vision

To establish ASU as the model for the New American University, measured not by who we exclude, but rather by who we include; pursuing research and discovery that benefits the public good; assuming major responsibility for the economic, social and cultural vitality and health and well-being of the community.
Arizona State University
State Investment and Stimulus Impact per Full Time Enrolled Student
adjusted for inflation using the Consumer Price Index FY 1963-2011

<table>
<thead>
<tr>
<th>Year</th>
<th>State Investment</th>
<th>Base state investment</th>
<th>Temporary stimulus funding</th>
<th>Tuition backfill for general fund reductions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1963</td>
<td>$4,389</td>
<td>$4,389</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1965</td>
<td>$4,600</td>
<td>$4,389</td>
<td></td>
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</tr>
<tr>
<td>1967</td>
<td>$4,800</td>
<td>$4,389</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1969</td>
<td>$5,100</td>
<td>$4,389</td>
<td></td>
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</tr>
<tr>
<td>1971</td>
<td>$5,400</td>
<td>$4,389</td>
<td></td>
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<tr>
<td>1973</td>
<td>$5,700</td>
<td>$4,389</td>
<td></td>
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</tr>
<tr>
<td>1975</td>
<td>$6,000</td>
<td>$4,389</td>
<td></td>
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</tr>
<tr>
<td>1977</td>
<td>$6,300</td>
<td>$4,389</td>
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</tr>
<tr>
<td>1979</td>
<td>$6,600</td>
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<tr>
<td>1981</td>
<td>$6,900</td>
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<tr>
<td>1983</td>
<td>$7,200</td>
<td>$4,389</td>
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<tr>
<td>1985</td>
<td>$7,500</td>
<td>$4,389</td>
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<tr>
<td>1987</td>
<td>$7,800</td>
<td>$4,389</td>
<td></td>
<td></td>
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<tr>
<td>1989</td>
<td>$8,100</td>
<td>$4,389</td>
<td></td>
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</tr>
<tr>
<td>1991</td>
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<tr>
<td>1993</td>
<td>$8,700</td>
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<tr>
<td>1995</td>
<td>$9,000</td>
<td>$4,389</td>
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<tr>
<td>1997</td>
<td>$9,300</td>
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<tr>
<td>1999</td>
<td>$9,600</td>
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<tr>
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<tr>
<td>2007</td>
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<tr>
<td>2009</td>
<td>$11,100</td>
<td>$4,389</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>$11,400</td>
<td>$4,389</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

State investment with $170 million system cut = $4,403
Net Decrease in Number of State/Tuition Funded Faculty

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>2,838</td>
</tr>
<tr>
<td>2010</td>
<td>2,609</td>
</tr>
</tbody>
</table>

asu 2008 to 2011 academic programs & administrative support reductions and adjustments
Net Decrease in Number of State/Tuition Funded Staff

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2008</td>
<td>4,178</td>
</tr>
<tr>
<td>Fall 2010</td>
<td>3,621</td>
</tr>
</tbody>
</table>

asu 2008 to 2011 academic programs & administrative support reductions and adjustments
Employee Reductions by Category: All Funds

- **Staff**
  - Fall 2008: 6,773
  - Fall 2010: 6,197
- **Faculty**
  - Fall 2008: 3,095
  - Fall 2010: 2,875

asu 2008 to 2011 academic programs & administrative support reductions and adjustments
ASU FTE Employees per 100 FTE Students
State and Local Funding Sources (excludes Sponsored Sources)

- Total staff:
  - Close of FY2008: 9.7
  - Start of FY2010: 8.0
  - Start of FY2011: 7.7

- Total faculty:
  - Close of FY2008: 4.5
  - Start of FY2010: 4.0
  - Start of FY2011: 3.8

asu 2008 to 2011 academic programs & administrative support reductions and adjustments
Fewer Class Offerings: Number of sections

- **Fall 2008:** 5,948
- **Fall 2009:** 5,740

Reduction in class offerings provides fewer options for students.
Increased Class Size

- Classes with less than 20 students:
  - Fall 2008: 2,739
  - Fall 2009: 2,457

- Classes with more than 50 students:
  - Fall 2008: 819
  - Fall 2009: 912

asu 2008 to 2011 academic programs & administrative support reductions and adjustments
## Academic Unit Reductions between Fall 2008 and Spring 2010

<table>
<thead>
<tr>
<th>Academic unit level</th>
<th>Units disestablished</th>
<th>Units established</th>
<th>Net reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colleges</td>
<td>9</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Departments</td>
<td>47</td>
<td>15</td>
<td>32</td>
</tr>
<tr>
<td>Total</td>
<td>56</td>
<td>18</td>
<td>38</td>
</tr>
</tbody>
</table>

Unit reductions allowed major cost savings through consolidation of administrative structures
Furloughs Imposed in FY09 to Avoid Mid-Semester Program Cuts

Classified staff
10 furlough days
9.2%

Faculty and professional staff
12 furlough days
11.1%

Senior administrators
15 furlough days
13.8%

= reduction in pay (Feb 09 - June 09)

All employees were furloughed for 10 to 15 days in FY09. Paychecks were reduced by 9.2% to 13.8% for five months.

Total one-time savings was $25 million
Annual Administrative Cost Savings

- Network Data Services: -$2,500,000
- Energy Efficiency: -$1,200,000

asu 2008 to 2011 academic programs & administrative support reductions and adjustments
Annual Administrative Cost Savings

- Document management: -$200,000
- Procurement process improvements: -$130,000
- Electronic purchasing: -$200,000
- Energy performance contracting: -$500,000
- Energy conservation: -$155,000
- Waste disposal, water capture: -$606,000
Annual Administrative Revenue Enhancement

- Food Service: $3,200,000
- Sports Marketing: $4,000,000

asu 2008 to 2011 academic programs & administrative support reductions and adjustments
Tuition and State Appropriation Revenue per Degree Granted
All Very High Research Public Universities (FY09)

Source: IPEDS Finance and Completions, AY2008-09.
Note: Texas also receives $165M annually from its “Permanent University Fund” - a state provided endowment. This has a value that would add $12,480 to its cost per degree.
Note Texas also receives $165M annually from its “Permanent University Fund” - a state provided endowment. This has a value that would add $12,480 to its cost per degree.
Tuition and State Appropriation Revenue per FTE Student
All Very High Research Public Universities (FY09)

Source: IPEDS Finance and Completions, AY2008-09.
Tuition and State Appropriation Revenue per FTE and Degrees Awarded
Very High Research Public Universities with $14k to $17.5k per FTE Revenue
(FY 09)

Source: IPEDS Finance and Completions, AY2008-09.
Increase in Student FTE per Faculty FTE

<table>
<thead>
<tr>
<th>Year</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2008</td>
<td>24.7</td>
</tr>
<tr>
<td>Fall 2010</td>
<td>27.9</td>
</tr>
</tbody>
</table>
Tempe Campus Lecture Halls
Percent Full Compared to ABOR Guidelines

ABOR guidelines: 60%

ASU: 71%

efficiency and effectiveness
Lecture Hall Tempe Hours Used per Week Compared to ABOR Guidelines

- ABOR guidelines: 30
- ASU: 40

efficiency and effectiveness
Arizona State University vs Peers
Institutional Support and Operations & Maintenance Expenses Per FTE Student (FY09)

<table>
<thead>
<tr>
<th>Category</th>
<th>Peers</th>
<th>ASU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional support</td>
<td>2,700</td>
<td>2,200</td>
</tr>
<tr>
<td>O&amp;M</td>
<td>3,450</td>
<td>1,550</td>
</tr>
</tbody>
</table>
Arizona State University vs Peers
Full-Time Employees Per 100 FTE Students (FY09)

Executive/Admin/Prof Employees
- Peers: 10.75
- ASU: 7.50

Service/Maintenance Employees
- Peers: 2.40
- ASU: 0.60
eAdvisor Impact

Tracking Overall Student Progress
Cohorts are defined by the academic year that the student enters ASU as a full-time freshmen.

2007 Cohort Status
- Completed: 82%
- On Track: 9%
- Off Track: 9%

2008 Cohort Status
- On Track: 47%
- On track by override: 7%

2009 Cohort Status
- Completed: 80%
- On Track: 7%

2010 Cohort Status
- Completed: 90%
- On Track: 10%
Improvement in Freshmen Retention after Introduction of eAdvisor

- Fall 2006: 77.2%
- Fall 2007: 79.5%
- Fall 2008: 81.2%
- Fall 2009: 84.0%
First Year Persistence and Six Year Graduation Rates
First Time Freshmen

Entering Cohorts 1988 to 2020

- First Year Persistence
- Six Year Graduation

Silver goal is 88%
Silver goal is 70%

FTF 1st Year Persistence (actual)
FTF 1st Year Persistence (modeled)
FTF Six Year Graduation (actual)
FTF Six Year Graduation (modeled)
Faculty Cost of Teaching 9,225 Freshmen Math Students: Old vs. New Model

<table>
<thead>
<tr>
<th></th>
<th>Old Model</th>
<th>New Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>$2,141,412</td>
<td>$1,039,216</td>
</tr>
</tbody>
</table>

$3,000,000

$2,250,000

$1,500,000

$750,000

$0
Faculty Cost of Teaching Freshman English: Old vs. New Model

- Old Model: $4,230,550
- New Model: $3,383,800
Cost of degree with traditional and accelerated calendar

Lower cost options

Calendar changes are effective Spring 2012 for face to face classes, in effect now for online.
Proposed Lower Tuition for Lower Division for New College (West) and College of Technology and Innovation (Poly) if Tuition and Fee Increases Approved

$7,285

$6,557

Other Colleges Tuition
Lower Division Tuition

New College and Technology & Innovation
Lower Division Tuition

lower cost options
Colleges@ASU: Lake Havasu City Possible Tuition

- ASU Tuition: $7,285
- Possible Tuition in Lake Havasu City: $6,000
MAPP and TAG will Reduce Excess Transfer Hours and so Cost of Degree

There are now MAPPs available in more than 90 majors, and as of January 2011, more than 3,600 students are enrolled in the MAPP program.
Plan for Self-Sufficiency for Sandra Day O’Connor College of Law

State Appropriation Support

- Fiscal Year (FY) 2010 to FY 2018
- Support decreases from $14,000,000 to $-$ (insufficient funds)
Gross Revenue for All Activities

Prior to recent state budget activities FY2008:
- All other sources: 56%
- Resident US tuition: 11%
- State appropriations: 33%

Following new proposed reductions FY2012:
- All other sources: 62%
- Resident US tuition: 20%
- State appropriations: 18%

FY2020:
- Resident US tuition: 20%
- State appropriations: 11%
- All other sources: 69%
Arizona State University
Programs Eliminations 2007 to 2011

Bachelor programs:
12 programs eliminated
2 programs pending elimination
2 programs to be eliminated
10 programs under review
17% of the total number of programs

Master’s programs:
5 programs eliminated
1 program pending elimination
19 programs to be eliminated
2 programs under review
20% of the total number of programs

Doctoral programs:
1 program eliminated
1 program pending elimination
8 programs to be eliminated
2 programs under review
15% of the total number of programs
Reduction in New Students in Engineering (if tuition proposal not approved)

- Planned New Students in Engineering: 1,500
- New Class if Enrollment Cap: 1,100
Reduction in Students in Nursing (if tuition proposal not approved)

- Current Students in BSN: 350
- 1st year after program elimination: 180
- 2nd year after program elimination: 0
Average ASU In-State Tuition Paid
Aid Years 2007 through 2009

Published tuition price

Average actual tuition paid
FY 2011 Estimate Net Tuition Paid by Level of Family Income
Full Time Arizona Resident Undergraduate Students

<table>
<thead>
<tr>
<th>Family Income</th>
<th>Avg Income</th>
<th>Number of Students</th>
<th>Percentage of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $20,000</td>
<td>$9,946</td>
<td>2,616</td>
<td>7.9%</td>
</tr>
<tr>
<td>$20,000 - $34,999</td>
<td>$27,559</td>
<td>2,535</td>
<td>8.3%</td>
</tr>
<tr>
<td>$35,000 - $49,999</td>
<td>$42,475</td>
<td>2,454</td>
<td>6.1%</td>
</tr>
<tr>
<td>$50,000 - $64,999</td>
<td>$57,191</td>
<td>5,230</td>
<td>13.9%</td>
</tr>
<tr>
<td>$65,000 - $79,999</td>
<td>$72,262</td>
<td>5,633</td>
<td>14.0%</td>
</tr>
<tr>
<td>$80,000 - $119,999</td>
<td>$98,323</td>
<td>12,835</td>
<td>31.9%</td>
</tr>
<tr>
<td>&gt;= $120,000</td>
<td>$183,076</td>
<td>8,731</td>
<td>21.7%</td>
</tr>
</tbody>
</table>
FY 2012 Projection Net Tuition Paid by Level of Family Income Full Time Arizona Resident Undergraduate Students

<table>
<thead>
<tr>
<th>Family Income Range</th>
<th>Net Tuition Paid</th>
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</thead>
<tbody>
<tr>
<td>&lt;$20,000</td>
<td>-$4,071</td>
</tr>
<tr>
<td>$20,000 - $34,999</td>
<td>-$3,738</td>
</tr>
<tr>
<td>$35,000 - $49,999</td>
<td>-$1,794</td>
</tr>
<tr>
<td>$50,000 - $64,999</td>
<td>$1,150</td>
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<tr>
<td>$65,000 - $79,999</td>
<td>$1,525</td>
</tr>
<tr>
<td>$80,000 - $119,999</td>
<td>$1,737</td>
</tr>
<tr>
<td>$&gt;= $120,000</td>
<td>$2,778</td>
</tr>
</tbody>
</table>

**ASSUMPTIONS**
- Based on tuition rate projections as of March 2011
- Includes estimated use of American Opportunity Tax Credit
- Distribution of family income in FY12 comparable to FY11
- No change in Pell Grant award maximums
- Students enroll and graduate at rates comparable to prior years
- Enrollment planning targets are met
- Net tuition paid by level of family income will reduce if 2012 merit expenditures are reduced

*Based on Fall 10 results. Assumes same distribution of family income as preliminary Fall 2010 results, and enrollment planning targets are achieved.*
Student Indebtedness Change in 4 Year Tuition Sticker Price vs. Change in Resident Indebtedness 2005-06 to 2009-10

Total change in 4 year tuition charge: $5,700

Total change in debt on graduation: $1,069
Average Student Loan Indebtedness at Graduation
Class of 2009

3/7/11. The Institute for College Access & Success October 2010 report: The Project on Student Debt: Student Debt and the Class of 2009
Arizona State University Student Indebtedness
% of Graduating Seniors with Student Loan Debt

National average in 2007-08 was 65.6%
ASU Pell Grant Recipients: 9 Year Trend

143% increase over 9 years
### Average Tuition Paid – Arizona Residents

<table>
<thead>
<tr>
<th>Tuition and Mandatory Fees</th>
<th>Number of Students</th>
<th>% of Total</th>
<th>Average Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td>16,815</td>
<td>48%</td>
<td>$0</td>
</tr>
<tr>
<td>$1 - $499</td>
<td>1,724</td>
<td>5%</td>
<td>$153</td>
</tr>
<tr>
<td>$500 - $999</td>
<td>954</td>
<td>3%</td>
<td>$789</td>
</tr>
<tr>
<td>$1,000 - $1,499</td>
<td>883</td>
<td>3%</td>
<td>$1,259</td>
</tr>
<tr>
<td>$1,500 - $1,999</td>
<td>964</td>
<td>3%</td>
<td>$1,830</td>
</tr>
<tr>
<td>$2,000 - $2,499</td>
<td>521</td>
<td>1%</td>
<td>$2,282</td>
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<tr>
<td>$2,500 - $2,999</td>
<td>897</td>
<td>3%</td>
<td>$2,756</td>
</tr>
<tr>
<td>$3,000 - $3,499</td>
<td>467</td>
<td>1%</td>
<td>$3,297</td>
</tr>
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<td>$3,500 - $3,999</td>
<td>363</td>
<td>1%</td>
<td>$3,719</td>
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<tr>
<td>$4,000 - $4,499</td>
<td>223</td>
<td>1%</td>
<td>$4,294</td>
</tr>
<tr>
<td>$4,500 - $4,999</td>
<td>82</td>
<td>0%</td>
<td>$4,792</td>
</tr>
<tr>
<td>$5,000 - $5,499</td>
<td>70</td>
<td>0%</td>
<td>$5,215</td>
</tr>
<tr>
<td>$5,500 - $5,999</td>
<td>0</td>
<td>0%</td>
<td>$0</td>
</tr>
<tr>
<td>≥ $6,000</td>
<td>0</td>
<td>0%</td>
<td>$0</td>
</tr>
<tr>
<td>No Gift Aid</td>
<td>10,963</td>
<td>31%</td>
<td>$5,997</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>34,926</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Average Tuition Paid**

$2,231
Arizona State University FY2012 Tuition Proposal

- Two year tuition plan presented in March 2010 to replace stimulus funding in two steps in FY11 and FY12.
- FY11 component approved in April 2010 and overall plan endorsed by the Board at that time.
- ASU’s base proposal for FY12 remains as endorsed last year.

- Newly proposed state reductions require a supplemental increase to the endorsed base plan.
- ASU requests that only 40% ($31M of $78M) of the reduction proposed by the Governor be replaced by increased revenue.
- Average of an additional $450 for most undergraduates in base tuition.
- Differential tuition or program fees established, increased, or extended to freshman and sophomores in undergraduate programs.
Effect on a Class Size of Differential Tuition in Engineering: Number of First Time Freshmen

Before fee (2009): 939
After fee (2010): 1,157
Effect of Differential Tuition on Freshmen Class Composition and Yield in Engineering


- **Underrepresented minorities**: 23% before, 25% after.
- **Pell eligible**: 28% before, 32% after.
- **Admitted to enrolled**: 43% before, 46% after.