



Michael M. Crow

At-Risk Assessment

FY 2021

July 26, 2021

TO: Lyndel Manson
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: FY2021 At-Risk Compensation

I am pleased to provide my at-risk goals report for FY21. While not required to submit for FY20, I had submitted the progress reports for the three-year goals along with the one-year goals on August 10, 2020. For this report, I have attached the one-year goals that were met for FY20. The front section of this report covers the conclusion of the current three-year goals. Needless to say, over the last year and a half, the pandemic has consumed a tremendous amount of energy, expertise, and attention while we have continued to advance the university overall.

Throughout the pandemic in FY21, ASU charged forward to assist the state in both COVID testing (700,000+) and vaccinations (600,000+). ASU adhered to CDC guidelines throughout and continued to champion the ASU Community of Care campaign, which started the previous year when the pandemic first hit. Also, with support from the Arizona Department of Education, the Office of the Governor, Helios Education, and ASU itself, ASU Prep Digital offered free training to over 8000 teachers from 367 districts covering 1000+ schools to bridge the divide of remote learning and utilization of other tools to assist both educators and students.

While managing COVID, we also continued to advance ASU in numerous ways. A few highlights include:

- Academic Advances
 - Launching Dreamscape Learn, initiating The College of Global Futures, naming of the Sidney Poitier New American Film School, operationalizing ASU Sync throughout all the ASU campuses.

- **Facilities Opened**
 - Supporting learning, discovery, and residential housing for students, including Lantana Hall, The ASU Health Futures Center, and Wexford. Also Mirabella, a 20-story intergenerational living and lifelong learning complex opened its doors to its first occupants.
- **Announcement of new organizational structure**
 - Appointment of Dr. Nancy Gonzales, executive vice president and university provost for the Academic Enterprise; Dr. Sally Morton, executive vice president for the Knowledge Enterprise; and Maria Anguiano, executive vice president for the Learning Enterprise.

The multiple three-year goals are presented and include comments related to reaching each goal and any additional notes when it might help the reader understand the tables. I would like to point out the research goal. While the growth has been slightly lower than the goal, other factors will help to provide context. Cumulatively the research-obligated funds in FY21 outperformed expectations based on history; however, due to issues associated with COVID, spending was slower than previous years so some of these funds were not expended. If we included the unspent dollars, we would have ~\$60M more in expenditures to report.

Also note that while research expenditures only increased slightly in FY21, this was more than offset by major increases in non-research COVID-related expenditures. As an example, Biodesign had a major focus on both testing and sequencing, which would be listed in sponsored expenditures. The overall result is a major positive intervention for both the university and the state.

I look forward to our conversation regarding this report.

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

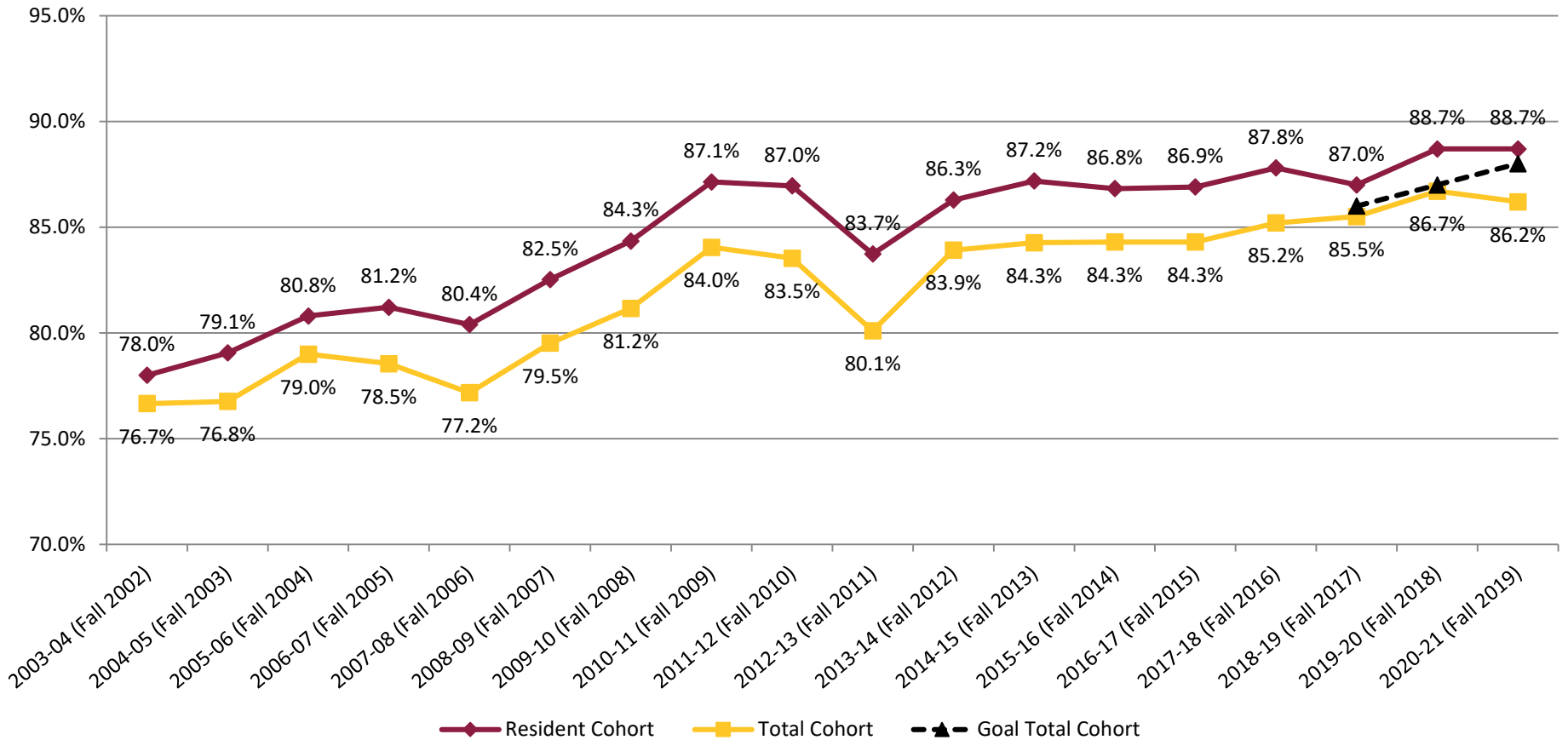
Achievement of a Freshman Retention Rate of 88%, with an additional incentive for exceeding the goal by attaining a Freshman Retention Rate of 88.5%, by FY 2021.

Final Report Follows

FY 2021 First Year Student Retention Goal: 88.0%

FY 2021 First Year Student Retention: 86.2%

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



FY 2021 First Year Student Retention Goal: 88.0%

FY 2021 Progress to Goal: 86.2%

ASU First Year Student Context:

This goal pertains to the cohort of full-time first year students (FTFYS) enrolled in campus immersion programs.

Virtually all ASU campus immersion FYS (99%) enroll full-time. They are expected to follow the eAdvisor major maps that define the path to four year graduation, which necessitates full-time enrollment.

Fundamental principles:

- Support the whole student in success, including their academics, mindset, sense of belonging, financial support, social engagement, career goals, etc.
- Support all students with intentional practices that meet the needs of the full diversity of students.
- Employ adaptive/active learning in ASU courses instead of developmental courses at community colleges.
- Understand individual student circumstances through predictive analytics to drive action and communicate using personalized data to influence behavior.
- Innovate continuously to drive constant improvement in retention and graduation.

FY 2021 First Year Student Retention Goal: 88.0%

FY 2021 Progress to Goal: 86.2%

Pandemic Context

- The pandemic conditions which began in Spring 2020 affected the Fall 2019 cohort's return in Fall 2020. Despite those conditions, the Arizona resident student retention rate was 88.7%, exceeding the goal for the second year.
- The retention rate for the domestic non-resident cohort decreased slightly, from 82.0% to 81.0%. Variations in state-imposed lockdowns and/or quarantine periods may have affected domestic non-resident students' ability and/or desire to return, despite the availability of remote learning.
- The retention rate for the international student cohort decreased more significantly, from 93.1% to 89.6%. International students who returned to their home countries in Summer 2020 were unable to return in person, for the most part. While remote learning was an option, there were challenges to meet the complete need for synchronous learning opportunities that were time zone sensitive.

FY 2021 First Year Student Retention Goal: 88.0%

FY 2021 Progress to Goal: 86.2%

ASU Charter Context

- ASU's persistence and graduation rates are strongly impacted by the expanded access provided by ASU when compared to institutions that admit only students who had A and A+ grades in high school.
- ASU admits all Arizona students who have the ability to do university level work (A and B students) and encourages them to enroll full-time.
- The FTFYS cohort for Fall 2019 continued to match the socioeconomic and ethnic diversity of Arizona. In 2002, 17.2% of first year students were underrepresented minorities, increasing to 38% in Fall 2019. Additionally, 46% of resident first-year students in Fall 2019 received Pell Grants. These aspects of the ASU access model impact retention and continue to drive actions to close gaps that exist.
- ASU students who enter with a HSGPA of A- or higher retain at rates above 90%; the overall rate is 86.2%. To meet our goals, the retention rates of the students with a HSGPA below an A- must increase.

FY 2021 First Year Student Retention Goal: 88.0%

FY 2021 Progress to Goal: 86.2%

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

Actionable Analytics suite of data intelligence and complementary data sources are integrated through Salesforce in the Advisor Portal, which has become the communication network for academic advisors.

- In partnership with Amazon Web Services, the infrastructure, expertise and, automated processes have been developed to scale up enterprise-level models quickly for predicting student success.
- On any given day, we know not only the predicted probability that any given undergraduate student will persist and also know the main factors contributing to that prediction.
- Insights gleaned from the predictive models, along with other sources of institutional intelligence, are permeated into key enterprise systems to drive personalized, student-centric support.
- Development is underway of a “Campaign Builder” software application that will give staff from all corners of ASU the ability to identify students quickly and easily for personalized and targeted outreach & support.

FY 2021 First Year Student Retention Goal: 88.0%

FY 2021 Progress to Goal: 86.2%

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

Curricular innovations continue to expand. Courseware is developed through a continuous improvement process, typically starting with a pilot. As success improves, more faculty receive training and become increasingly skilled at teaching in this manner, with rapid improvement after a few times teaching this way.

- At this time, BIO 100, PSY 101, MAT 117, MAT 142, ECN 211 and ECN 212 are fully scaled. During 2019-2020, there were over 25,000 enrollments in the adaptive/active versions of these courses.
- Conversion of Business Calculus and Engineering Calculus courses to adaptive/active pedagogy are underway with a target implementation date during the 2022-23 academic year. These courses have high failure rates and 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 2021 Progress to Goal: 86.2%

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

Coordinated student-centric communications and holistic real-time care in support of students' success were of particular importance under pandemic conditions.

- Delivered critical COVID-19 messaging to campus students via Sunny (chatbot).
- Promoted in-person and sync-enabled student engagement activities via ASU Mobile App.
- Redesigned and rebranded My ASU Service tab to Help tab enabling 24/7 service assistance, such as a new chatbot that answers students' commonly asked questions related to financial aid.
- Expanded 1:1 chat and SMS technologies to key service units resulting in 14,000 real-time chats and text messages with 30,000 students.
- Refreshed the ASU Advisor Portal to incorporate new analytic indicators and an enhanced user interface to emphasize personalized student-centric messaging.

ASU Mobile App

596 mobile push campaigns

7,031,806 push notifications

155,440 unique students reached

Sunny Chatbot

129 targeted text message outreach campaigns

3,147,794 text messages sent to students

72,291 unique students reached

55% of students responded to Sunny

FY 2021 First Year Student Retention Goal: 88.0%

FY 2021 Progress to Goal: 86.2%

ASU continues 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 2020-2021 academic year, students submitted 37,734 requests to change their major. This is an increase of almost 22,500 requests from the 2019-2020 academic year.
- A similar online process to add/drop minors will launch summer 2021. Future enhancements to the experience will allow students to request to add/change/drop a certificate or concurrent degree program.

FY 2021 First Year Student Retention Goal: 88.0%

FY 2021 Progress to Goal: 86.2%

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

Academic support

Creating a state of the art in-person and digital tutoring experience, which will serve as a clearinghouse for all student academic support across campuses and online, and as an innovative service hub for schools and departments.

Key actions:

- Redesign services. Create a one stop shop **digital service platform with AI/chatbot integration and digital content delivery.**
- Design **learning paths or smart content** that take into account student's performance in a particular skill and automatically provide new content, feedback, and practice of the specific skill.

Work + Learn

Designed to prepare learners of all types to thrive in an integrated work and learning future.

Key actions:

- Working Learners Program, Work-Integrated Learning, Xperience
- 30 Work Integrated Learning Courses tested introduction of micro-work related projects into the curriculum.

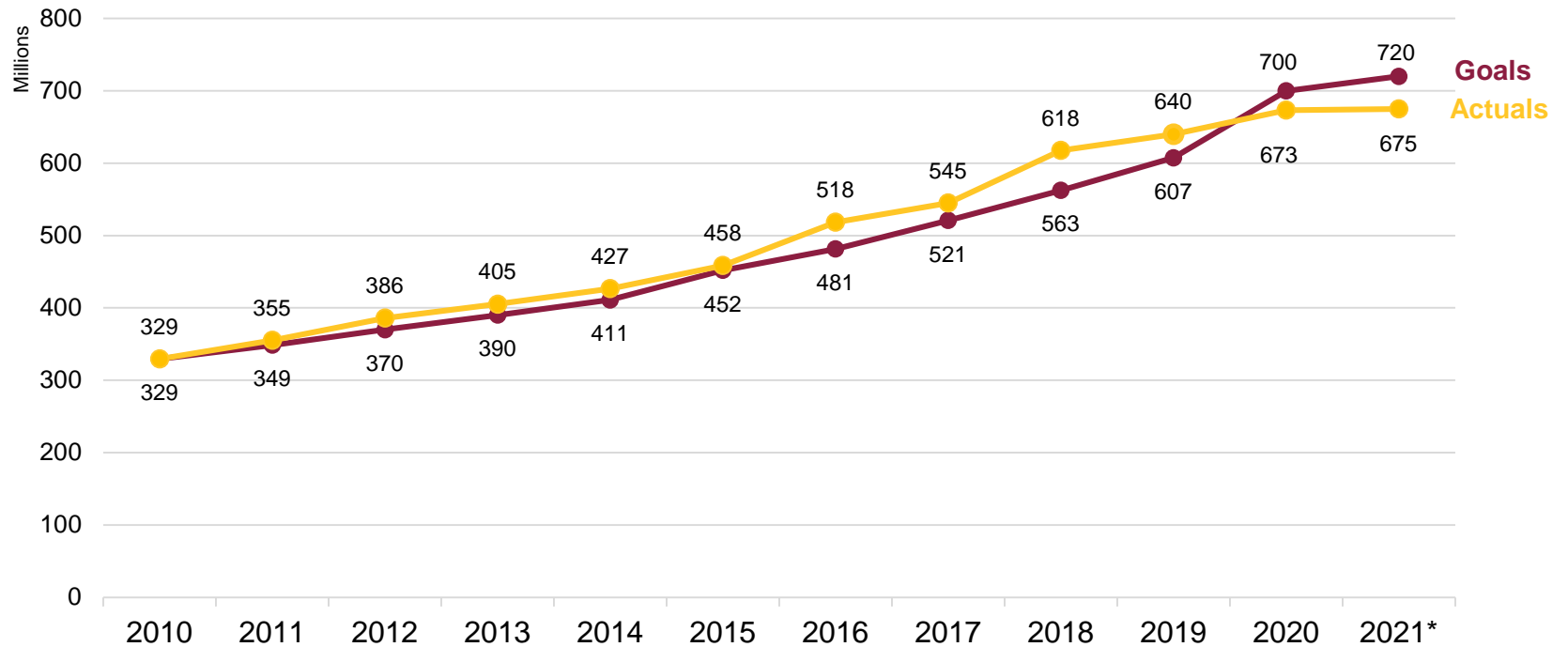
2018-2021 Multiple-Year 'Enterprise Performance' At-Risk Goal 2

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.

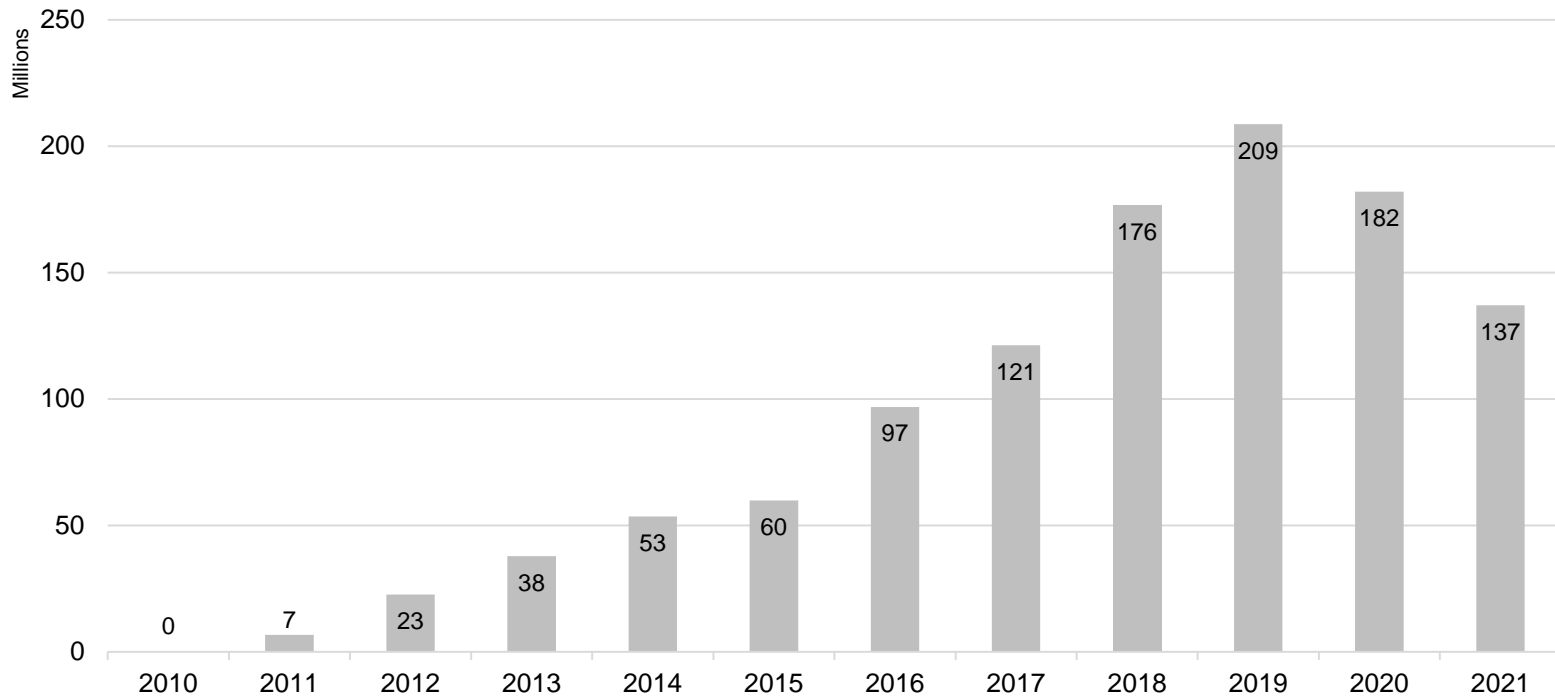
Final Report Follows

Research Expenditures

Research Expenditures



Cumulative Outperformance vs. Goals

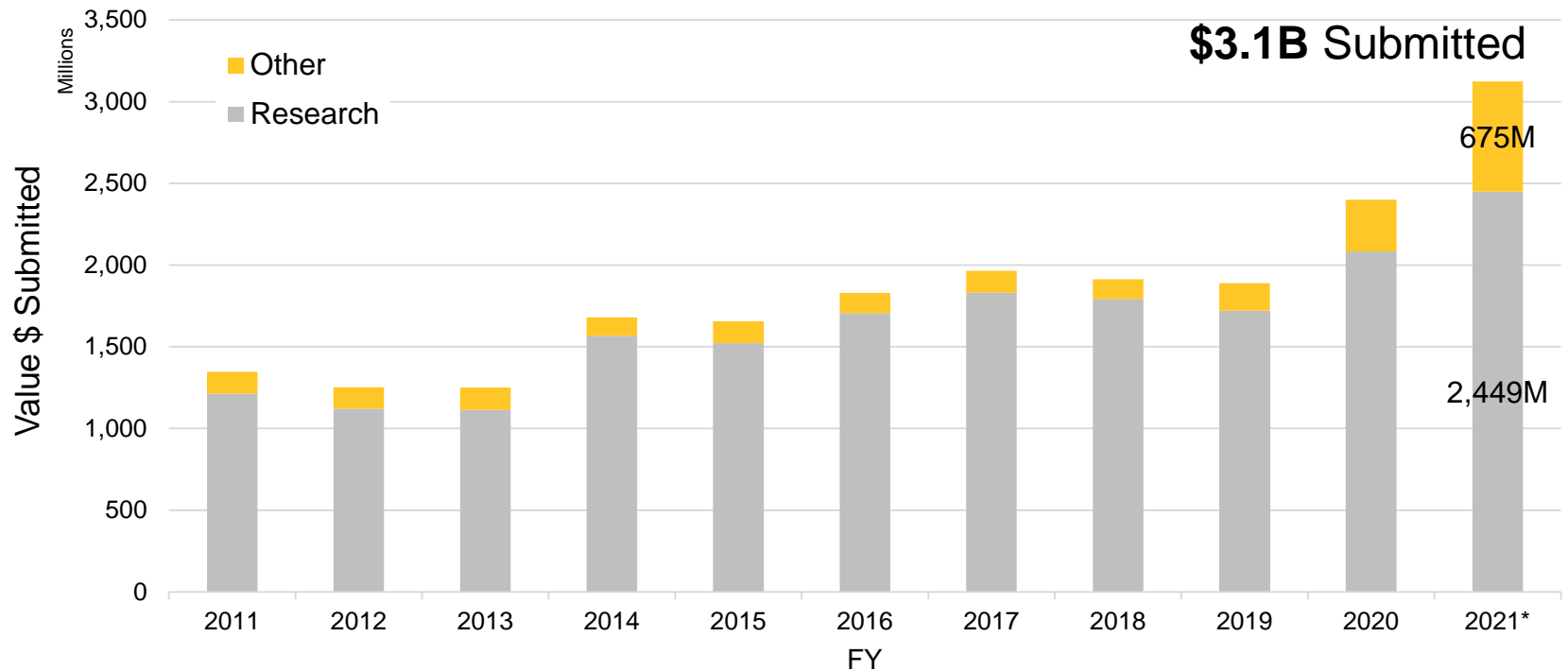


ASU has cumulatively outperformed its research expenditure goals by \$137M.

*2021 research (HERD) expenditures are an estimate

Proposal Submissions

Proposal \$ Submitted Set Record in FY21



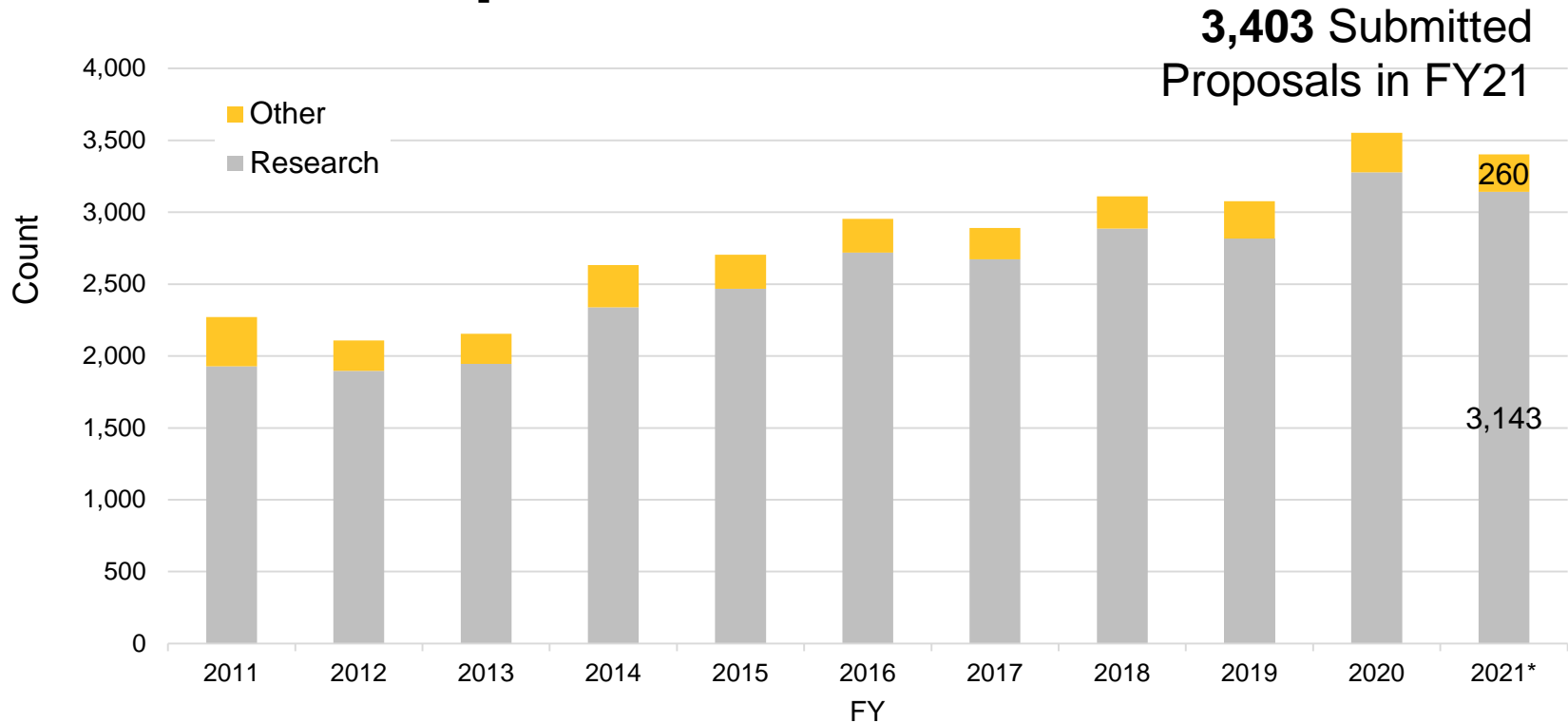
Total proposal submissions \$ in FY2021 set a record for the highest amount submitted in ASU's history.

*2021 estimate based on unaudited June data

research.asu.edu

Proposal Submissions

Count of Proposals

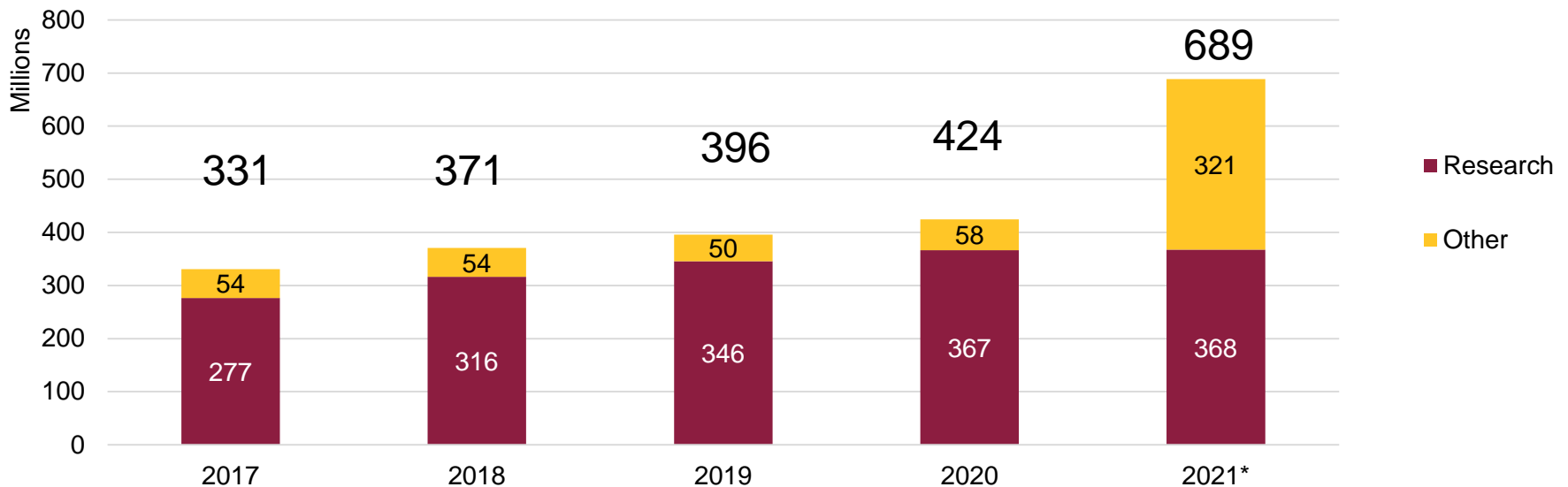


Although the count of proposals decreased from FY20 to FY21, each proposal on average was of a higher value.

*2021 estimate based on unaudited June data

Sponsored Expenditures

Non-research, COVID expenditures significantly increased in FY21



Research expenditures typically account for ~86% of sponsored expenditures.

*2021 estimate based on unaudited June data

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

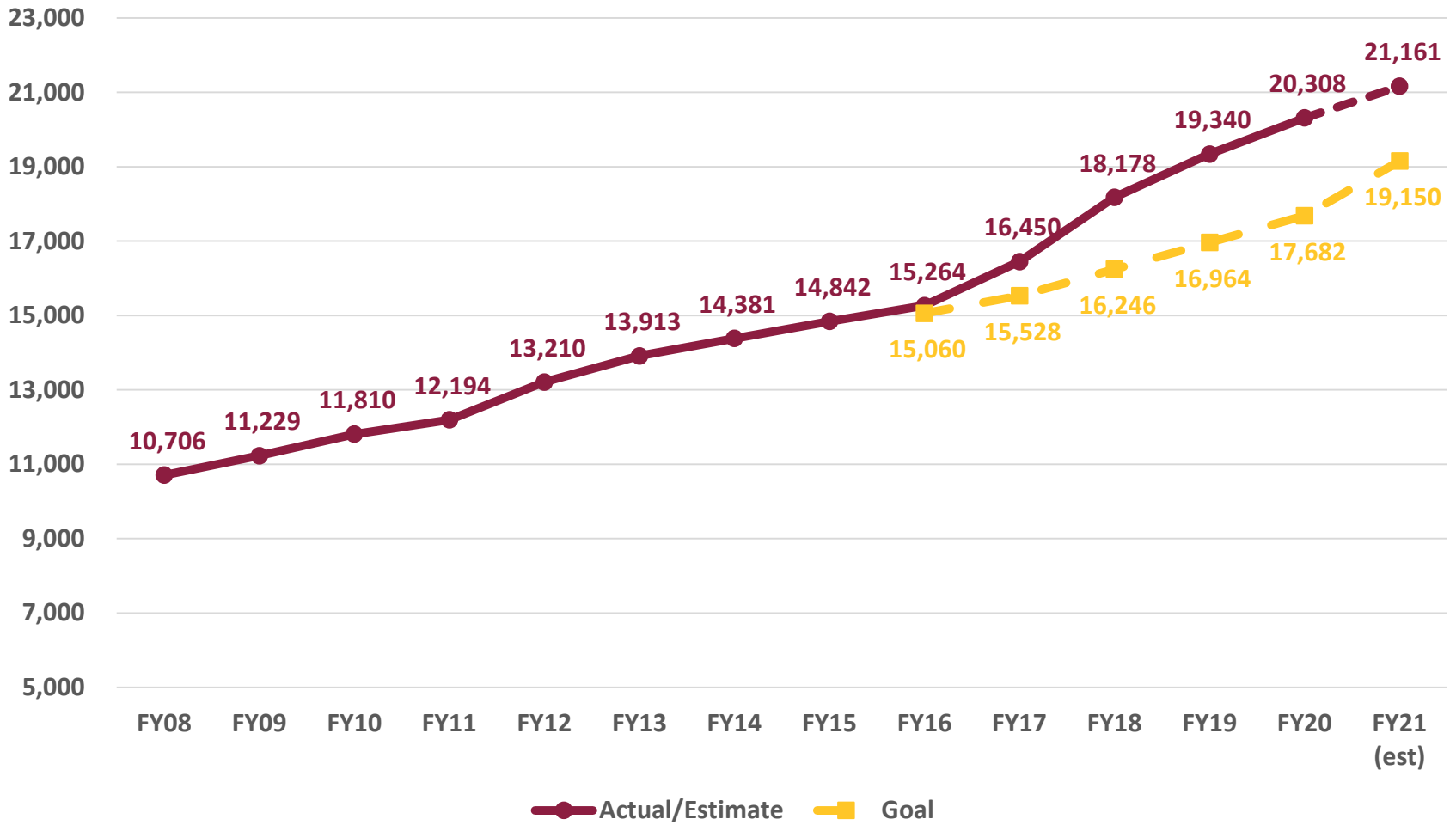
Achievement of the projected 2021 fiscal year strategic plan metric goal in Bachelor's Degrees Awarded of 19,150.

Goal Achieved

Final Report Follows

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

FY 2021 Goal Achieved: 20,308 Degrees



FY 2021 Bachelor's Degree Goal: 19,150 Degrees
FY 2021 Goal Achieved: 20,308 Degrees

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 2021 Goal Achieved: 20,308 Degrees

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 2021 Goal Achieved: 20,308 Degrees

Strategies to Realize the Goal

- Continued to grow the number of students enrolling in the first year class. The number of first year students has increased by 122% since 2002, from 6,820 to 15,161.
- Continued to grow transfer pathway programs with community college partners. The number of new transfer students has increased by 157% since 2002-03, from 8,043 to 20,510.
- Continued to add new undergraduate degree program offerings. With 267 bachelor's degree programs offered across multiple campuses, locations, and modalities in 2020-21, the number increased by 51 over the last 5 years.
- Continued to increase Online program offerings. 138 undergraduate degree programs and concentrations are offered through ASU Online.

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

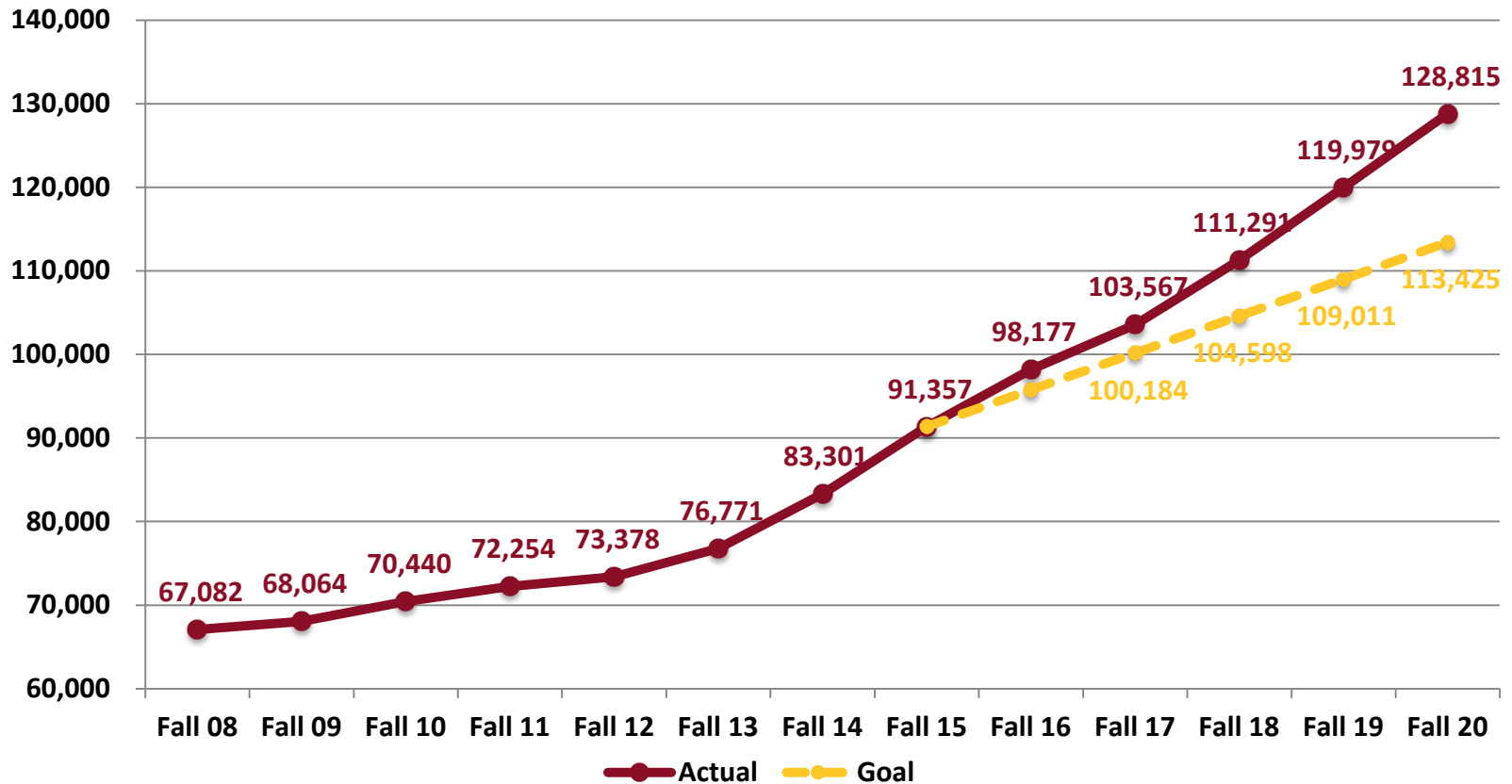
Achievement of the projected 2021 fiscal year strategic plan metric goal of 113,425 total students enrolling in the University.

Goal Achieved

Final Report Follows

FY 2021 Total Enrollment Goal: 113,425

FY 2021 Goal Achieved: 128,815



FY 2021 Total Enrollment Goal: 113,425

FY 2021 Goal Achieved: 128,815

Enrollment Capacity and Growth

ASU continues to create capacity for increasing number of students as 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, Uber, and other employers
- College graduates pursuing advanced degrees or certifications

FY 2021 Total Enrollment Goal: 113,425

FY 2021 Goal Achieved: 128,815

Enrollment Capacity and Student Success

ASU continues efforts to improve student persistence which leads to increases in overall enrollment. Ultimately, as students graduate earlier, this also creates greater capacity.

Many efforts are directed at improving persistence and degree attainment, including:

- Predictive analytics and tools to facilitate the work of advisors and other student support staff in serving and communicating 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 serve this generation of students better.
- Financial literacy, growth mindset, and other programmatic features that address potential barriers to success.

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

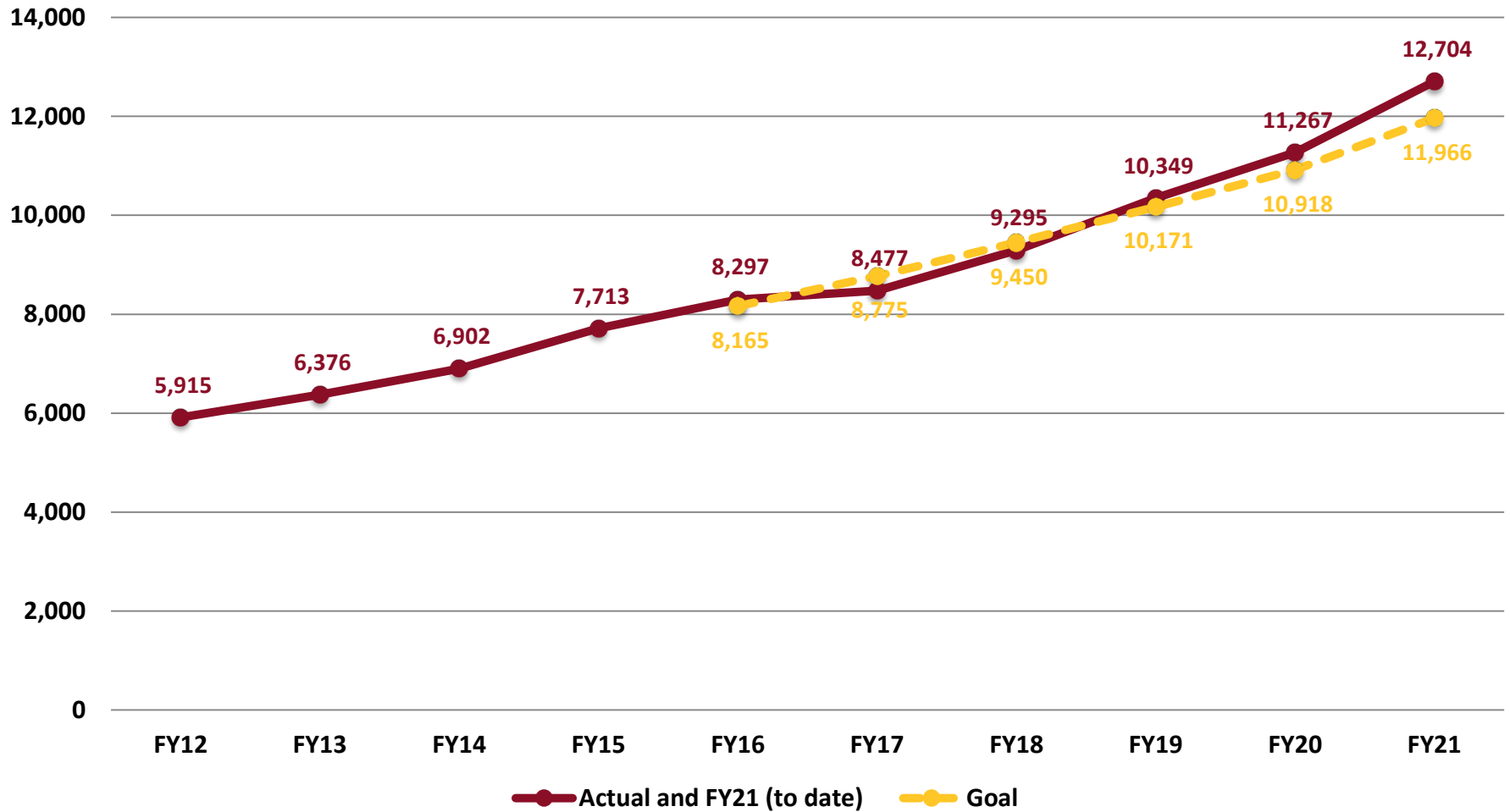
Achievement of the projected 2021 fiscal year strategic plan metric goal number of degrees in high demand fields of 11,966.

Goal Achieved

Final Report Follows

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

FY 2021 Goal Achieved: 12,704 Degrees



FY 2021 High-Demand Degree Goal: 11,966 Degrees
FY 2021 Goal Achieved: 12,704 Degrees

- The ABOR metrics define high-demand degrees as those in STEM fields (e.g., natural sciences, engineering and technology, and mathematics), health, and education.
- Over the last ten years, the number of high-demand degrees has more than doubled, with STEM degrees growing to nearly 8,000 awarded in FY21.
- 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 2021 Goal Achieved: 12,704 Degrees

- As part of expanding the scale of outcomes in high-demand fields, ASU continues to make investments in **cutting-edge technological innovation**.
 - Last year, ASU launched a new partnership, **Dreamscape Learn**, which will add avatar-driven virtual reality experiences to both campus-based and online courses, starting with introductory biology and eventually expanding throughout the sciences and beyond. The partnership also includes the establishment of immersive, experiential Dreamscape Learn Labs on ASU campuses.
- The **New Economy Initiative** is fueling further growth continued expansion of the Fulton Schools of Engineering, the establishment of new Science and Technology Centers, and the development of workforce development programs to support new industry needs.

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%

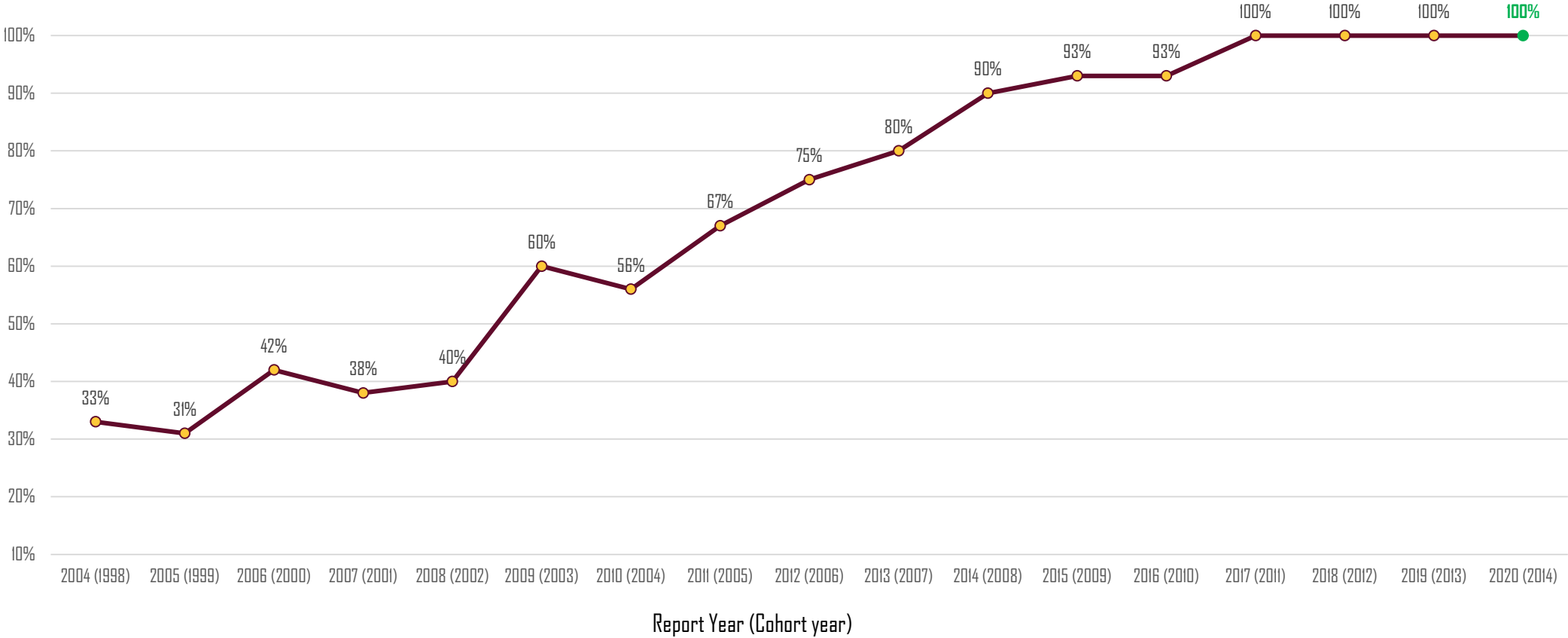
Goal Achieved

Final Report Follows



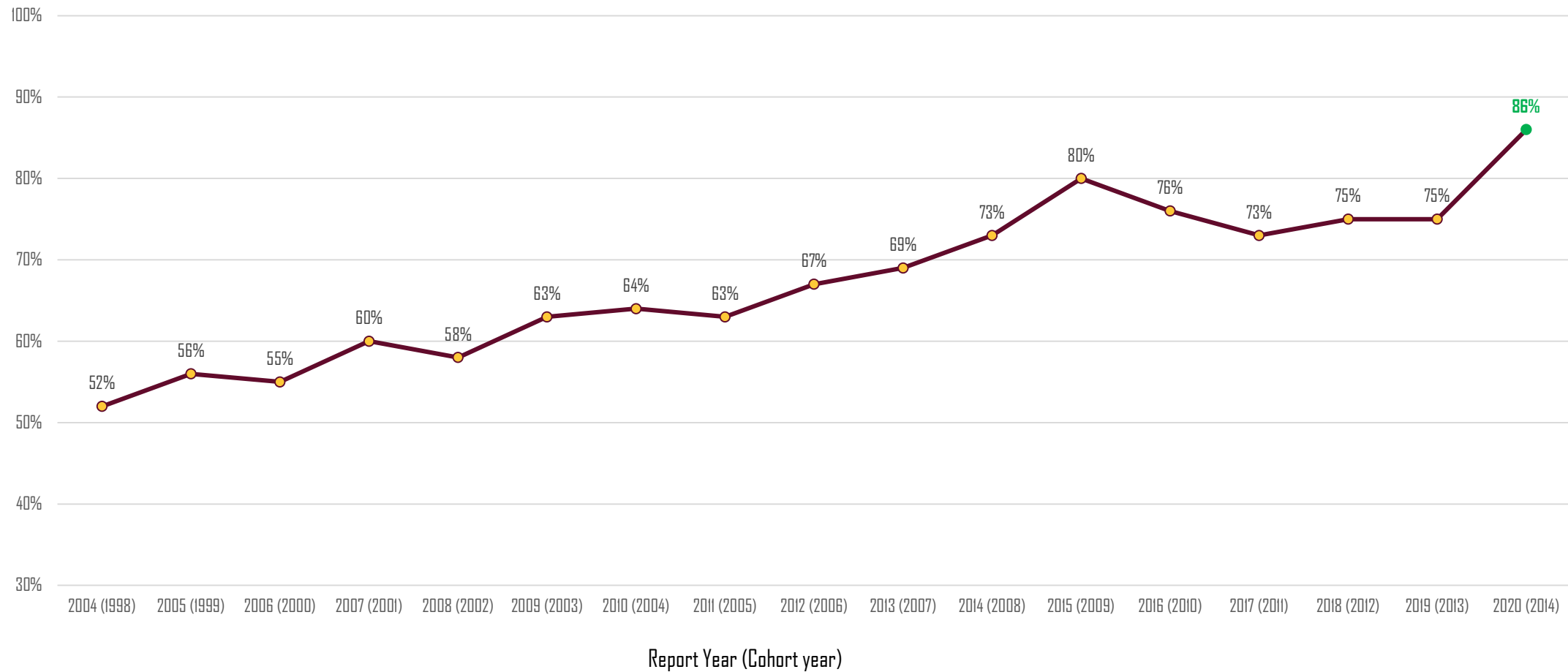
SUN DEVIL ATHLETICS 2021 ABOR Report
ARIZONA STATE UNIVERSITY

Men's Basketball: Multiyear Graduation Success Rate (GSR)



**Currently ranked 1st in the Pac 12, for the 4th consecutive year at 100%. Information not to be released until October 2021.*

Football: Multiyear Graduation Success Rate (GSR)



Commitment to graduating former student-athletes

Sun Devil Athletics offers a degree completion program for former student-athletes who have yet to complete their undergraduate degree. The Sun Devil 4 Life (SD4L) degree completion program covers tuition, fees and books for each semester of enrollment.

- An average of seven former student-athletes participate each semester.
- The FY21 list of program graduates are a combination of SD4L participants and a few who completed with their own funding.

Start Yr @ ASU	Name	Sport	Graduation Term	Professional Career
1981	Doug Allen	Football	Fall 2020	Selected in the 1985 NFL Draft
2007	Paul Unga	Football	Summer 2021	High School Football Coach and Teacher
2008	Tommy Ohmart	Football	Summer 2021	
2011	Darin Gillies	Baseball	Fall 2020	Selected in the 2015 MLB Draft: still playing professionally
2013	Seth Martinez	Baseball	Fall 2020	Selected in the 2016 MLB Draft: still playing professionally



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



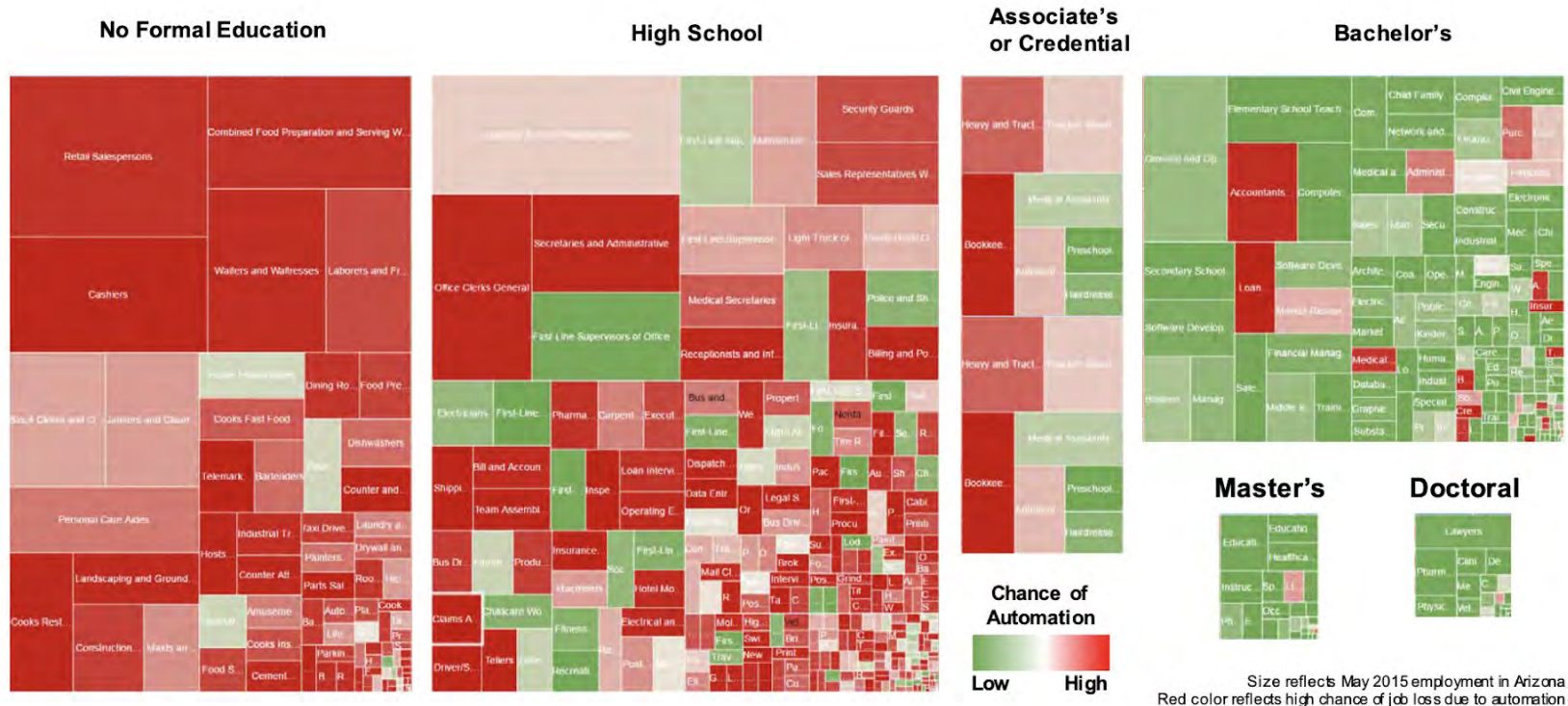
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- 2) Learning Enterprise**
- 3) ASU Local**

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%

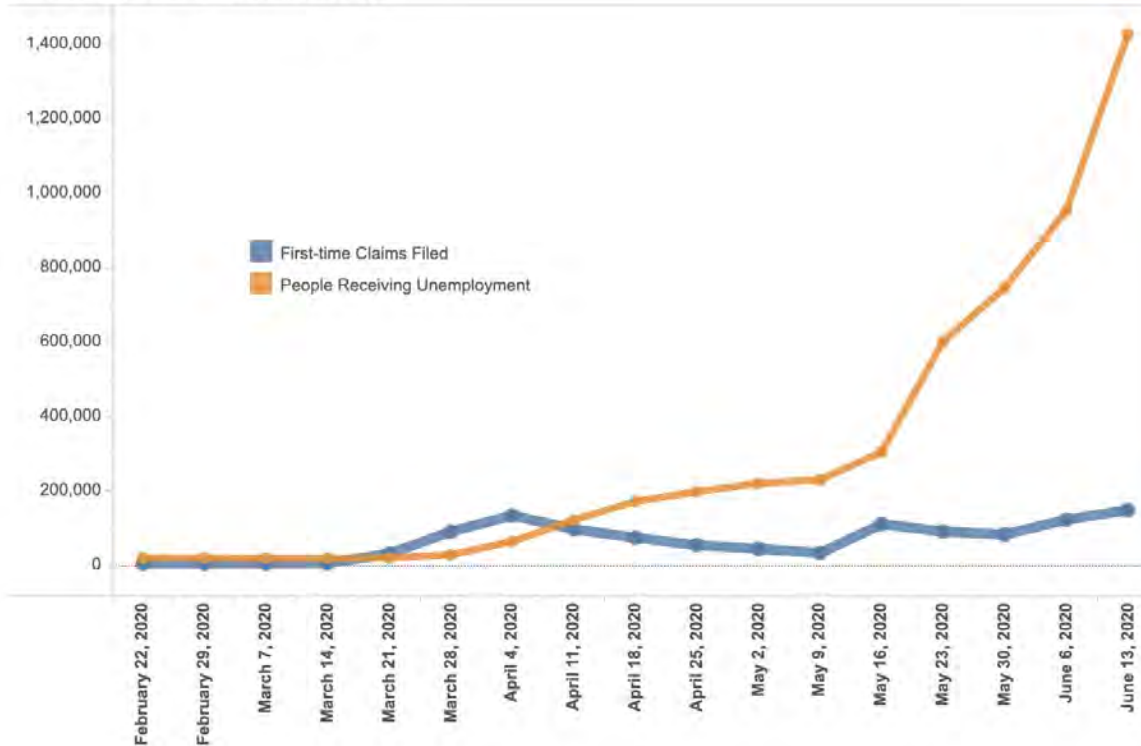
Online community college

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

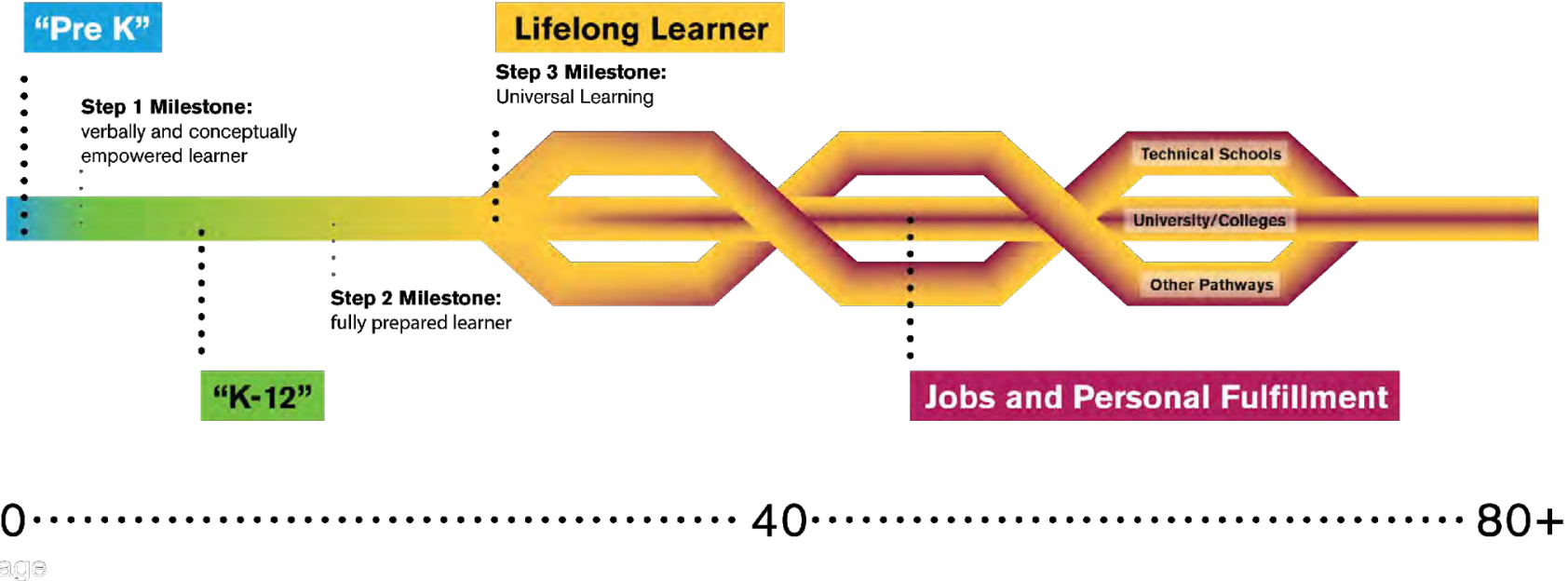
Unemployment Claims Are Rapidly Rising in Arizona

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

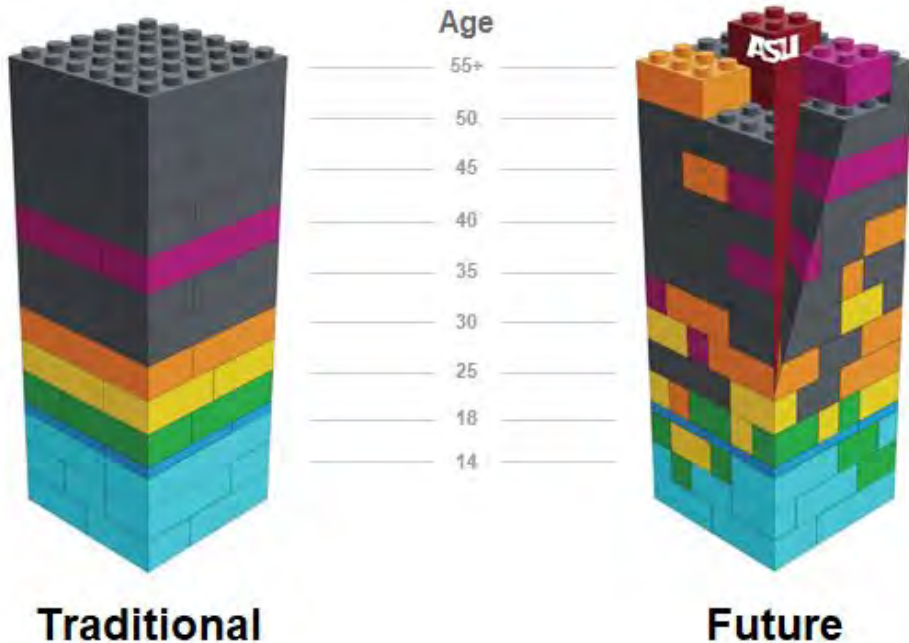


A Growing Opportunity (and Need) to Engage Learners Throughout Their Lifetime



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.



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

Traditional

Future

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**

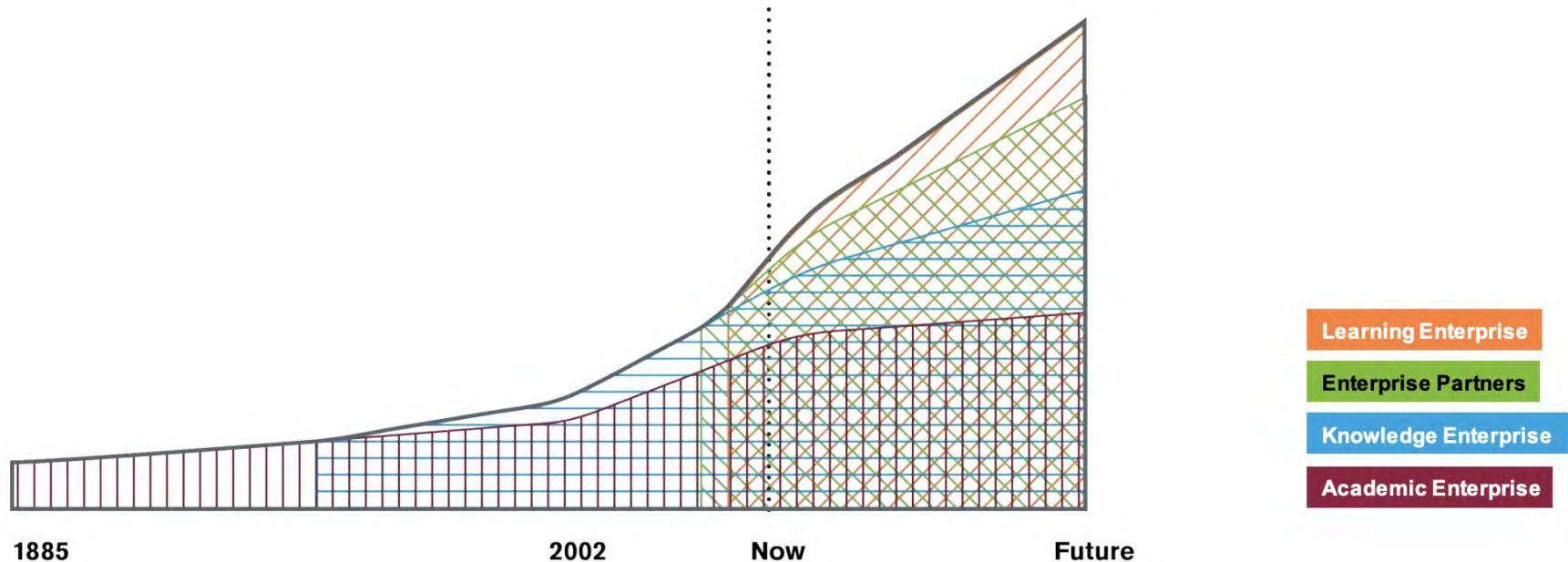
Late-Career

**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



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*

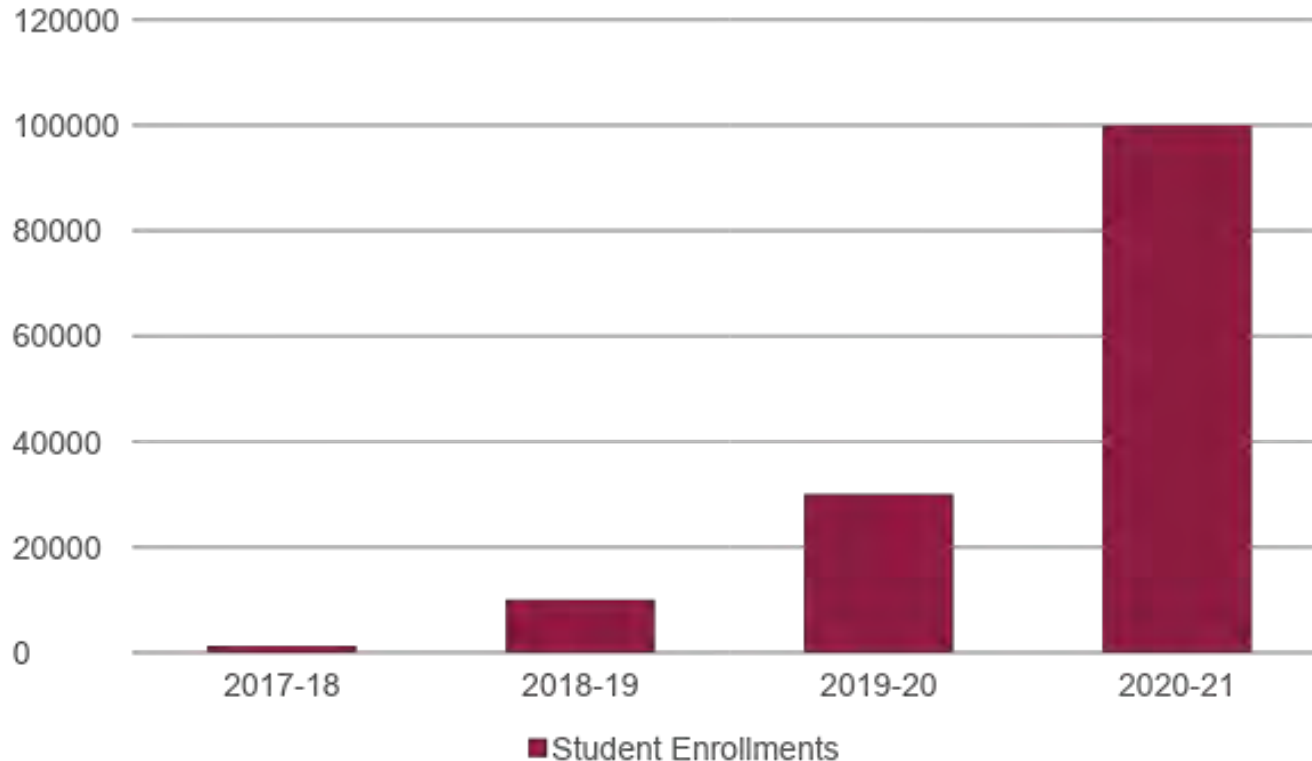
Create scalable, sustainable, mission-driven business models, leveraging ASU-created offerings and services.

*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



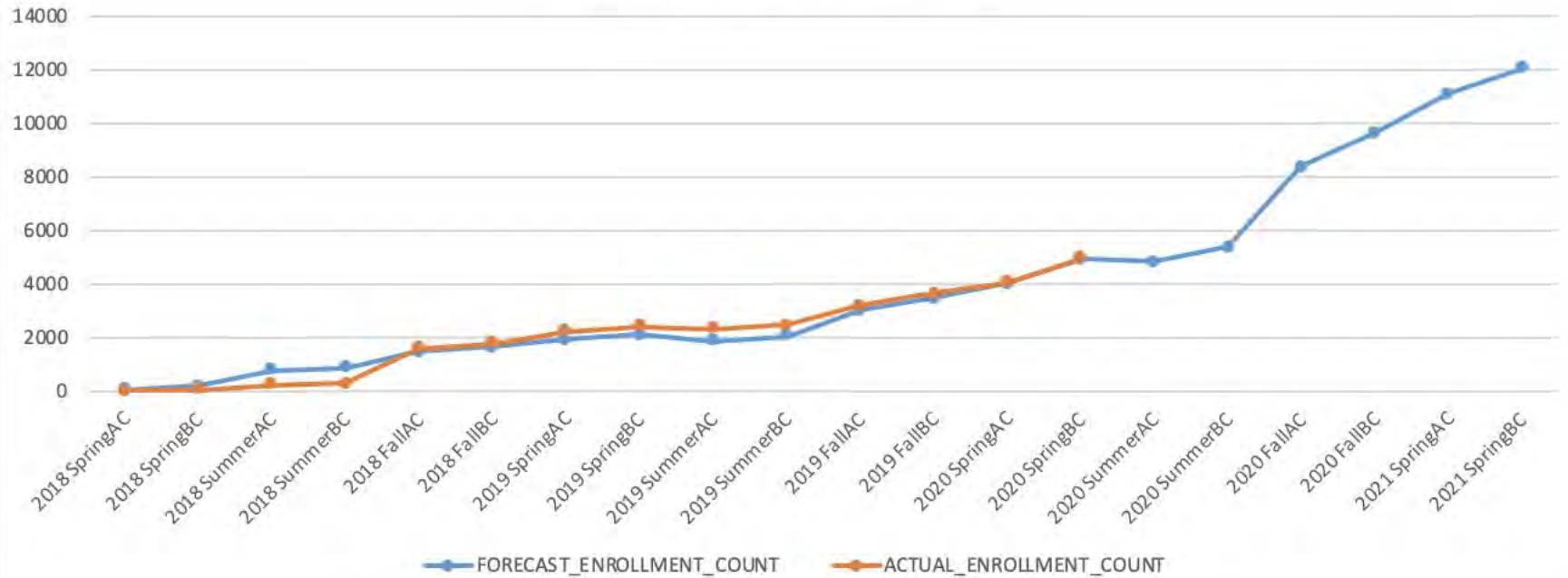


Open Scale & Earned Admissions

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



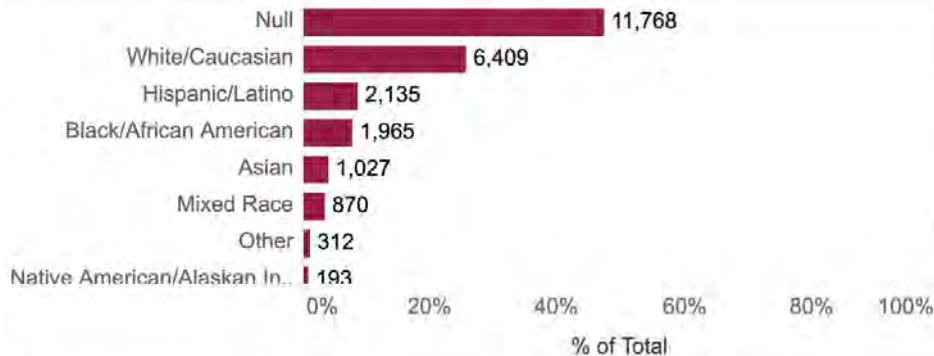
Impact Statistics

- 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

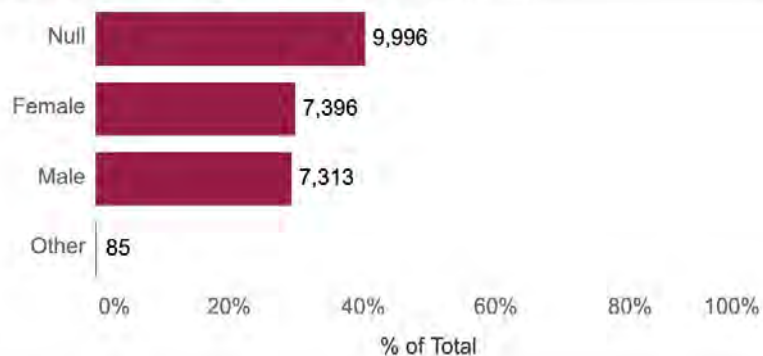
Ethnicity

Self reported from ASU Application or EA Learner Application



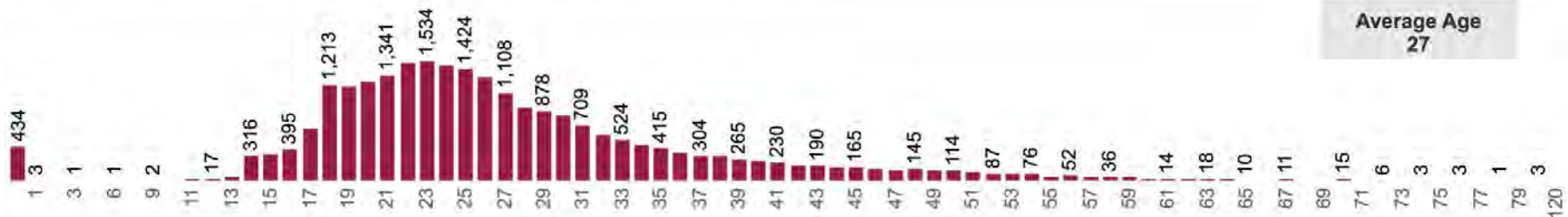
Gender

Self reported from ASU Application or EA Learner Application



Age as of today

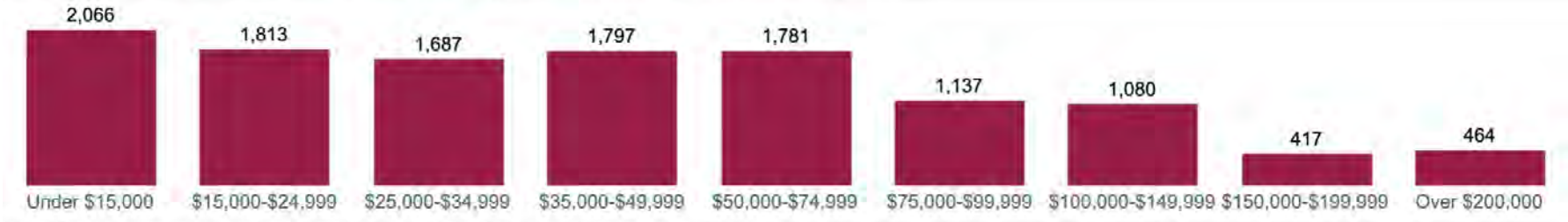
Calculated using the current date and the birthdate on the either the ASU App or EA Learner app



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,

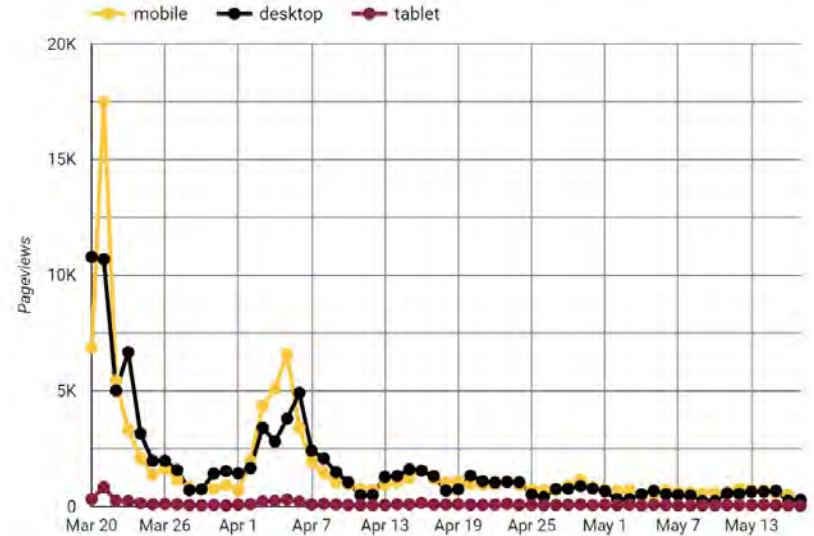
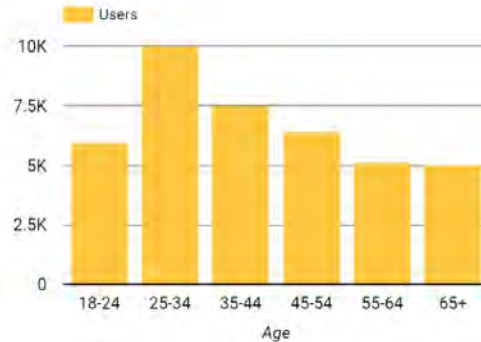
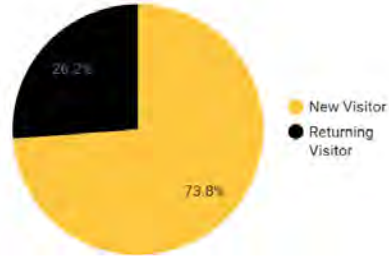
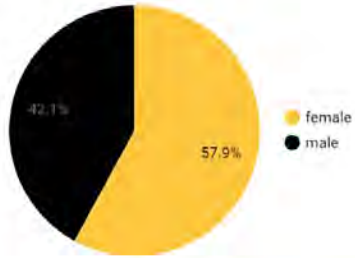
[Link to website](#)

Pageviews
204,398

Sessions
168,986

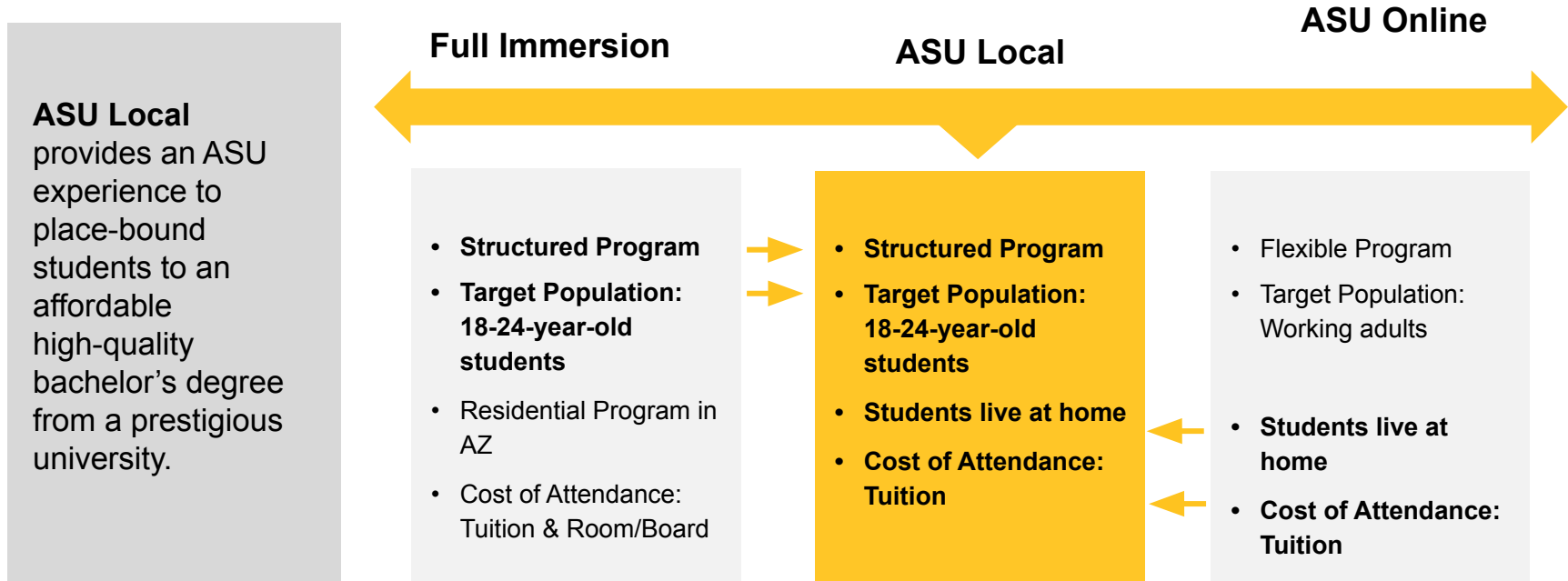
Users
145,192

Visitor demographics



ASU Local

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

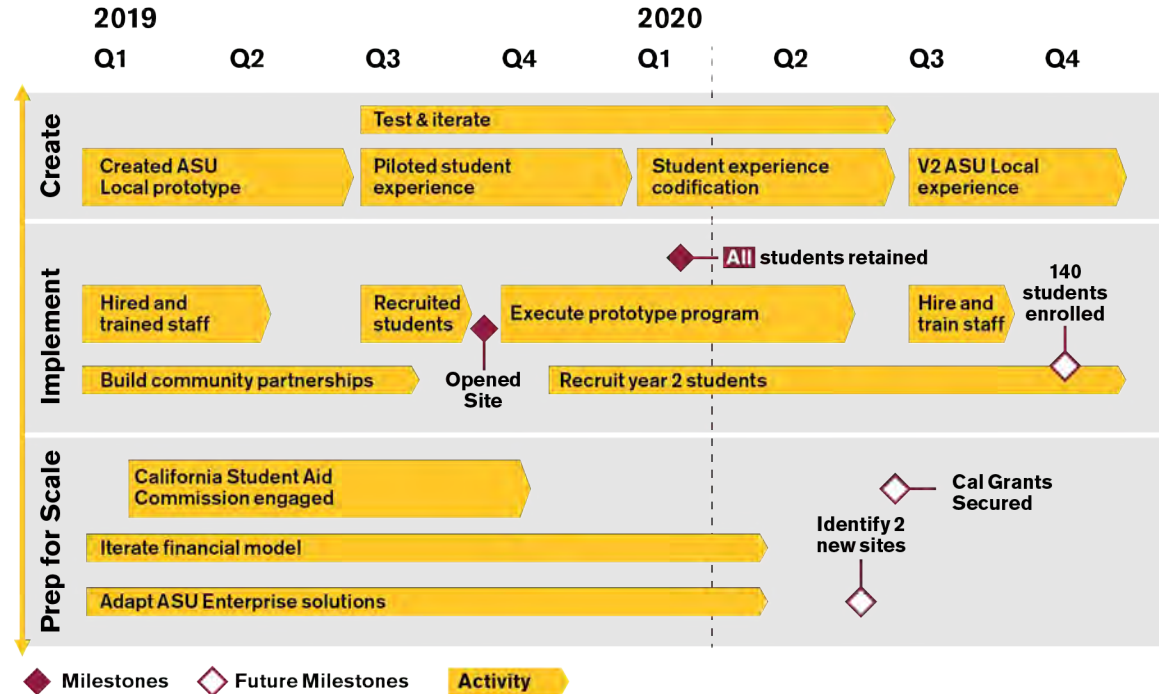


ASU Local was launched within one year

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



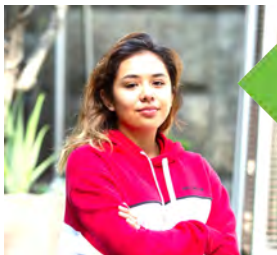
College

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



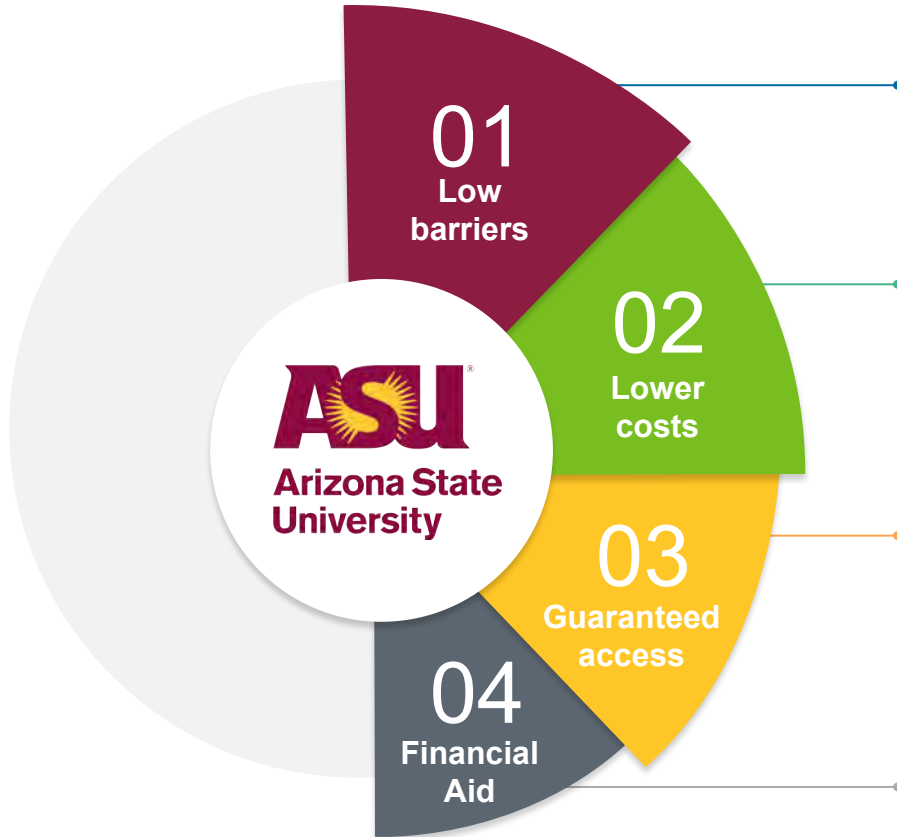
Tight-knit supportive **community**



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

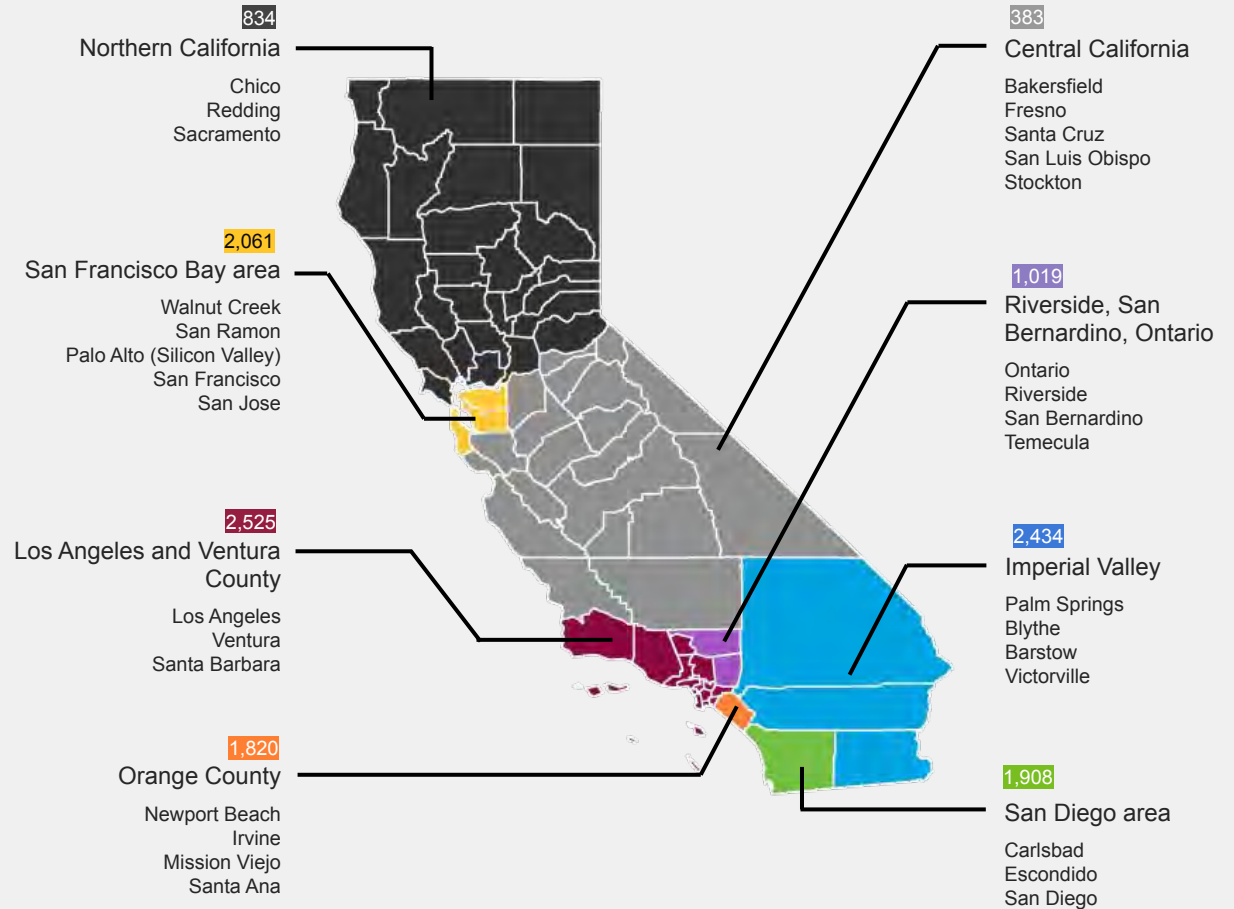
Avoids cost of **campus housing**
Avoid **transportation** costs associated with long commutes

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

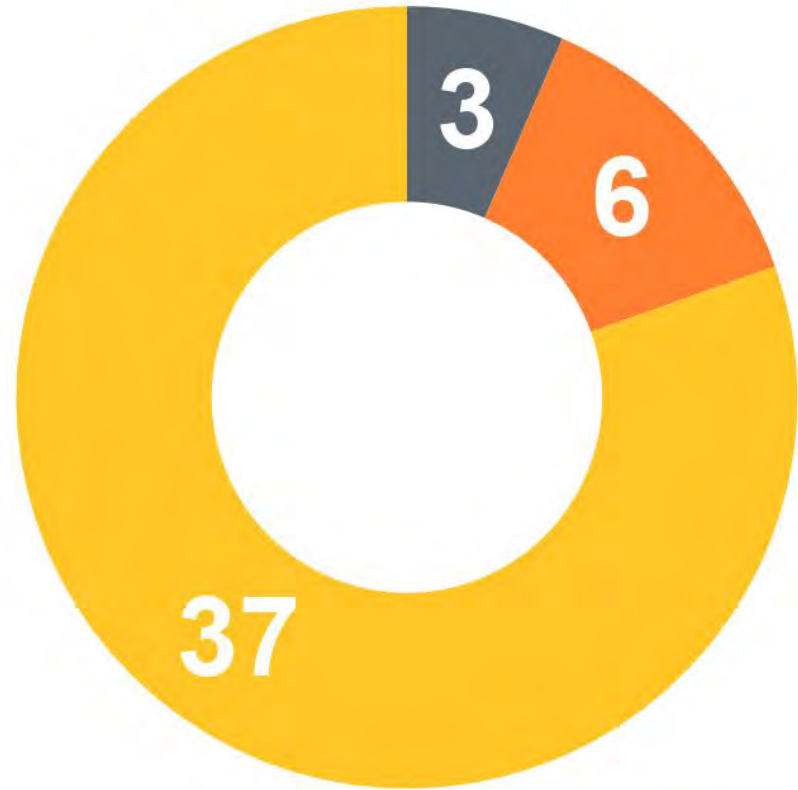
School partnerships utilized
our science curriculum
(Biology, Chemistry,
Forensics, Physics, Marine
Science and Physical
Science)

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

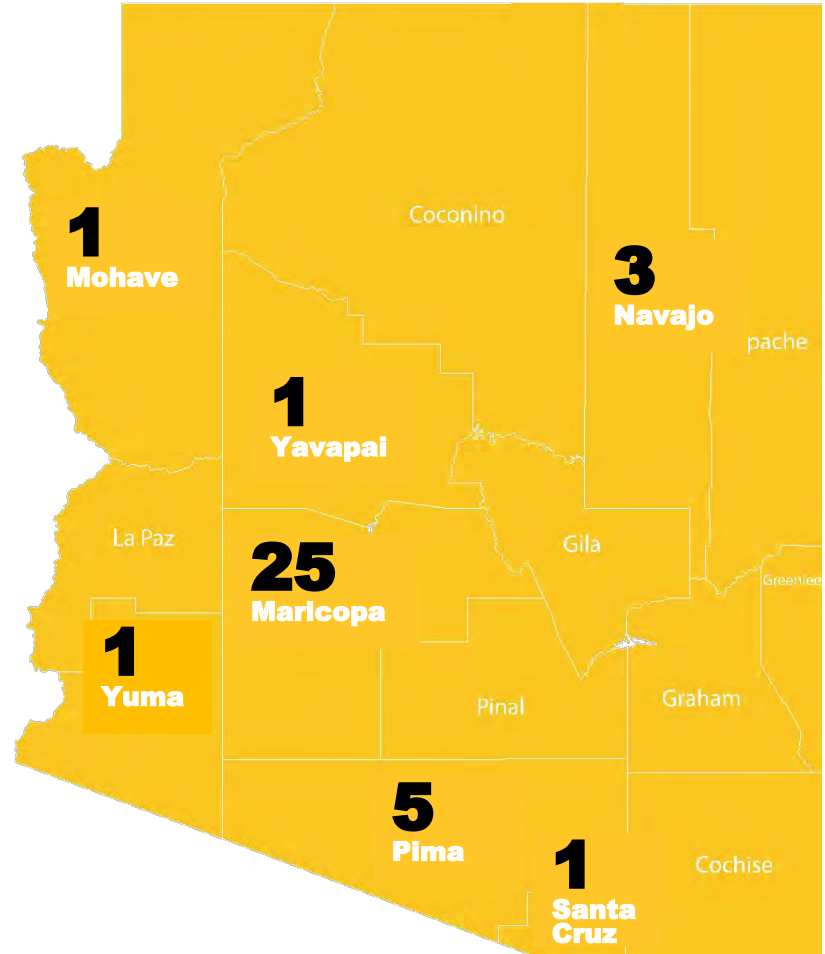


● Educational Organizations ● Expanded Schools ● New Schools

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



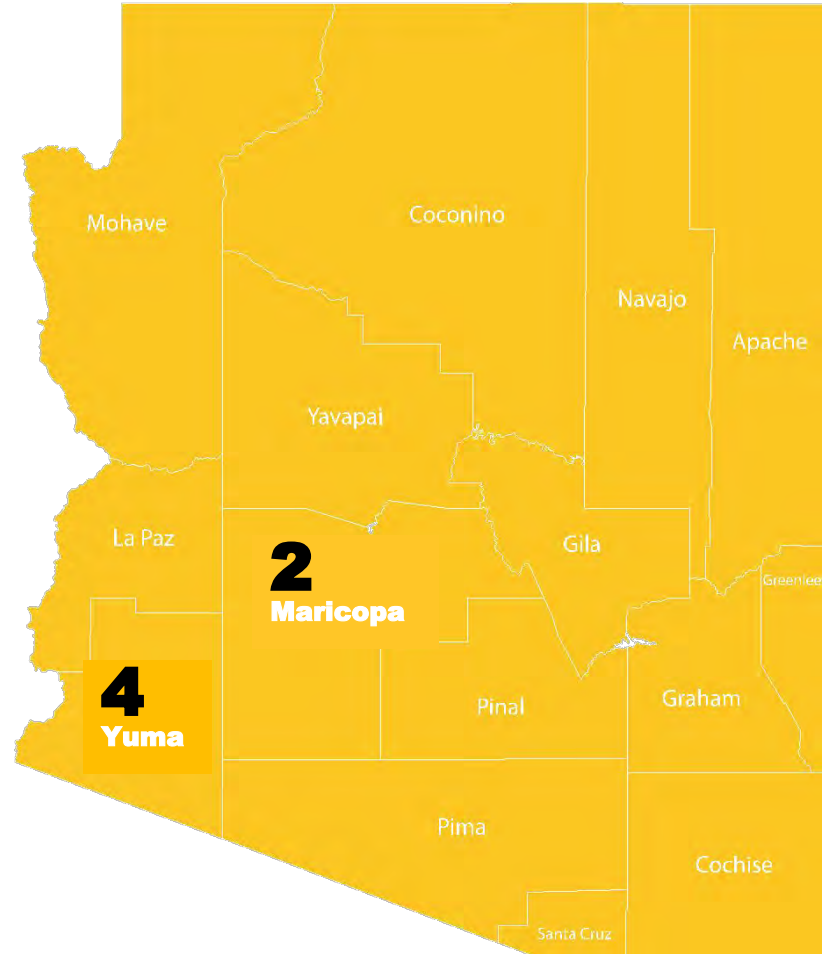
San Luis High School (Yuma)



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.



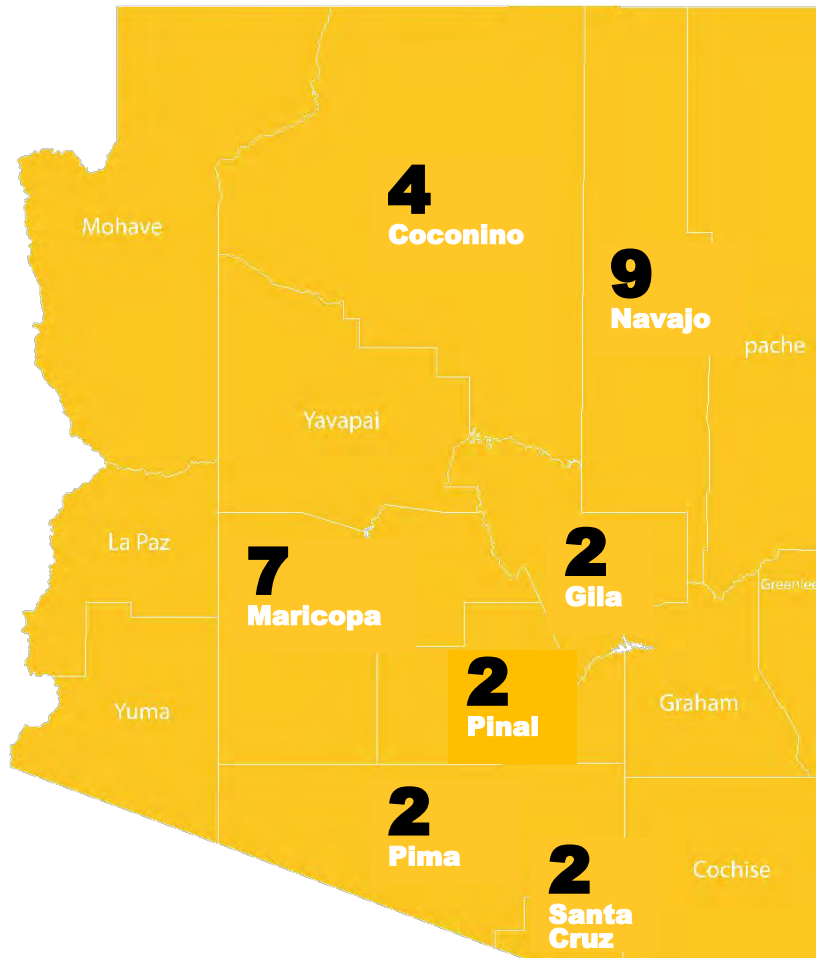
COVID-19 Emphasized the State's Need for ASU's k-12 Digital Platform

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



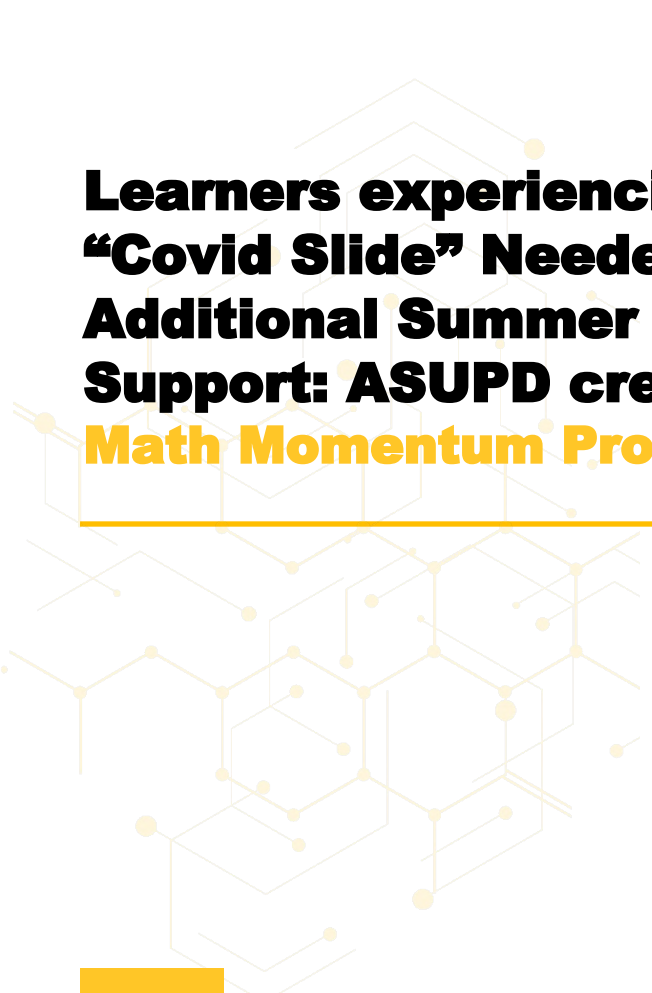
Students work on the computer and complete offline activities



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.