2004-2005 Annual Report

Forging a New American University
Reaching Beyond Boundaries
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ARIZONA STATE UNIVERSITY
2004-2005 Annual Report
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A Message From ASU President
Michael M. Crow
The American West has always been a place where the individualism, competitive spirit and optimism of our national culture have received their most resonant expression—nowhere more so than here in Arizona. The New American University now emerging at ASU represents a pioneering effort to redefine the American research university, and to provide for the region an institution that addresses its unique demands and dynamics while leveraging its competitive advantage through strategic global engagement. Whether providing access to the best possible education for the students of Arizona, generating economic growth through its groundbreaking interdisciplinary research enterprise, or improving the quality of life and quality of place for all Arizonans, ASU is on track to build a great university here in metropolitan Phoenix.

As we embark on another year of the transformation process advancing ASU into the top ranks of American research universities, the momentum of change is accelerating. The announcement last October that Edward Prescott, W. P. Carey Chair of Economics, had been awarded the 2004 Nobel Prize in economic sciences, for example, underscores the emerging stature of the university. Our faculty roster includes growing numbers of recipients of prestigious national and international honors, and members of the National Academy of Sciences and National Academy of Engineering. A record number of our students were honored with national scholarships and awards, including 15 Fulbright scholarships, and, as during the previous academic year, ASU welcomed more freshmen National Merit Scholars than almost any public university in the nation. The myriad other achievements highlighted in this report—such as hosting the final 2004 Presidential Debate—have helped ASU secure its place on the world stage.

We at Arizona State University have had a lot to say about the “New American University” in the past couple of years. I assure you, it is far more than just a trendy catch phrase. It encapsulates our vision for this institution, and it represents the future of higher education.
ASU recognizes some of its National Merit Scholars at halftime during a football game. ASU ranks fourth in the nation among public universities for the number of National Merit Scholars enrolled.

ABOUT ASU

Arizona State University is developing a new model for higher education that is both academically rigorous and broadly inclusive. ASU serves the needs of all segments of society, not just an elite few who are mathematically or verbally gifted. This New American University takes responsibility for the economic, social, cultural and environmental health of the communities it serves. Its research is inspired by real world application and is conducted across the boundaries that traditionally separate academic disciplines. ASU is an entrepreneurial organization, understanding that it must not only produce an innovative, entrepreneurial workforce, but itself embody the spirit of entrepreneurship, delivering a strong return on the investment its stakeholders have made.
As set out in the “Year in Review” special issue of last fall’s ASU Magazine, ASU is expanding and intensifying its capacity for teaching and discovery in all disciplines while addressing the challenges of burgeoning enrollment with a distributed model. Although a single and unified institution, our strategy is to operate from four differentiated campuses of equally high aspiration, with each campus representing a planned clustering of related colleges and schools. We are making headway with our plans, and it is particularly rewarding to see the progress that has been made in the realization of the Downtown Phoenix campus. Not only will it revitalize the historic urban core of the city, the campus will serve as the nexus of the public mission of the university.

The opening of the first building of the Biodesign Institute at ASU in December marked a milestone in the dramatic expansion of the university’s research infrastructure. With more than one million square feet of new research space soon slated to open, ASU is moving swiftly toward our goal of tripling research capacity during the next five years. Less visible, but equally essential among the accomplishments of the past year, has been a reorganization of the university’s executive team.

The steps that have taken ASU from a territorial normal school to a national university with global impact were never made in a vacuum, because no institution advances in isolation. ASU is a public asset that belongs to all the citizens of Arizona, and it can only be built by the constituencies it serves: students, alumni, parents, faculty, staff, members of the community, civic and business groups, business and industry, local governments and municipalities, friends of the university, and philanthropic foundations—those who understand the significance of its mission and are committed to the success of both the university and the region.

We envision ASU as the solution-focused university of the future, a world-class force for creativity and discovery and economic development. Its growing excellence and impact are important not only to the region but to the nation and global society. I hope this report provides a glimpse of that ongoing transformation. To learn more about ASU, I invite you to visit our campuses and website. In doing so, you will be witnessing the birth of a New American University.

Sincerely,

Michael M. Crow
President
Growing The Ranks In Teaching Excellence

ASU virologist and Biodesign Institute researcher Bertram Jacobs is working to develop an effective post-exposure vaccine for smallpox. This vaccine may also provide a powerful tool for fighting a host of other viral pathogens, including HIV.
A record 182 new faculty joined ASU in fall 2004, bringing the total to 2,268 scholars and practitioners committed to teaching excellence. Several prominent scientists and academicians were among our new recruits last year, specifically tapped to lead important new centers and initiatives at the university.

ASU continued to aggressively recruit world-class faculty to lead its academic and research programs. The university now has 17 members of the National Academy of Engineering (NAE), the National Academy of Sciences (NAS) and the American Academy of Arts and Sciences.

Fifteen of the university’s twenty top-level colleges and schools hired new faculty during the year, significantly increasing the depth and breadth of talent available to serve ASU’s core mission and stakeholders.

Several major new research initiatives also came online, notably the Biodesign Institute, the Flexible Display Center and the International Institute for Sustainability. These new research programs present professional growth opportunities for existing faculty, as well as attractive new homes for some of the world’s leading researchers.

The pages that follow highlight some of the notable awards received by ASU faculty and some of the preeminent individuals who joined our ranks during the year.
Bruce Rittmann, Ph.D., an international leader in environmental engineering, was recruited to head the Center for Environmental Biotechnology at the Biodesign Institute. He will direct a large, multidisciplinary research operation aimed at developing microbiological systems that capture renewable resources and also minimize environmental pollution. Rittman is a member of the National Academy of Engineering, one of the highest professional distinctions accorded to an engineer. His work, which combines engineering with microbiology and chemistry, can be used to reclaim polluted water and generate energy from waste substances.

A new Center for Innovations in Medicine, also within the Biodesign Institute, is being led by Stephen Albert Johnston, Ph.D., a pre-eminent scientist whose work spans a broad range of genetic and medical research. Johnston has achieved international recognition in the area of vaccine design, with major funding from the National Institutes of Health and the Department of Defense. He was co-inventor of the “gene gun,” and he devised methods for detecting the immunizing proteins in virulent bacteria and viruses that are likely to be the best vaccine molecules for triggering immunity to infection. Johnston’s innovative approaches and his multidisciplinary background in molecular biology, genetics and biomedical engineering were key reasons the Biodesign Institute recruited him. The institute also looks for research that will complement existing areas of strength in the increasingly competitive global biotechnology arena.

Raul Yzaguirre, former president and chief executive officer of the National Council of La Raza, was appointed as Presidential Professor of Practice in Community Development and Civil Rights. He will help create a center, to be located at ASU’s Downtown Phoenix campus, that will focus on community development, education for practitioners, and academic scholarship in the form of dissertations, lectures and seminars at the university.

Edward Prescott, Ph.D., brought ASU its first Nobel Prize when he was named winner of the 2004 Nobel Prize in economic sciences. Prescott is a professor in the department of economics at ASU’s W. P. Carey School of Business.

Known for his work on growth theory and time inconsistency, Prescott is one of a small circle of scholars who have altered the course of macroeconomic thinking in the past three decades. The span of his research includes seminal work in business cycles, economic development, general equilibrium theory and finance. His insights have had profound implications for the conduct of fiscal and monetary policy, and bank regulatory issues.

Prescott earned a Ph.D. in economics from Carnegie-Mellon University and a master of science in operations research at Case-Western Reserve University. He is W. P. Carey Chair in Economics at ASU and is a senior monetary adviser at the Federal Reserve Bank of Minneapolis. Prescott shared the Nobel Prize with Finn Kydland of the University of California, Santa Barbara.
ASU and its faculty received significant federal grant dollars last year that will strengthen teacher training programs, improve student achievement and advance education in the future.

Six federal grants totaling more than $33 million will have a direct impact on K-12 education in Arizona. These research investments by the National Science Foundation, the National Institutes of Health and the Department of Education will flow directly into the community to enrich area schools with teacher training and other support activities while ASU faculty conduct research that will lead to permanently improving education nationwide.

A nearly $10 million grant from the U.S. Department of Education for teacher quality enhancement was awarded to ASU’s College of Teacher Education and Leadership. It is the largest grant ever awarded to a college at ASU’s West campus.

In support of higher education, the National Science Foundation (NSF) awarded ASU a $9 million cooperative agreement to improve the recruitment, retention and graduation of doctoral students in the Sciences, Technology, Engineering and Mathematics (STEM) program. Under this award, the STEM program also has been expanded to aid the transition of doctoral students to post-doctoral research and faculty experiences, culminating in the achievement of continuing appointments with tenure.

An award from NSF’s Alliances for Graduate Education and the Professoriate program was made to ASU’s Hispanic Research Center, in conjunction with the College of Technology and Applied Sciences, the College of Liberal Arts and Sciences, the Ira A. Fulton School of Engineering, the Division of Graduate Studies and the Office of the Senior Vice President and Provost.

Each of these grants not only signals good news for Arizona students, they also act as a powerful reinforcement of ASU’s commitment to the communities it serves.
Christina Risley-Curtiss, Ph.D., an associate professor at ASU’s School of Social Work, earned national acclaim from the Humane Society of the United States (HSUS) at its Sixth Annual Animals and Society Course Awards.

Risley-Curtiss developed a unique new course focused on the link between domestic violence; animal, child and elder abuse; and on the healing and resiliency humans can gain through positive connections with animals. Her course was one of three national winners selected by HSUS, which recognizes academic excellence in courses that teach about the relationships between people and animals.

The course is designed to improve the ability of social workers to assess and enhance their client’s environment and relationships, as well as to increase their ability to recognize inhumane behaviors that may be indicators of or precursors to domestic violence. The course is one of only a handful of such courses offered nationally by schools of social work.

Subhash Mahajan, Ph.D., is the university’s newest member of the National Academy of Engineering, bringing ASU’s total to 10 members in this elite group. Mahajan, who is department chair of Chemical and Materials Engineering at the Ira A. Fulton School of Engineering, studies magnetic materials, light-wave communication, and structure-property relationships in semiconductors.

In addition, many faculty members were recipients of national and international honors this past year.

George Poste, Ph.D., director of the Biodesign Institute, was named 2004 Scientist of the Year by R&D Magazine. His 38-year career has encompassed roles in academia, industry and government, and his expertise extends to disciplines as diverse as molecular biology, pharmaceutical development and biosecurity. The award honors Poste for his career accomplishments as a world-renowned researcher, scholar and policy maker. It also recognizes his leadership in establishing the Biodesign Institute as a confluence of leading-edge technologies, according to R&D Magazine Editor-in-Chief Tim Studt.

Nursing professors Susan Mattson, R.N., Ph.D., and Kathy Malloch, R.N., Ph.D., were selected for fellowship in the American Academy of Nursing (AAN). Academy members are identi-
Marisel Herrera, coordinator of Student Leadership Programs at ASU, was among 22 Latinas in the country recently selected to participate in the National Hispana Leadership Institute (NHLI), which is dedicated to developing Latinas into ethical world leaders. Her selection was based on her extensive community service record, her commitment to the Hispanic community and her leadership. As a participant with NHLI, Herrera traveled to a variety of institutions—including the Center for Creative Leadership in California and Harvard. She met with some of the foremost scholars and servant-leaders in the country on public policy, community building, management, organizational and leadership skills.

Herrera has been at ASU for nine years, serving as a student success coordinator with the Multicultural Student Center and as an academic adviser working with students in the Barrett Honors College. She also has assisted with the retention and recruitment of minority students.

Three ASU faculty members also were elected Fellows of the American Association for the Advancement of Science, a prestigious international scientific society. They are Jonathan Fink, Ph.D., vice president for research and economic affairs and a professor of geological sciences; Robert Blankenship, Ph.D., professor and chairman of ASU’s chemistry and biochemistry department; and Dale Baker, Ed.D., a professor of curriculum and instruction.

Four exceptional professors who have made outstanding contributions to undergraduate education were the first to receive the President’s Professor Awards, created at ASU to reward enthusiasm and innovation in teaching, the ability to inspire original and creative work by students, mastery of subject matter, and scholarly contributions. The inaugural awardees are Randall Cerveny, Ph.D., professor of geography; Alice Christie, Ph.D., associate professor of technology and education; Ian Gould, Ph.D. professor of chemistry and biochemistry; and the late Paul Rothstein, Ph.D., associate professor of industrial design (awarded posthumously).

fied by their peers to be the best and brightest in their nursing discipline. Since its establishment in 1973, there have been only 1,500 inductions into the AAN. Mattson and Malloch join six other ASU nursing professors in the academy.
Achieving Prominence Through Exceptional Students

Arizona State University is a rich, culturally diverse intellectual community. More than 1,200 Native American and more than 6,800 Hispanic students were enrolled during the academic year.
ASU has built a critical mass of high-achieving National Merit Scholars, second only to Stanford University in the western United States for the number enrolled. These students, who represent about one-half of one percent of the nation’s high school seniors, tend to excel academically, are involved in numerous extracurricular activities and usually prepare for demanding careers. Ten years ago, the ASU freshman class included only six new Merit Scholars. Last year, 162 National Merit Scholars enrolled at ASU, and more than 365 have enrolled at ASU in the past three years.

The secret weapon in ASU’s recruiting arsenal has been the Barrett Honors College, a residential community of about 2,800 high-achieving students that provides a nurturing environment in the midst of a large research university. Students in the program can live with other exceptional classmates in one of eight residence halls located within the honors college complex. The Barrett Honors College is the key piece in recruiting efforts because it serves as a shining example of what this institution can provide to high-achieving students.

ASU is truly a university of scholars and continues to cut a wide swath in the world of prestigious national scholarships and other awards. Recent accolades include two congressional Udall Scholars, a competitive award for students planning careers in environmental issues, and three Goldwater Scholars, the top national scholarship for students in science, math and engineering. Twenty-eight ASU students have won Goldwater Scholarships over the past 12 years, putting ASU in the top 20 universities in the nation. ASU also is in the top 10 universities for Udall Scholarships; our students have won 15 Udalls since the award was established in 1995.

Last year also brought a record number of awards for ASU students to study abroad, including nine Fulbright Scholars (placing ASU seventh in the nation among public schools for these top graduate study awards) and
nine National Security Education Program awards for undergraduate study.

CONTINUING AN AMAZING RECORD OF ACCOMPLISHMENT, TWO ASU STUDENTS WERE NAMED TO USA TODAY’S ALL-USA ACADEMIC TEAMS. ASU HAS HAD MORE STUDENTS NAMED TOP U.S. UNDERGRADUATES BY THE NEWSPAPER DURING THE PAST 11 YEARS THAN ANY OTHER PUBLIC SCHOOL AND RANKS THIRD WHEN COMPARED TO PRIVATE INSTITUTIONS. ONLY HARVARD AND YALE HAVE HAD MORE.

USA Today award winners are chosen annually from more than 600 top students nominated from their schools. The national recognition is especially meaningful because a panel of judges considers grades, leadership and activities—and, most importantly, how students extend their intellectual talents beyond the classroom. Scott MacIntyre, a senior in piano performance in the Herberger College of Fine Arts, was chosen one of the top 20 undergraduates in the United States, and named to the first team. Jared Niska, who graduated in December with a degree in bioengineering from the Ira A. Fulton School of Engineering, was named to the second team of 20 students.

ASU embraces diversity in our student body—not only with respect to geography, financial need, gender and ethnicity, but also with respect to academic and professional interest. Thus, national recognition also came to our students in other, less well-known, but equally impressive ways.

Last winter, the American Dietetic Association (ADA) announced the appointment of Traci Armstrong Florian as one of two student representatives for its House of Delegates. She is the first ASU Department of Nutrition student to be named to the appointment. The Chicago-based ADA is the nation’s largest organization of food and nutrition professionals, with nearly 70,000 members.

Cartoonist Tony Carrillo won Best College Comic Strip from MTV for his “F Minus” strip. His comic strip, which has run for the past two years in The State Press student newspaper, was selected by online voters, United Media representatives and judges Scott Adams, creator of “Dilbert,” and David Rees, creator of “Get Your War On.” United Media syndicates many of the country’s most well-known comic strips such as “Peanuts,” “Get Fuzzy” and “Luann.” Carrillo graduated from ASU in December with a degree in fine arts, with a specialization in drawing. His award included a six-month stipend and a development deal with United Media for syndication.
Erin McCarthy

won the Andrew W. Mellon Fellowship in Humanistic Studies, a major award given to exceptionally promising students in the humanities. The fellowship covers full graduate tuition and fees for the first year of doctoral study and includes a stipend.

Since entering ASU on a President’s Scholarship, McCarthy consistently showed an inquisitive nature and a degree of commitment rarely seen in an undergraduate according to several faculty members. McCarthy acquired a love of teaching when she helped develop the Writing Center program at the Barrett Honors College and began tutoring other honors students, an activity she has continued for three years. She lived in a freshman residence hall to tutor students in writing, psychology, economics, French, Spanish and math as part of the Freshman Year Experience program.

She was president of the Associated Undergraduate Scholars of English and graduated summa cum laude in May.

Maile Martinez,

who received her master’s degree in education in May, was awarded the Gates Cambridge Scholarship and will study at the University of Cambridge in England in fall of 2005. Martinez is the first ASU student to receive the award, which is supported by the Bill and Melinda Gates Foundation.

Martinez was a seventh-grade language arts and social studies teacher at Underdown Junior High School in Cashion, Ariz., as part of Teach for America, a nonprofit organization that recruits recent college graduates to teach in urban and rural public schools. Through a partnership between Teach for America and ASU, she worked toward meeting her teaching certification requirements and, at the same time, her master’s degree.

With her two-year commitment to Teach for America concluding this year, Martinez decided to pursue further graduate study. Cambridge’s master’s program in European culture and literature will help her move toward her goal of earning a doctorate and becoming a professor.

Scott MacIntyre

was the winner of both a 2005 Marshall Scholarship and a Fulbright Scholarship, among other prestigious awards. The 19-year-old pianist composes and sings his own music, and also plays guitar and drums. The notes that flow from his fingers tell the story of a young man whose passion for life overrides all obstacles. MacIntyre has been virtually blind since birth.

Born with just two degrees of tunnel vision (as if he sees the world through a tiny straw), MacIntyre started playing the piano by ear at age 3. He reads sheet music note by note and memorizes it one hand at a time. At age 14, MacIntyre was accepted into the ASU Barrett Honors College and the School of Music in the Herberger College of Fine Arts. He made his orchestral debut at 15, performing as guest piano soloist with the Phoenix Symphony.

MacIntyre graduated from ASU in May with a degree in piano performance and will soon begin graduate studies at Britain’s Cambridge University and the Royal Academy of Music.
Fusing Traditional Academic Disciplines

Artists and engineers capture a dancer's motion with cameras and computers in the Arts, Media and Engineering Program (AME) Motion Analysis Lab/Intelligent Stage. AME used motion-capture technology to produce motion*, a dance concert that premiered to national acclaim in 2005.
ASU is breaking through traditional boundaries and the status quo of outmoded methods of organizing knowledge. We are conducting cutting-edge research to advance disciplines, and building on existing disciplines to design new transdisciplinary centers and programs. We are advancing our understanding of the complexities of human experience to serve the needs of society.

An example of the fusion of disciplines taking place at ASU is the new International Institute for Sustainability, created to tackle global and regional ecological, economic and societal issues in an effort to ensure that humans maintain a sustainable quality of life on Earth. The institute was launched with a $15 million gift from Julie Wrigley, president and CEO of Wrigley Investments LLC and member of the ASU Foundation board of directors. It is the largest gift made to any university to support sustainability studies. The institute involves close cooperation with at least nine ASU colleges, schools and institutes, including liberal arts and sciences, engineering, business, law, and architecture and environmental design. It also will provide a framework for ASU’s existing and emerging strengths in environmental studies, urbanization, economics and public policy. Furthermore, it will form partnerships with a number of premier institutions around the world, including Stanford, Harvard, MIT, the University of Washington, the Instituto Tecnologico de Monterrey in Mexico, Cambridge University in the United Kingdom, the University of Cape Town in South Africa, and the Indian Institute of Technology in Delhi.

ASU’s new Decision Theater, which debuted in May, is another strong example of the university’s new transdisciplinary approach to problem solving. It uses the latest in three-dimensional visualization, providing an immer-
Tsafrir Mor, Ph.D.

and a team of researchers at ASU were awarded a grant from the National Institutes of Health (NIH) to further their research of an oral vaccine to block HIV, the virus that causes AIDS. The researchers at ASU’s Biodesign Institute Center for Infectious Diseases and Vaccinology already have found a way to stimulate an immune reaction to HIV in the mucosal membranes of mice, blocking the ability of the virus to enter the body.

The $446,000 NIH grant will allow Mor and his colleagues to enhance the effectiveness of the vaccine, test oral delivery using plant-derived production, and generate additional data needed to move the vaccine toward human trials.

This funding is in addition to a recent five-year, $7.4 million NIH grant the center received to pursue development of topical treatments called microbicides to block HIV/AIDS. While the two projects are distinct, Mor says progress in each benefits the other.

Many other transdisciplinary collaborations such as these are taking place throughout the university. Each is a unique, ground-breaking project on its own. Collectively, these projects represent the beginnings of a new tradition in education and research.

Researchers there are taking input from facts and figures on paper and adding the visualization of two dimensions—space and time—to help decision makers see the results of their actions. The projects are presented via a 270-degree, three-dimensional view, which is displayed on seven flat-panel screens.

Discipline sciences that are advancing their research through collaborations with the Decision Theater include geology, geophysics, environmental fluid mechanics, anthropology, biosciences, urban planning, remote sensing and network design, high-performance computing and cyberinfrastructure. The combined expertise can help communities map the best options for transportation and water systems, land-use planning and growth management. In fact, the center already is working with the East Valley Water Forum on a regional groundwater management strategy.

A project of the Arts, Media and Engineering program in the Herberger College of Fine Arts and the Fulton School of Engineering—called motion—provides another interesting example of the melding of disciplines.

Using an elaborate system of sensors, cameras and computers, motion captures and analyzes dance choreography in real time. Visual artists and musicians manipulate the resulting information to form unique visuals and sound that immediately respond to the choreography. By melding dance with imagery and sound and then tying the three together through real-time electronics feedback, motion takes dance to a new level, where the dancer influences the visuals and sound produced, and the sound and visuals affect the performance of the dancer. The result is a performance that is ever-changing, reflecting the dynamics of the performance and of the performer.
Fusing academic disciplines and pursuing use-inspired research is also feeding the flame of entrepreneurship at ASU. Consider the following examples:

• Last year, ASU received a gift of $5.4 million from Orin Edson, founder of Bayliner Boat Company, to fund the Edson Student Entrepreneurial Initiative. In the initiative’s inaugural year, student teams competed for award money to explore their innovative ideas for business products and services for social good. Submissions came from 99 teams from across ASU, and 16 projects were selected. Awards include up to $20,000 in seed funding, office space at the initiative’s facility located at the Brickyard in downtown Tempe, and training and networking opportunities with faculty, researchers and successful entrepreneurs.

Team members of the 16 Edson ventures come from a wide range of ASU academic units, including the W. P. Carey School of Business; the Ira A. Fulton School of Engineering; the College of Liberal Arts and Sciences; the Division of Undergraduate Academic Services; the College of Public Programs; the College of Education; and the College of Architecture and Environmental Design.

• To nurture the entrepreneurial spirit and foster collaborations at ASU, an initiative of the Office of Vice President for Research and Economic Affairs provides education, coaching and mentoring to technology and life science entrepreneurs, faculty and students. ASU Technopolis offerings include an introductory six-week Technology and Life Science Entrepreneurship course, one-on-one coaching and in-depth workshops on federal funding for small businesses.

Technopolis’ signature program, Launch Pad, is an eight- to 10-week program that offers rigorous one-on-one coaching to refine the participant’s business concept and strategy. The program already has created numerous success stories, such as Tempe-based Kinetic Muscles Inc. ASU researchers and Kinetic Muscles founders have developed a robotic arm to help stroke survivors regain the ability to perform basic tasks, such as reaching for objects or feeding themselves. Since its Launch Pad in 2004, the fledgling company has secured additional funding from the National Institutes of Health, received two international design awards, and was named Startup Innovator of the Year by the Arizona Technology Council.

• Arizona Technology Enterprises (AzTE), the ASU Foundation’s technology transfer organization, also had a successful year, closing 28 new commercial deals and creating five new spin-out companies to help commercialize the intellectual property of ASU faculty.
Expanding Our Capacity

The second phase of ASU’s Biodesign Institute master-planned, four building complex (foreground), to be completed in January, 2006, is linked by an open glass facade to the initial 170,000 sq. ft. building (background), which opened its doors in December of 2004.
The university has embarked on a dramatic research infrastructure expansion that is creating more than one million square feet of new research space. In the past year, we marked several significant milestones in that quest, not the least of which was the opening of the Biodesign Institute’s first new building in December.

The 170,000-square-foot building, the first of four that will make up the Biodesign Institute, will be home to 285 researchers and eight of the institute’s now 12 initial centers at the Tempe campus. The building itself is elegant, and the labs incorporate the latest innovations in design and functionality to promote scientific inquiry and collaboration.

The mission of the Biodesign Institute is to advance innovations for improving human health and quality of life through use-inspired biosystems research and effective, multidisciplinary partnerships. Researchers at the institute will tackle some of the thorniest issues facing humans today, ranging from the development of vaccines to treat a myriad of emerging viruses, to the integration of devices that can restore movement to those who are paraplegic or quadriplegic; from new laboratory instruments that work on the scale of nanometers (a thousandth of the width of a human hair) to understanding how genes evolve and change over time; from design of sensor technology that could assure the safety of the foods we eat, to new miniature biology-based devices that could be the basis of generations of compact and highly powerful computers.

At the ASU Research Park in southeast Tempe, the Flexible Display Center also began operation. It is the result of a $43.7 million, five-year cooperative agreement between the Army Research Laboratory (ARL) and ASU. ASU was awarded the center after an intense national competition that lasted almost a full year. The principal goal of the center is to develop commercially-viable, flexible displays that are lightweight, rugged and low cost for use in the field by military personnel.

As a result of the contract, ASU bought a state-of-the-art, multifunctional display manufacturing research and development (R&D) facility. The signature 250,000-square-foot facility originally was designed for flat-panel display R&D and manufacturing. It includes
43,500 square feet of advanced clean room space, plus extensive wet and dry labs. ASU acquired the facility to enable a rapid startup for the project, a scenario the Army deemed important to the project’s success. The award was formalized in February 2004 and by mid-year the center had produced its first limited-flexibility four-inch diagonal concept devices.

In November, construction of Interdisciplinary Science and Technology Building III at the Polytechnic campus in Mesa began. (Construction is also under way on similar facilities located at the Tempe campus.) The $12 million, 34,600-square-foot facility will be home to the Applied Biological Sciences Research Laboratories, Applied Cognitive Sciences Center, Healthy Lifestyles Center, and the Plant Made Pharmaceutical Research and Manufacturing Facility. The building will be ready for occupancy by January 2006. In July 2005, the campus also changed its name from ASU East to ASU’s Polytechnic campus to better reflect the mission of the programs at that location. Programs such as the new multidisciplinary Bachelor of Science in Engineering continue to be developed, offering students even more practical degree choices.

All told, in 2004-2005, the university added approximately 182,000 square feet of research space; 131,000 square feet of academic and support space; and 62,000 square feet of residential space to its campuses.

After months of extensive renovation, the historic President’s Cottage on ASU’s Tempe Campus is now the home of the Virginia G. Piper Center for Creative Writing. Located on the corner of Palm Walk and Tyler Mall, the house was constructed in 1907 and served as the home of the university’s president until 1959.

Marshall Reaves and Brent Satterfield each were honored with prestigious education awards from the Department of Homeland Security. The awards support students who are pursuing innovations that can advance national security interests.

Reaves maintains a 4.0 grade point average, while seeking dual degrees with the College of Liberal Arts and Sciences in the molecular biosciences and biotechnology program. In the lab, he has studied plant biochemistry and glycobiology—the ways plants metabolize different sugars.

Satterfield, who also earned a DHS scholarship as an undergraduate and will pursue his graduate degree in bioengineering from ASU, says his commitment to the defense of his country was inspired by the terrorist attacks on 9/11. After the attacks, his first thought was to enlist in the Army, but a friend convinced him he would better serve his country behind the lines in an intelligence position.

Award recipients receive full school tuition and fees, a monthly stipend for nine months and a 10-week paid summer internship at a DHS-designated facility.
Since that time, it has been used by the ASU Alumni Association for administrative offices (1961 to 1972) and as the home of the University Archives (1972 to 1995). The house, which is listed on the National Register of Historic Places, is especially fitting as a home for the Piper Center for Creative Writing, since Robert Frost visited there twice as the guest of then-President Grady Gammage.

The house and grounds serve as a vibrant, nurturing environment in which writers, faculty, students, and community members can exchange ideas and share an appreciation for literature and writing. This unique facility provides essential space for classes, seminars, two formal reception areas, administrative offices, a library, an archive for ASU literary history, as well as an outdoor performance area and writers’ garden. While The Writers House evokes the particular warm atmosphere, deep historical roots and imaginative energy that characterize the ASU Creative Writing Program, it is also the launching ground for new initiatives that connect diverse communities.

ASU is also expanding to serve the growing student population of Arizona. Freshmen who enter in the fall of 2006 will be the first class to live in the all-new McAllister Academic Village (MAV), the first ASU living-learning community to be built on the Tempe campus since 2001. Construction began on the first phase, on the northeast corner of McAllister Avenue and Apache Boulevard.

The village is part of ASU’s comprehensive development plan to evolve the university as a learning and creative district. Studies show that students who live on campus, especially the first two years, are more likely to feel a part of the university and to persist and graduate. McAllister Academic Village is designed with the

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Roy Curtiss, Ph.D.,

co-director of the Center for Infectious Diseases and Vaccinology in ASU’s Biodesign Institute, was awarded a $14.8 million grant by the Gates Foundation to develop a new pneumonia vaccine for newborns. He will lead an international group of researchers in the United States, Australia and South Korea to improve a vaccine against bacterial pneumonia so that it requires only a single dose; the current vaccine requires four injections given at specific intervals.

The grant, funded primarily by the Bill and Melinda Gates Foundation, is one of 43 awarded in 33 countries by the Grand Challenges in Global Health initiative, a major effort to achieve scientific breakthroughs against diseases that kill millions of people each year in the world’s poorest countries.

Curtiss received his B.S. from Cornell University and Ph.D. in Microbiology from the University of Chicago. He is a Fellow of the American Academy of Microbiology and the American Association for the Advancement of Science and is a member of the National Academy of Sciences.
Flexible Display

Virginia G. Piper Center for Creative Writing

Steven Holloway, a student in ASU’s New College of Interdisciplinary Arts and Sciences, received an award from the National Academy of Neuropsychology for an outstanding research project related to perceptual learning.

The research project, “Critical Flicker Fusion Threshold as a Function of Subliminal Neural Plasticity,” was presented late last year at the academy’s annual conference. The study was designed to test the relationship between the brain’s ability to perceive a flickering light and subliminal learning. The findings demonstrated with solid scientific evidence that people can learn things they can’t consciously see, and the implications of this finding go beyond perceptual learning. According to Holloway, the research may eventually lead to treatments that will help people who suffer from reading disabilities such as dyslexia.

In earning this national award, Holloway was judged by leading professionals in the field against approximately 110 other research projects presented by students throughout North America. Holloway also received a regional award for top research paper from Psi Chi, the National Honor Society in Psychology.

In the first phase of construction, about 900 students will live in groups of 40 to 50, in four-bed and two-bed suites, with shared study areas and a bathroom for each suite. The buildings will be between four and seven stories tall, with a two-story glassed-in lounge space with a kitchen and access to an exterior courtyard for each community of 120 students. The facility will include five classrooms (primarily for freshman English and math) and faculty offices. In addition, there will be a Learning Resource Center for tutoring, workshops and small study groups. ASU faculty will be in the community teaching, meeting and dining with students throughout the day.

Students at ASU’s Polytechnic campus already are enjoying a new Student Union, which opened last August in time for the start of the fall 2004 semester. The more than 27,000-square-foot structure is the first public use building on the campus that has been constructed from the ground up. Many of the existing public use buildings have been renovated to accommodate the needs of the campus.


ASU and the ASU Foundation together raised over $99 million in cash and property donations for the university during the just-concluded 2004–2005 fiscal year. That set a record for charitable gifts at ASU and amounted to an almost 30% increase in donations over the previous year.

Ira Jackson, a senior fellow at Harvard University and a former executive of BankBoston, was named president of the ASU Foundation in January 2005, succeeding Lonnie Ostrom, who served in that capacity for more than 20 years.
Michael Sierks, Ph.D., and his research team began work last fall on a three-year project funded by the Arizona Disease Control Research Commission (ADCRC) to further his research on developing antibody-based therapeutics primarily for Alzheimer’s disease.

After watching his father struggle with and ultimately succumb to Alzheimer’s disease, Sierks shifted his research focus from starch hydrolyzing enzymes to neurodegenerative diseases. His expertise is in protein engineering, using a cutting-edge toolkit to manipulate proteins vital to our health. When Sierks read about the role of the protein beta-amyloid in Alzheimer’s, he jumped at the chance of entering a new field. He began working on Alzheimer’s and other closely related diseases, such as Parkinson’s and Huntington’s disease.

The grant essentially is a continuation from a prior two-year study funded by the ADCRC. Sierks also has received $250,000 in funding for this project from the Michael J. Fox Foundation.
Stepping Onto The World Stage

ASU Planetary Geologist Dr. Phil Christensen and Director of China Initiatives and Special Projects Dr. Jennie Si answer questions about Mars at ASU’s “Welcome to Mars” exhibit in Beijing, China.
ASU achieved significant results in its global engagement initiatives in 2004–2005. In June, an elite group of top-level executives and government leaders made history in Shanghai as the inaugural class to graduate from the ground-breaking W. P. Carey Executive MBA Shanghai Program.

The W. P. Carey School of Business at ASU is the first U.S. business school to partner with the People’s Republic of China (PRC) to establish an MBA program for senior government officials and executives who oversee Shanghai’s financial markets and large state-owned businesses. The impact of the program will have far-reaching effects, as China moves its global trade agenda forward.

The MBA was developed in cooperation with the Ministry of Finance, and is delivered in collaboration with the Shanghai National Accounting Institute. The Ministry of Finance sought an alliance with the W. P. Carey School in developing the Shanghai program because of the school’s success with the W. P. Carey MBA Beijing program. Launched in 1998, W. P. Carey MBA Beijing prepares high potential Chinese managers for advancement at Motorola China.

This unique partnership between ASU and the PRC demonstrates our drive to practice what we teach by developing international partnerships in education and creating innovative approaches to growing the global economy.

Another exciting example of our relationship with the world’s fastest...
growing economy occurred when the university’s Mars research team took center stage at China’s national celebration of science and technology. ASU is the first university outside of China invited to stage an exhibition at the annual event. The ASU exhibit—ti-tled “Welcome to Mars!”—occupied 5,000 square feet at the Haidian Park Exhibition Hall in Beijing.

ASU President Michael Crow also served as co-host with Sichuan University President Xie Heping at the first China-U.S. Forum on University Design in June. This roundtable of public university leaders focused on the role of higher education in the 21st Century. The theme covered social embeddedness and regional economic development, and took place at Sichuan University in Chengdu, China.

The university delivered on its commitment to Latin America last year as well; Mexico in particular. Within one year of signing an agreement with the Consejo Nacional de Ciencia y Tecnología (CONACYT), which is Mexico’s equivalent to the U.S. National Science Foundation, the number of CONACYT fellowships awarded to ASU students has more than tripled. As such, ASU is leading the way as the recipient of the most CONACYT fellowships in the U.S. in addition to negotiating numerous large-scale funding programs with CONACYT and Mexican universities for collaborative research in border issues, materials science, biotechnology, and the training of higher education leaders.

ASU President Michael Crow has further strengthened ASU’s role in the Mexican education system by his historical visit with the Mexican Secretary of Public Education and the launch of the dual executive MBA program with the Instituto Tecnológico Autónomo de Mexico and the W.P. Carey School of Business in Mexico City. Building on the burgeoning partnership the Mexico’s largest private academic enterprise Tecnológico de Monterrey, ASU and Tec have launched numerous programs, including the joint program offering ASU’s International Six Sigma Black Belt Certification along with a master’s degree in Quality and Statistical Analysis offered throughout Tec’s 33 campus-wide network and 12 international satellite campuses. To ensure the success of this and the several ongoing initiatives from education to business to engineering, ASU established its first reciprocal liaison program between Monterrey, Nuevo León and Tempe, Arizona with Tec.

TV/radio news director Michael Wong, and assistant professor, Bill Silcock, for the Walter Cronkite School of Journalism and Mass Communication were recognized for their work on the news documentary “Backstage at a Presidential Debate: The Press, The Pundits & The People.” The 30-minute program received an Award of Excellence in the Broadcast Education Association’s 2004 Festival of Media Arts.

The documentary showed viewers the challenges ASU officials faced in staging the debate at Gammage Auditorium, the energy it brought to the Tempe campus, and the media’s preparation and role in covering the third and final face-off between President George W. Bush and Sen. John F. Kerry. The documentary featured NBC anchor Tom Brokaw, CBS anchor and debate moderator Bob Schieffer, Walter Cronkite, debate co-chairs Colleen Jennings-Roggensack and Neil Giuliano, and ASU Vice President of Public Affairs Virgil Renzulli.

Silcock and Wong wrote and produced the program, which was funded by longtime Cronkite School supporters Kathy and Tom Chauncey.
ASU athletics enjoyed a strong season in 2004-2005. The department finished 11th in the U.S. Sports Academy Directors’ Cup standings for overall sports excellence, thanks to ASU’s top-10 finishes in baseball, women’s golf and men’s and women’s cross country. Highlights include:

• Pat Murphy’s baseball squad finished the season with a sensational run through the College World Series. The Sun Devils finished 42-25 and were ranked third by Collegiate Baseball and the National Collegiate Baseball Writers’ Association.

• Women’s basketball notched a top-20 finish, as Charli Turner Thorne’s squad went 24-10, finished the season ranked 16th and advanced to the Sweet Sixteen. The 24 wins were just one shy of the school record.

• Dirk Koetter’s football team went 9-3 and finished 19th in the national rankings after its victory over Purdue in the Sun Bowl.

• Fourth-year wrestling coach Thom Ortiz led his squad to its 15th Pac-10 Championship in 26 years (needing only one more crown to tie Oregon State for the most in conference history) and to a 13th-place finish at the NCAA Championships.

• The team grade point average for the women’s soccer team was No.1 among all Pac-10 Conference teams in the NCAA Tournament and No. 17 in the nation among all Division I soccer programs. For the second consecutive year, eight student-athletes earned Pac-10 All-Academic accolades and all 23 members of the team earned at least a 3.0 GPA or higher.

• ASU’s top men’s golfer, Alejandro Canizares, is not only one of the best in the nation (2003 NCAA Champion, three-time All-American, 2005 Pac-10 Player of the Year), but arguably one of the nation’s best student-athletes (3.91 GPA entering his senior year).

• Melissa Luellen led the women’s golf program to its second straight top-10 finish as it tied for eighth, while Randy Lein’s men’s golf team tied for 11th at the NCAA Championships. Golfer Louise Stahle was named National Player of the Year.

• Joona Puhakka was named National Diver of the Year (and has four national titles to his credit) and Mark Bradshaw was named National Coach of the Year. ASU’s swimming and diving teams notched top-20 finishes.

• Amy Hastings won the Pac-10 Championship to become the first Sun Devil (male and female, individual and team) to win a cross-country title in the Pac-10 Conference.

Ike Diogu, the ASU junior All-American forward, was picked ninth in the National Basketball Association (NBA) draft by the Golden State Warriors. Diogu, the 2004-05 Pac-10 Player of the Year and the first consensus All-American in ASU history (second-team), scored 1,946 points in his 91-game career (21.4 points per game). He is ASU’s third all-time leading scorer and is 19th on the Pac-10 career list.
Orde Kittrie, Ph.D.,

an ASU law professor, was recently named to a blue-ribbon National Academies of Science (NAS) committee on “Strengthening Cooperative Nuclear Nonproliferation Programs of the United States and Russia.” During a week long mission to Moscow, Kittrie and the other six NAS committee members met with senior Russian officials and experts, including members of a counterpart Russian Academy of Sciences committee. The two committees subsequently authored a joint report.

Before joining ASU, Kittrie served for 11 years at the U.S. Department of State. He most recently served as the State Department’s director of International Anti-Crime Programs, overseeing U.S. policy and technical assistance programs for worldwide efforts to promote the rule of law and combat transnational crimes, including corruption, money laundering, intellectual property piracy, cybercrime and alien smuggling.

Kittrie previously served as the State Department’s senior attorney for nuclear affairs and as counsel for the U.S. government’s sanctions and other responses to the 1998 Indian and Pakistani nuclear tests.

In addition, many of ASU’s initiatives, research projects and activities have garnered significant media attention. American Scientist, USA Today, Newsday, CFO Magazine, The New York Times, Christian Science Monitor, American Theater, Chicago Tribune, Los Angeles Times, Wall Street Journal and National Geographic are a just a sampling of the major magazines and newspapers that have reported on ASU in the past year.

Of course, the single largest draw of media attention last year came with the distinction of hosting the final 2004 Presidential Debate at Gammage Auditorium in October. More than 2,500 local, national, and international media converged on ASU in October and left days later with a positive and lasting impression of their experience here.

The temporary 32,000-square-foot Media Filing Center, constructed on the Gammage parking lot, was a veritable “who’s who” of national political leaders, celebrity journalists and pundits, including representatives of both the Bush and Kerry campaigns, all of the major television networks and most of the major print newspapers and news magazines. MSNBC also set up its Hardball stage just outside the Memorial Union and a CNN stage broadcasting Larry King Live and other signature shows was a few feet away on Hayden Lawn.

In October 2004, ASU played host to the third and final Presidential Debate between Bush and Kerry

Photos on page at right: (1) ASU’s Gammage Auditorium was center stage for an audience of more than 50 million people around the world. (2) Democratic Nominee John Kerry and President George Bush during debate. (3) Arizona Governor Janet Napolitano speaks with NBC’s Tom Brokaw before the debate begins. (4) Kerry shaking hands with Bush. (5) A few of the media trucks and satellite facilities set up in the Gammage parking lot to serve members of the press before, during and after the debate.
Imagination Corporation, an interactive drama class for children, is one of several classes in the new Herberger College for Kids program offered by the Herberger College of Fine Arts. Classes are also offered for adults in the Herberger College at Large.
ASU takes responsibility for the social, economic, cultural and environmental health of the communities it serves. At the end of our 2004-2005 academic year, we had 291 outreach programs operating in 489 locations serving Phoenix, the state of Arizona and beyond.

The Community Health Services Clinic in Scottsdale is an inspiring example of ASU’s community engagement. Nestled between a beauty salon and a welfare office, the unassuming clinic provides a unique service to its patrons—it is managed and operated exclusively by nurses and nurse practitioners. ASU nursing undergraduate and graduate students work alongside nurses, nurse practitioners and faculty to provide quality, affordable health care to Valley residents.

When it opened in 1977, it became the first federally funded nurse-managed clinic in the United States. The clinic was intended to serve the community and be a site for ASU College of Nursing students to receive practical education and experience. Since then, the program has grown to fill a much-needed niche in the community, serving about 500 visitors per month.

Efforts are made to keep the fees reasonable, because many of the clients are uninsured or underinsured. In addition, the ASU College of Nursing provides financial assistance to offset some of the clinic’s operating expenses. The result is a practical educational experience for students—and affordable health care services for the public.

Nurturing the well-being of our community includes tending to their artistic needs, as well. Thanks to the ASU Herberger College of Fine Arts, Valley adults and children have the opportunity to enroll in a vast array of fine arts classes administered and taught by renowned faculty and students of a world-class university.

The Herberger College for Kids and Herberger College at Large have introduced several new classes. One major addition is private music lessons for adults and children, as well as weekly ensemble workshops for adults and teens. Short seminars in Native American music and public art, and lecture classes in music and art are taught by graduate and doctoral level Herberger College students.

For aspiring young writers, the Office of...
Youth Preparation provides Arizona students with a meaningful experience in creative writing through its Young Writers Program. The program trains Master of Fine Arts students from ASU’s Creative Writing Program to provide local classrooms with arts-based curricula, instruction and teacher training during artistic residencies, ranging in length from three to six weeks. Classroom teachers who participate in the program have the opportunity to observe and participate in innovative strategies designed to motivate writing and improve language arts skills. YWP instructors work closely with classroom teachers to develop and implement an arts-based curriculum so the impact on students will continue long after the residency has ended.

Public Affairs’ Club ASU, a unique youth and community outreach program, had an incredible year of growth and excitement in 2004/2005. The program’s goal is to highlight the enjoyment and excitement of education while teaching youth and their families about opportunities in higher education. The Club hopes to encourage students to complete high school and go on to college. In only its second year, Club ASU was awarded the President’s Medal for Social Embeddedness 2005 and was honored at the Arizona Commission for Postsecondary Education’s Pathways to Education Excellence Awards. The community response of Club ASU has been remarkable; in one year, club member enrollment numbers jumped from 350 to 1300. In 2004, Club ASU hosted 37 groups of young people and their families; by 2005, that number had climbed to 120 schools and community groups. Club members come from all over the state and include 45 dif-
different Arizona cities and towns. Club ASU hopes that its focus on the positive aspects of learning and the individualized approach of directing students to ASU resources and programs based on their interest will help cement a long-term relationship with ASU.

Meanwhile, deep in the trenches of the grittiest of legal work, ASU law school students are learning to help the so-called helpless clean up their past through a unique volunteer service, the Homeless Legal Assistance Program.

Many homeless people have extensive legal problems—warrants, debts, driving citations—and they can’t make a fresh start until those problems are cleared up. The assistance program provides legal service to approximately 180 homeless people each year. About 100 ASU law students participate in the program—visiting Valley shelters, interviewing homeless people with legal problems, and gathering the information necessary for a local volunteer attorney to review and make recommendations to help the clients resolve their issues. The benefits of the ASU College of Law program are twofold—it stresses to students the importance of doing pro bono work, and it generates approximately 6,500 hours each year toward helping members in our community get back on their feet.

Looking to the future, the ASU Partnership for Community Development has partnered with the Valley of the Sun United Way and Stardust Foundation to create a report on the state of human services in the West Valley with the intended goal of improving the quality of life.

Disney’s The Lion King made its Southwest premiere at Grady Gammage Memorial Auditorium in January, with a seven-week run that broke ticket sales records and dazzled audiences. The 3,000-seat, three-level auditorium was designed by Frank Lloyd Wright and built in 1964. It presents an average of 320 events each season, including cutting-edge works in dance, music and theater. In May 2005, Gammage received a $2 million donation for general improvement, the single largest gift received in the venue’s history. The lobby was renamed the Rae and Richard S. Love Lobby in honor of the donors.
After months of hosting focus group discussions across West Valley communities, a process known as the West Valley Community Scan, the input of 400 residents was synthesized into a report that outlines the results. The report entitled “Gathering the Voices of the Community, Mobilizing the West Valley and Improving Lives” was revealed at a community symposium held at ASU’s West campus. More than 200 community members gathered to learn the results, witness a plenary discussion among West Valley leaders, and participate in continued social service planning through community task force workshops. According to United Way, the expertise of ASU professionals was critical to capturing the data and developing a report that would serve as a resource for future social service planning.

ASU was academic host for the Intel International Science & Engineering Fair, bringing 4,400 high school science fair winners from around the world to compete for more than $3 million in scholarships and grants. ASU supported the event through in-kind and financial means, staff, volunteers, office space, materials, leadership, expertise and other resources.

ASU for Arizona: Building Great Communities had an immensely successful year working to expand ASU’s presence throughout Arizona. After two years of working with the Navajo Nation, ASU staff visited three schools to conduct College Fest. This day-long series of workshops and games is designed to raise college awareness among Native American middle school students who live on reservations. It also attempts to address the issues surrounding a move away from the reservation. A brand new program, Inspiring Voices, was started to encourage middle school students living on the Salt River Pima-Maricopa Indian reservation.
to think about future career paths and options by exposing them to the meaningful lives of Native American professionals in different fields. The staff published the Native American Resource Guide to enable Native American students at ASU to better navigate the university and resources available to them.

The American Indian Council of Architects and Engineers (AICAE) student chapter at ASU organized the Navajo Nation Capitol Studio in May. Kimberly Silentman, a Navajo graduate student who received a Masters degree in Urban and Environmental Planning spearheaded the project. During this intensive workshop students and faculty from ASU and the University of New Mexico in Albuquerque, and professionals came together to present different design options for the Navajo Nation’s capitol, Window Rock, as it grows to meet with changing demands of the Navajo Nation.

Through these and many other innovative programs, ASU helps improve the quality of life for current and future citizens by focusing on underserved communities, enhancing family stability, and working toward an education system that meets community needs.
The preceding pages have been devoted to some of the accomplishments of the past year, but I hope they suggest the accelerating pace of change that now defines our institutional culture, and offer you a glimpse of some of the new territories we are charting. While most universities continue to model themselves on traditional elite institutions such as Harvard, Michigan, and MIT, ASU is redefining the American research university.

Research universities are transformative institutions, but the ferment of change at ASU is unprecedented because we are reconceptualizing the university even as we develop new models for the broader role of universities in enhancing human well-being. We are designing a university that will be an exemplar for the universities of tomorrow, both here in America and across the globe.

In forging strong connections between students and professors, between basic and applied research, and between the university and the community, we are reaching beyond the boundaries established in the past to seek solutions to some of society’s most pressing problems. The challenges that confront us require multiple approaches—to gain perspective on what is needed and what must be done, I welcome your comment.

—Michael M. Crow  
*President, Arizona State University*