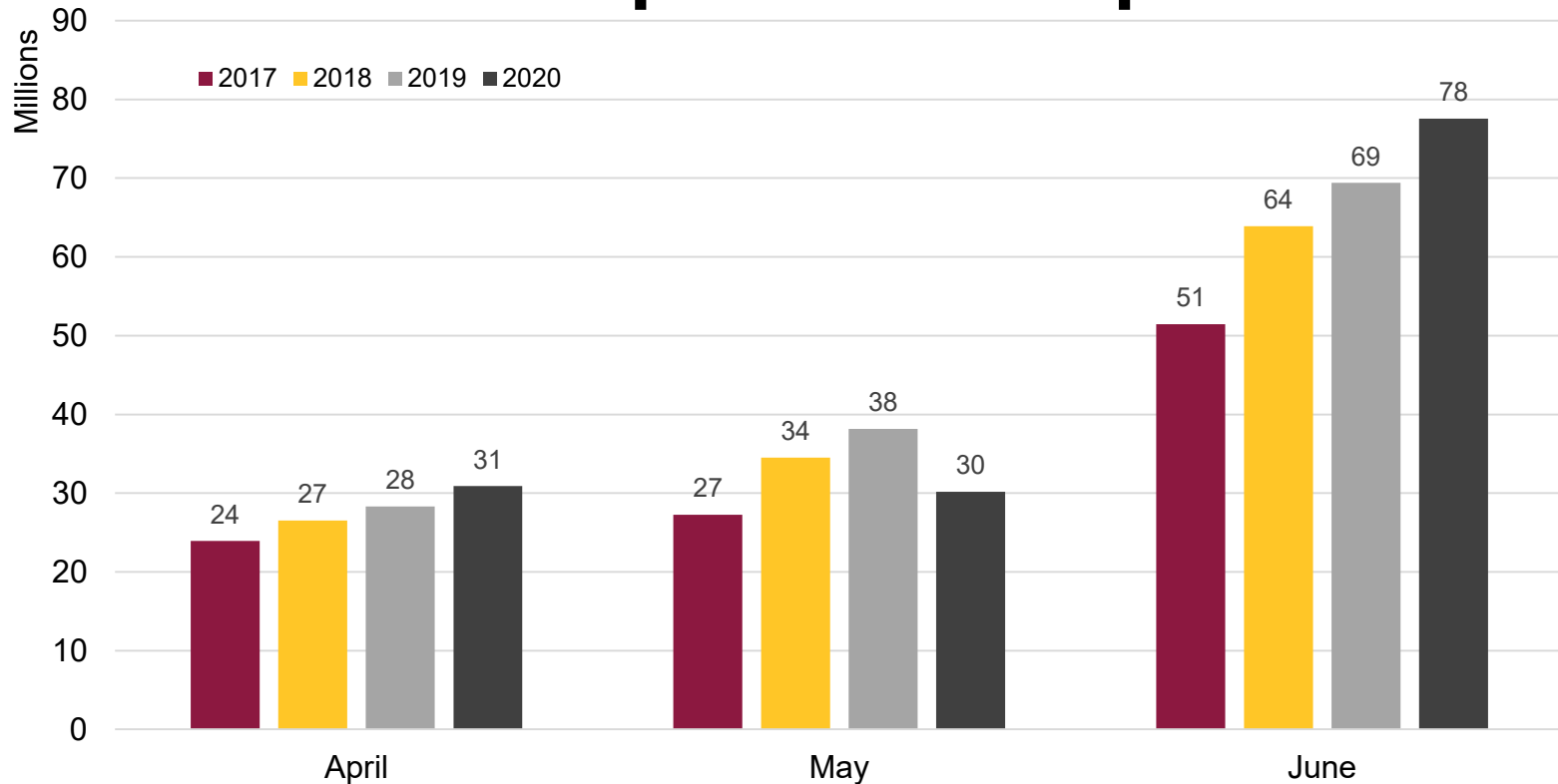
Cumulative Outperformance vs. Goals



ASU has outperformed its research expenditure goals by \$180M.

Sponsored Expenditures

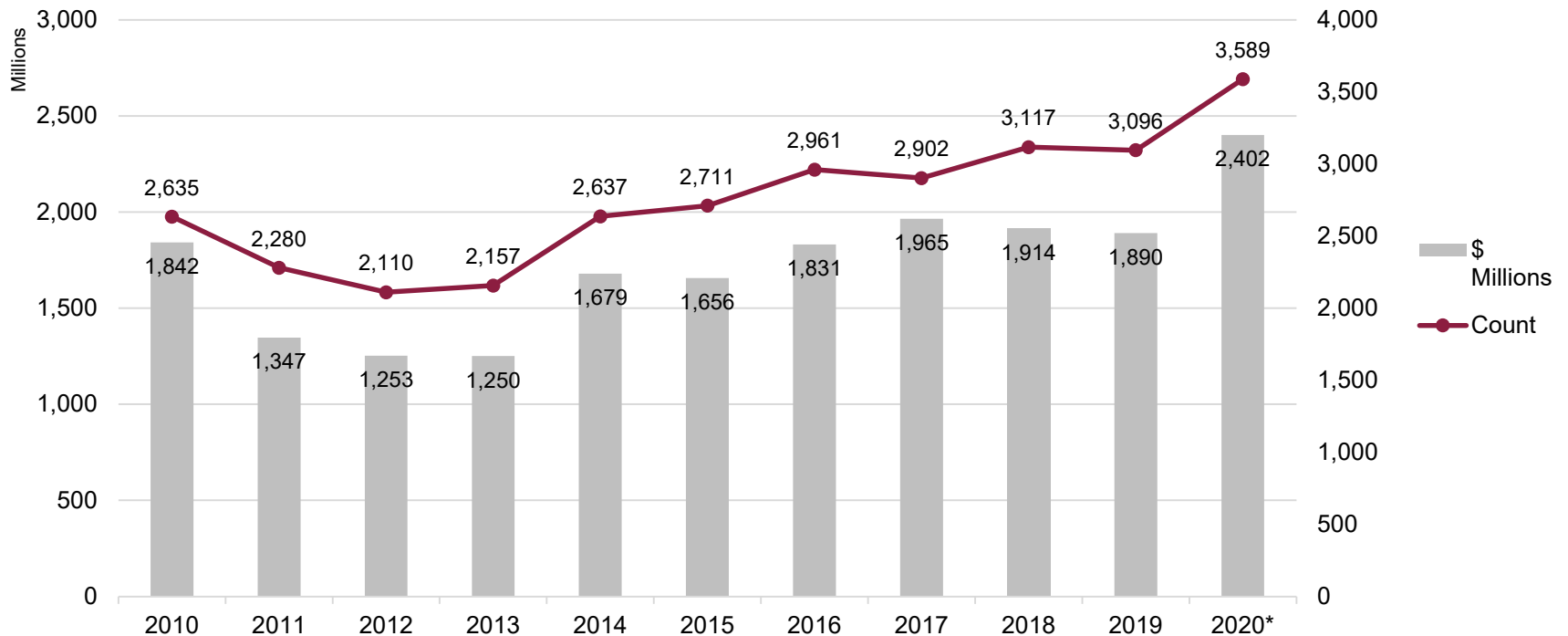
FY17-20 4th Qtr Sponsored Expenditures



ASU's Research Expenditures have increased by 66% in the first 8 years of the Enterprise Plan.

Proposals Submitted

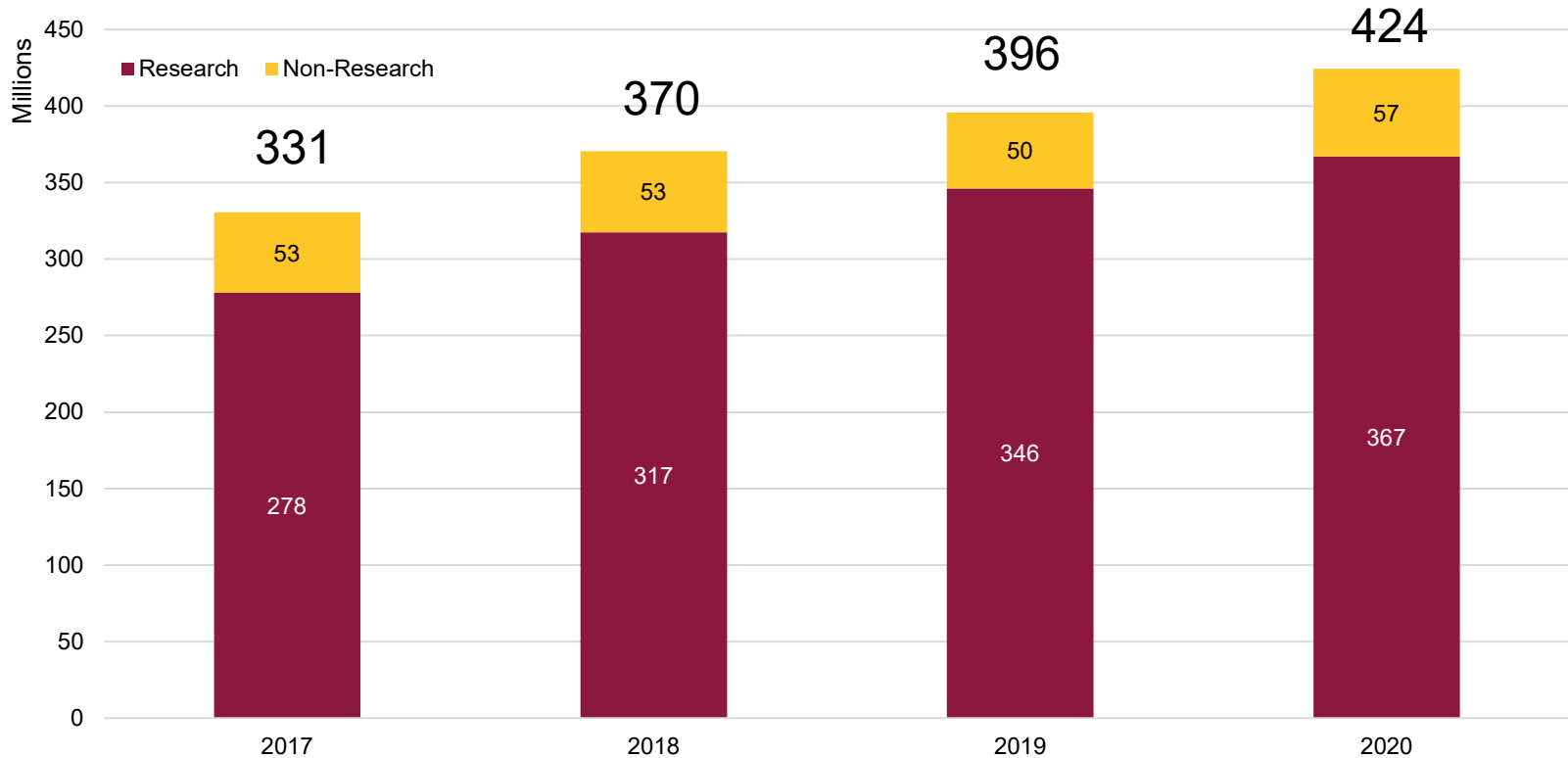
Proposal Submissions Set Record in FY20



Proposal submissions by \$ and count set ASU records in FY20, exceeding submissions in all previous fiscal years.

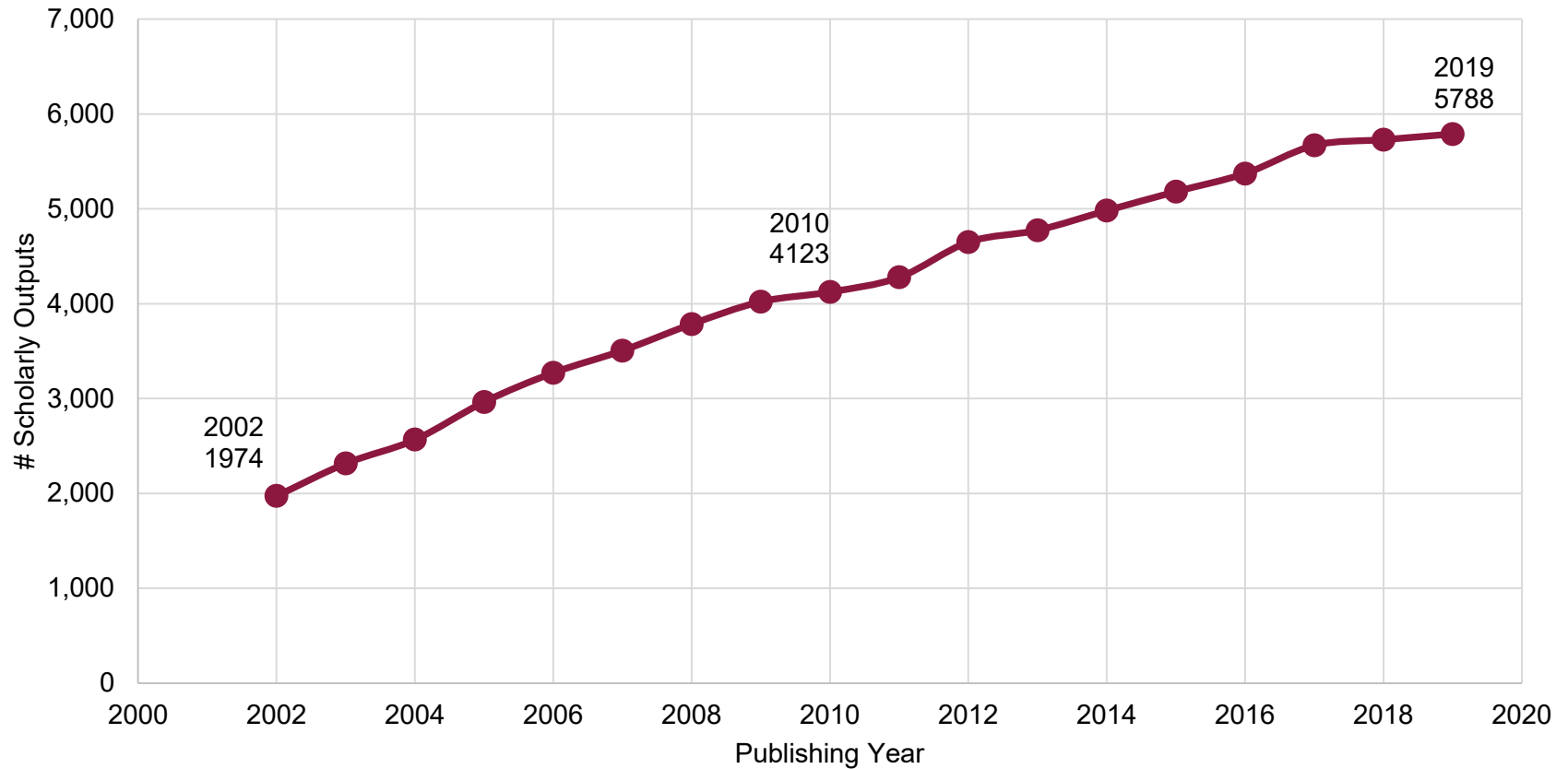
Total Research and Sponsored Expenditures

Sponsored Expenditures by Activity Type



Growth of ASU's sponsored expenditures is mostly due to research activities. Research constitutes ~86% of externally-funded expenditures.

Total Scholarly Output



Scholarly outputs include articles, books, conference proceedings, and all other publications indexed in Scopus.

2018-2021 Multiple-Year 'Enterprise Performance' At-Risk Goal 3

Achievement of the projected 2021 fiscal year strategic plan metric goal in Bachelor's Degrees Awarded of 19,150.

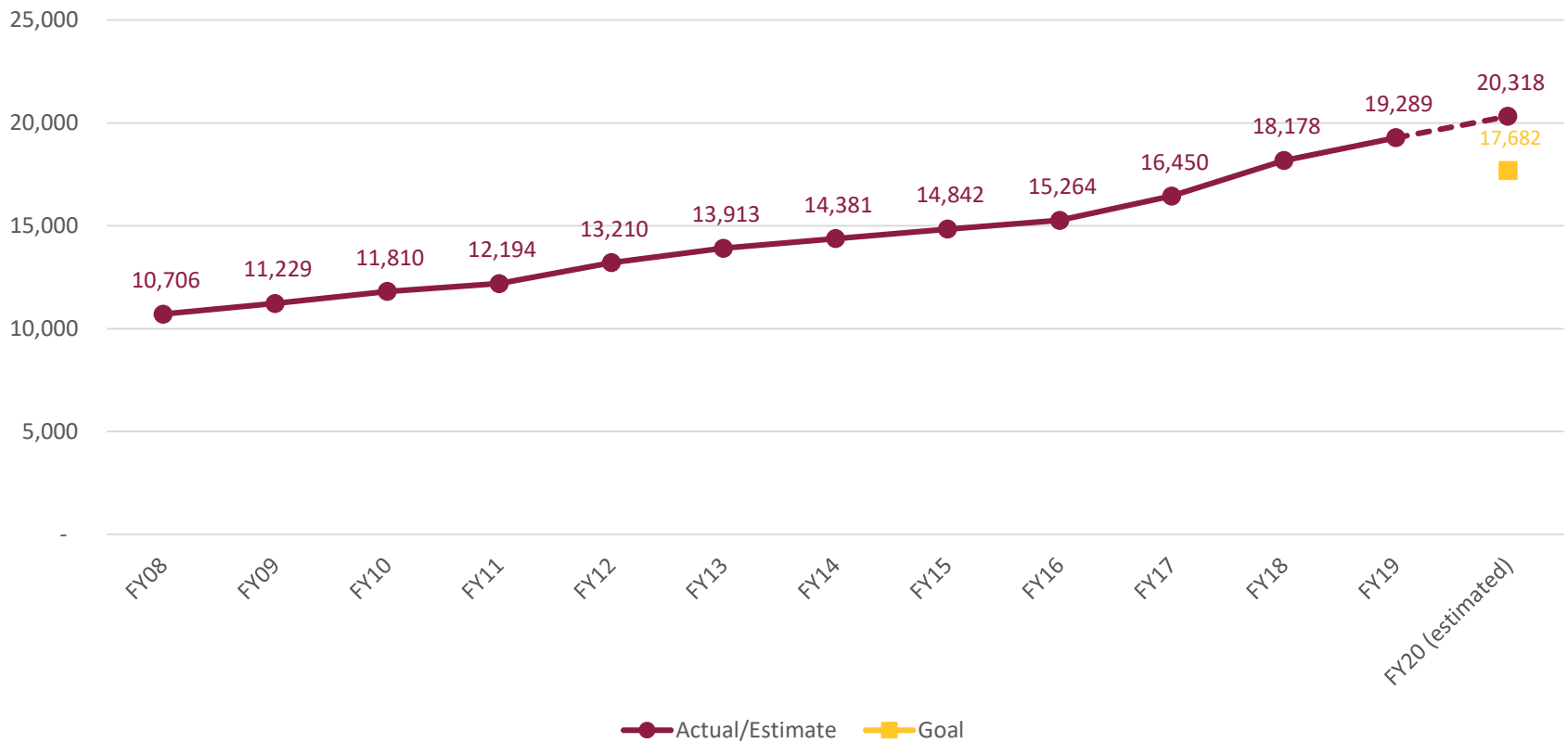
Goal for FY20 & FY21 Accomplished

Progress Report Follows

FY 2021 Bachelor's Degree Goal: 19,150 Degrees

FY 2020 Progress to Goal: 20,318 Degrees (estimated)

Bachelor's Degrees Awarded



FY 2021 Bachelor's Degree Goal: 19,150 Degrees
FY 2020 Progress to Goal: 20,318 Degrees (estimated)

Quality higher education should be available to any student capable of performing university-level work, regardless of socioeconomic status or geographic constraints. This objective is central to the ASU charter and organizational design. The university is dedicated to providing all learners with accessible and valuable pathways to knowledge, and preparing universal learners capable of lifelong adaptation.

FY 2021 Bachelor's Degree Goal: 19,150 Degrees
FY 2020 Progress to Goal: 20,318 Degrees (estimated)

Social Benefits of Increasing Bachelor's Recipients in Arizona

- Obtaining a college degree remains the single greatest determining factor in social mobility, the ability to improve one's socio-economic position.
- University graduates produce cutting edge ideas, products, and processes that move creativity and discovery into the marketplace, boosting personal as well as societal success.
- Increasing the number of college graduates will increase earnings and tax revenue, reduce unemployment, improve health status, increase voting and civic participation, and decrease use of social services.

FY 2021 Bachelor's Degree Goal: 19,150 Degrees
FY 2020 Progress to Goal: 20,318 Degrees (estimated)

Strategies to Realize the Goal

- Continued to grow the number of students enrolling in the first year class. The number of students in the 2019 class increased by 12% over the 2018 class. Overall, the number of first year students has increased by 129% since 2002, from 6,820 to 15,606.
- Continued to grow transfer pathway programs with community college partners. The number of new transfer students increased by 5% in 2019-20 over 2018-19. Overall, the number of new transfers has increased by 146% since 2002-03.
- Continued to add new undergraduate degree program offerings. With 257 bachelor's degree programs offered across multiple campuses and locations in 2019-20, the number increased by 59 over the last 5 years.
- Continued to increase Online program offerings. More than 113 undergraduate degree programs and concentrations are offered through ASU Online.

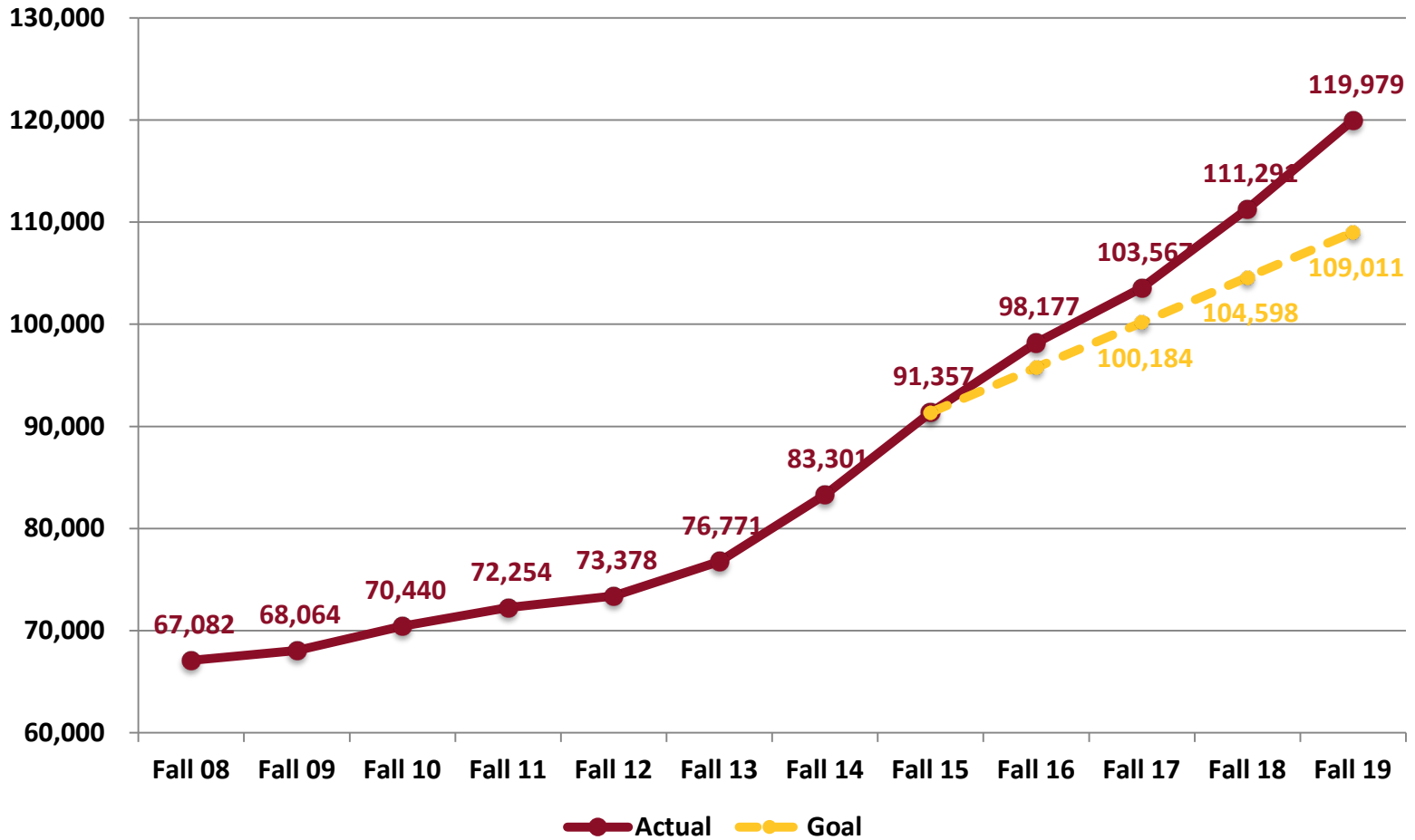
2018-2021 Multiple-Year 'Enterprise Performance' At-Risk Goal 4

Achievement of the projected 2021 fiscal year strategic plan metric goal of 113,425 total students enrolling in the University.

Goal for FY20 & FY21 Accomplished

Progress Report Follows

FY 2021 Total Enrollment Goal: 113,425
FY 2020 Achieving the Goal: 119,979



FY 2021 Total Enrollment Goal: 113,425

FY 2020 Achieving the Goal: 119,979

Enrollment Capacity and Growth

Continuing to create capacity for increasing number of students is implicit in the ASU Charter; emphasizing access, inclusion, discovery, and fundamental responsibilities for the communities it serves.

- ASU seeks to serve increasing numbers of students through multiple pathways, including:
 - Recent high school graduates
 - Transfer students from community colleges
 - College completers through online programs
 - Areas outside metropolitan Phoenix through programs in Lake Havasu City and at rural community college sites, including Arizona Western, Central Arizona, Cochise, Eastern Arizona, Pima, and Yavapai Community Colleges.
 - Corporate partnerships, such as with Starbucks, and other employers
 - College graduates pursuing advanced degrees or certifications

FY 2021 Total Enrollment Goal: 113,425

FY 2020 Achieving the Goal: 119,979

Enrollment Capacity and Student Success

Continued efforts to improve student persistence increases overall enrollment, but also creates greater capacity as students graduate earlier.

- Many efforts are directed at improving persistence and degree attainment, including:
 - Predictive analytics and tools to facilitate advisors and other student support staff information and communication with students.
 - Curricular innovations to incorporate more adaptive and active pedagogies.
 - New student facing tools to provide information and communication with students through technologies that today's students desire.
 - Financial literacy, growth mindset, and other programmatic features that address potential barriers to success.

2018-2021 Multiple-Year 'Enterprise Performance' At-Risk Goal 5

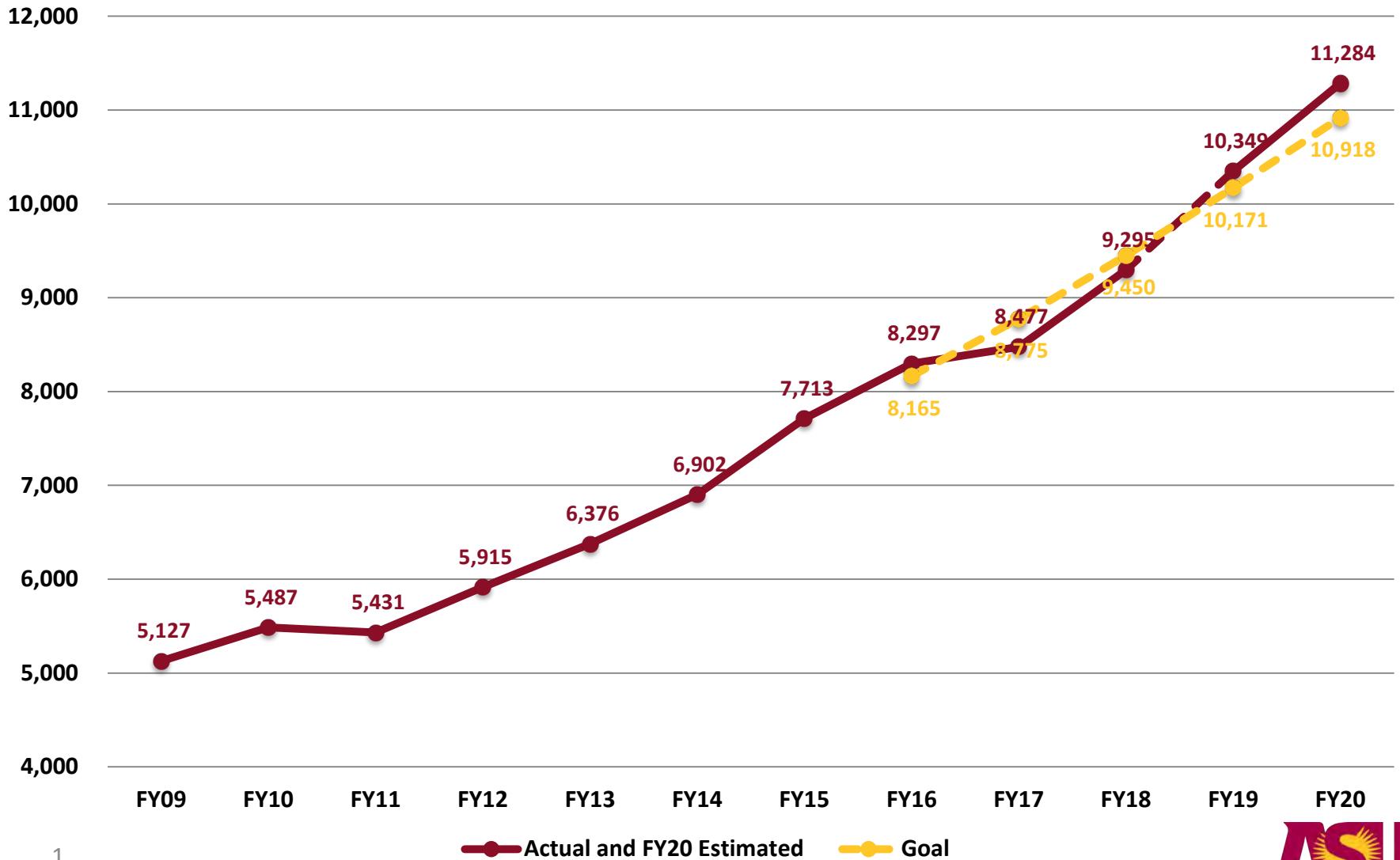
Achievement of the projected 2021 fiscal year strategic plan metric goal number of degrees in high demand fields of 11,966.

Goal for FY20 Accomplished

Progress Report Follows

FY 2021 High-Demand Degree Goal: 11,966 Degrees

FY 2020 Achieving the Goal: 11,284 Degrees (est.)



FY 2021 High-Demand Degree Goal: 11,966 Degrees

FY 2020 Achieving the Goal: 11,284 Degrees (est.)

- The ABOR metrics define high-demand degrees as those in STEM fields (e.g., natural sciences, engineering and technology, and mathematics), health, and education.
- Student enrollment has increased, especially in STEM and health, with that growth expected to continue.
 - In fall 2008, STEM disciplines on ASU campuses reached 17,045 students. By fall 2019, STEM enrollments topped 30,347 students.
 - Over that same 10-year period, minority enrollment nearly tripled, while enrollment by women nearly doubled.
- Continuing to reach these targets necessitates the resources to meet these demands, especially for faculty, in laboratory classrooms, and in residential college student housing.

FY 2021 High-Demand Degree Goal: 11,966 Degrees

FY 2020 Achieving the Goal: 11,284 Degrees (est.)

- Over the last year, ASU has continued to innovate with redesigned academic programs and new offerings in these high-demand fields. Examples include:
 - In February, ASU announced a partnership with Creighton University in Phoenix that will give ASU students more options to pursue degrees in the health sciences.
 - Last year, the Interplanetary Initiative announced its first degree program, the Bachelor of Science in technological leadership, a scalable three-year program where students learn complex problem-solving, critical thinking and leadership through a blend of classroom learning and research.
 - Beginning fall 2020, ASU will offer a new bachelor's degree in astronomical and planetary sciences, 100% online. This is the world's first online accredited undergraduate astronomy degree.

FY 2021 High-Demand Degree Goal: 11,966 Degrees
FY 2020 Achieving the Goal: 11,284 Degrees (est.)

- Enrollment at the Mary Lou Fulton Teachers College is up 9% in fall 2019 compared to fall 2018, building from a 10% increase between fall 2017 and fall 2018.
- The Teachers College's Next Education Workforce initiative is being piloted to redesign teaching career pathways and classroom structures to address the heart of the teaching shortage and enhance the attractiveness of teaching as a career.
- Continued demand for education degrees will require improvements in teacher salaries and career opportunities. It is hoped that steps taken in Arizona in recent years, including partial funding of the Arizona Teachers Academy, will continue.

2018-2021 Multiple-Year 'University Initiatives' At-Risk Goal

Increase the student athlete Graduation Success Rate, measured as of June 30, 2021.

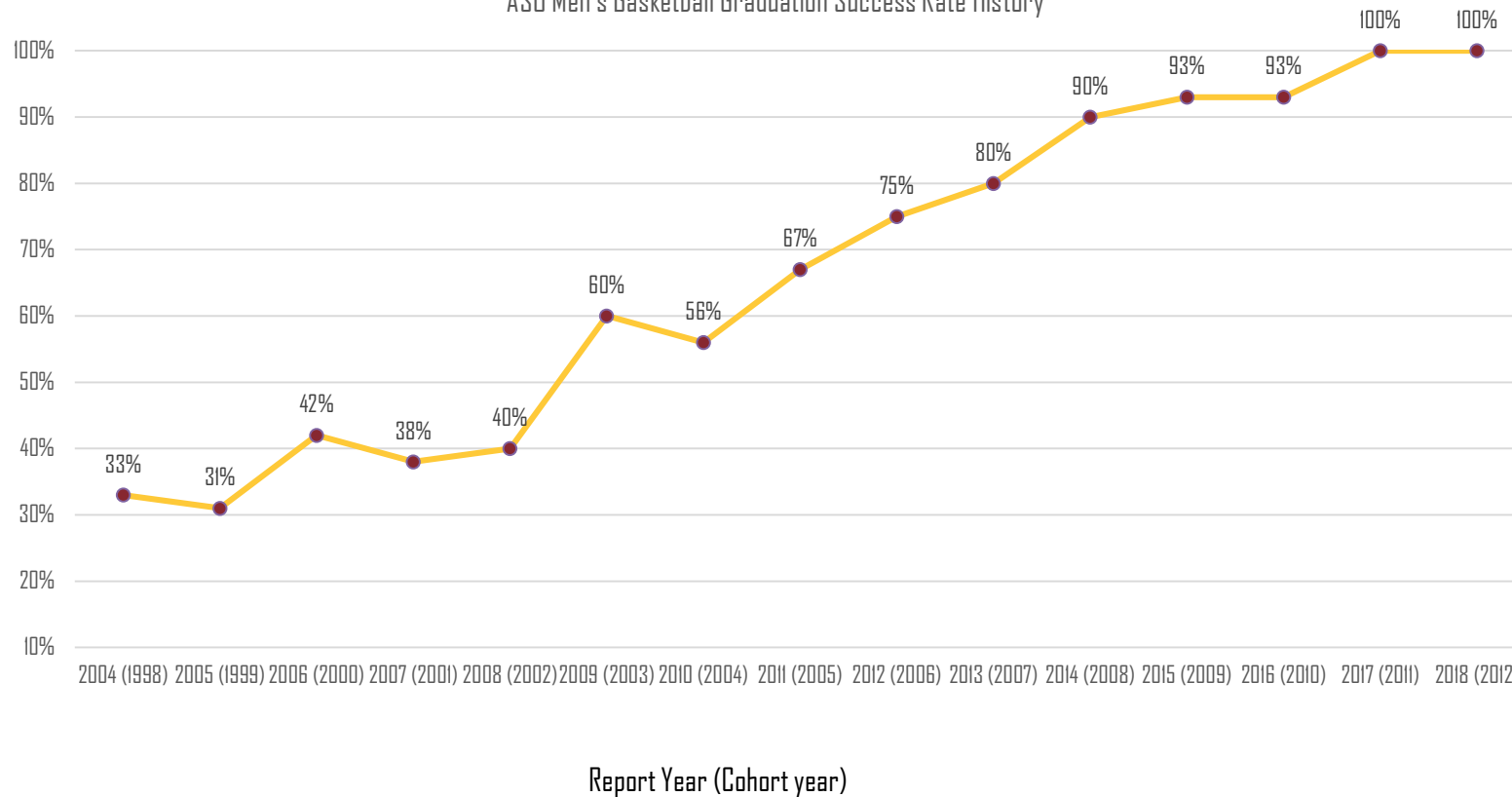
- Football, from 76% to 85%, and
- Men's basketball, from 93% to 95%

Estimate as of July 2020

Progress Report Follows

Men's Basketball Graduation Success Rate (GSR)

ASU Men's Basketball Graduation Success Rate History

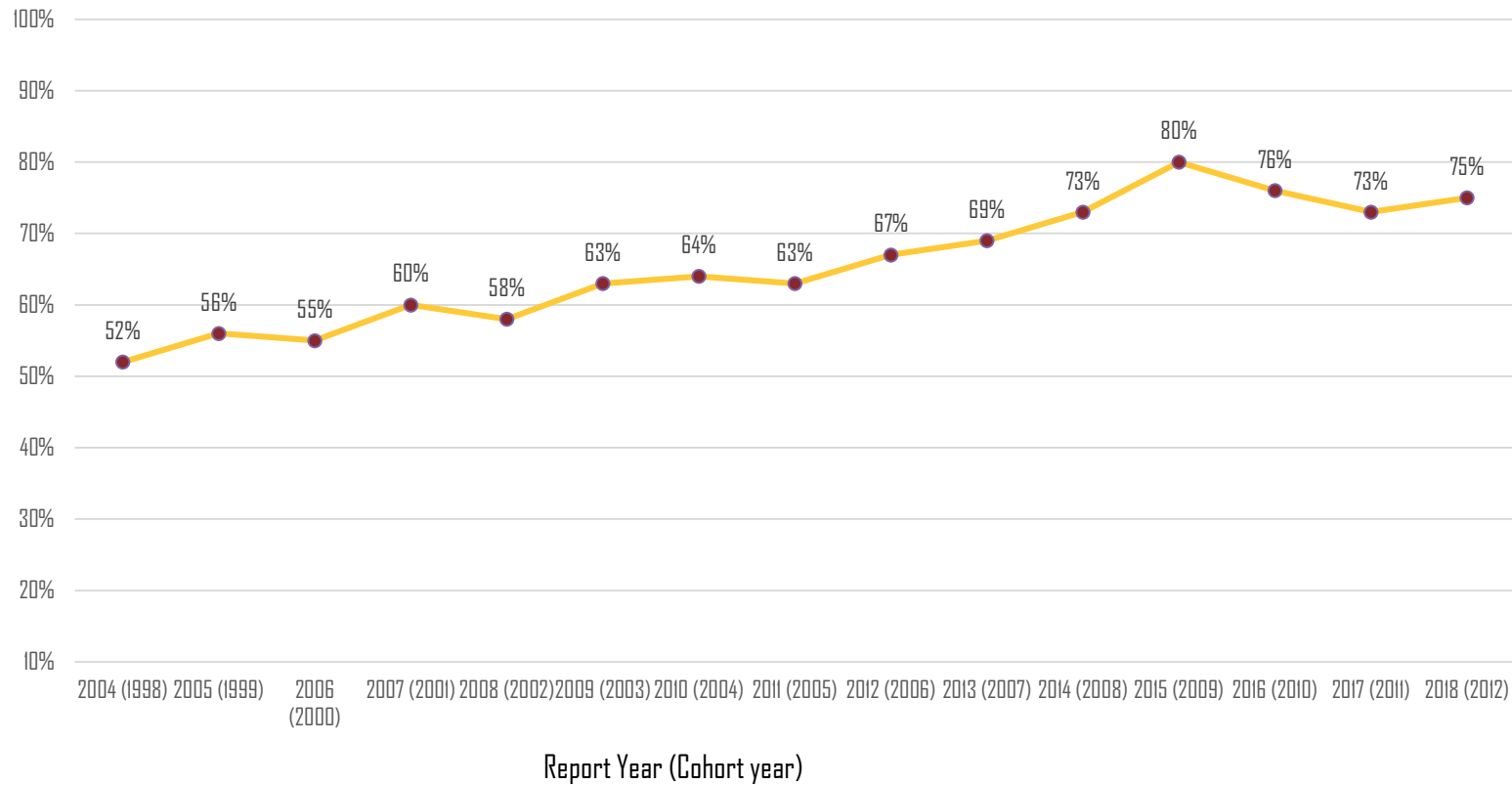


- Currently ranked 1st in the Pac 12.



Football Graduation Success Rate (GSR)

ASU Football Graduation Success Rate History



- ASU expects to report 75% in Fall 2020.



Commitment to graduating student athletes after finishing their eligibility

The Sun Devil 4 Life (SD4L) degree completion program began in FY18. Former scholarship student athletes submit an application for consideration. Once accepted, the program covers tuition, fees and books for each semester enrolled.

- Over the past 3 years, an average of 7 former student athletes per semester participate.
- The FY20 list of names all graduated this year and are a combination of SD4L participants and a few who completed with their own funding.

Sun Devil 4 Life FY20 Graduates

Start Year at ASU	Name	Sport	Graduation Term	Professional Career
1977	Roy Joshua	Men's Basketball	S20	NA
1979	Byron Scott	Men's Basketball	S20	NBA player and coach
1982	David Fulcher	Football	S20	NFL - Cincinnati Bengals 1986-1992; LA Raiders 1993
1996	Eddie House	Men's Basketball	S20	NBA player
2002	Travis Buck	Baseball	F19	MLB 6yrs - Oakland Athletics/Cleveland Indians/Houston Astros
2004	Tyrone Jackson	Men's Basketball	S20	NA
2012	David Graybill	Baseball	S20	Drafted 2015 - out of baseball now
2013	David Greer	Baseball	S20	Drafted 2016 - played for a year and now works for ASU Baseball program
2015	Connor Higgins	Baseball	F19	Drafted 2018- currently in the Minor leagues
2015	Gage Canning	Baseball	F19	Drafted 2018- currently in the Minor leagues
2016	Joey Daccord	Men's Ice Hockey	S20	First ASU hockey player to play in the NHL