Advancing ASU as a New American University

ASU President, Dr. Michael Crow asked, “Do you replicate what exists, or do you design what you really need?” For the last decade, ASU has been re-designing an institution for the demands of the 21st century. We have set out to lead the revolution in U.S. higher education by putting forth a model for a New American University, focused on excellence, access and impact in everything it does; measured not by who we exclude, but rather by who we include and how they succeed; engaged in research for the public good; and designed for the social, economic, and cultural vitality of the surrounding communities.

Newsweek recognized these efforts as “one of the most radical redesigns in higher learning.” U.S News and World Report has recognized ASU as the #1 most innovative institution in the country for five straight years.
The Office of University Initiatives (UI) was an interdisciplinary team that leveraged design thinking, research and collaboration to **rapidly design and launch initiatives** in support of Arizona State University’s charter and design aspirations.

Our office identified, cultivated and managed strategic projects and partnerships with foundations, corporations (for-profit and non-profit) and individuals. We acted as a startup lab, advancing innovation at ASU by questioning the status quo, exploring bold ideas and incubating new projects. In order to advance ASU’s charter, our research team prepared, analyzed and synthesized a wide variety of information - from higher education news to national and global trends. University Innovation Fellows used this intelligence to strategize, conceptualize and take action on projects at scale. In partnership with leaders across ASU, we advanced demonstration projects of the New American University model.

**Our values**
- Collaborate in teams and with partners
- Respond quickly and effectively
- Design iteratively
- Respect and embrace diverse perspectives
- Believe everyone can be a changemaker

**Our culture**
- Try things out. Make things happen.
- Connect people.

We stayed inspired by encouraging experimentation, building a collaborative environment and constantly injecting new ideas into our work. Our core strength was our ability to connect with all aspects of the university.
The Office of University Initiatives helped shape ASU through strategic innovation and continuous evolution.

With the support of the Office of the President, we worked outside of ASU’s departments and academic units to drive the continuous evolution of the university. We asked big questions, researched opportunities for innovation and advanced demonstration projects of the New American University model through our design cycle, using ASU’s Design Aspirations as a guide.

We connected and collaborated with all aspects of the university, allowing us to be responsive to university needs and integrate bold ideas to tackle any kind of project. Our process was not time-bound; ideas took months or years to design, incubate and transition.
Driving questions

Our work began by questioning the status quo and critically analyzing the world around us to find opportunities for innovation and improvement. Below were some of the driving questions* that have shaped our impact at ASU:

• Why are quality higher educational opportunities limited based on geographical and financial circumstances?
• Why are complex challenges tackled in silos?

Research

With a team of staff and student research analysts, we gathered and analyzed information to guide strategy and project development. We explored emerging issues and trends, social change, best practices and potential partners from private, public or social sectors. The research team vetted new ideas using a rigorous process that involved:

• Identifying research needs
• Exploring research needs in-depth to reach topical saturation
• Analyzing topics while looking for partnership opportunities and synergies

Design cycle

UI utilized an iterative design process to simultaneously advance multiple projects across multiple design stages. An initiative’s design life cycle varied from months to years based on the project’s complexity, our staff capacity, and the desired pace and readiness of our partners.

Identify Opportunity: Our projects originated from several sources including a moonshot idea from President Crow, an introduction to a potential partner or a news article.

Research: We observed current practices and talked to experts in order to understand the problem we are trying to solve.

Design: Based on our research, we designed a feasible solution. We utilized a user-centered design process and requested feedback from as many experts and allies as possible.

Incubate: We piloted new projects to demonstrate their feasibility and potential impact. We evaluated success and adapted the projects according to feedback.

Transition: After demonstrating impact, we transitioned ownership from UI to a new or established entity to ensure a project’s sustainability and growth. We remained committed to our partners and often continued to advise or support projects beyond the incubation stage.

*Our “Why, What If, How” methodology is inspired by Warren Berger’s A More Beautiful Question

• Connecting initiatives and research topics in an actionable manner

Student strategic research analysts served as the backbone of the research team, consistently producing high quality research. UI hired high-achieving, intellectually curious undergraduate and graduate students who enjoy working in a fast-paced, collaborative environment. Recent research analyst alumni have continued to a variety of exciting jobs upon graduation from ASU.
Driven by the ASU Charter and Design Aspirations, we asked questions that challenged the status quo and answered them through scalable, innovative solutions. We acted as a launchpad for intrapreneurial initiatives, crafting and incubating programs before they find a home with an institutional unit, department or college.

The following selection of UI projects highlight our design process, collaborations and commitment to advancing ASU as a New American University.
Al Ghurair STEM Scholars Program

Why... are talented learners around the world limited by circumstances beyond their control?
What if... regional partnerships allowed students to study critical fields not readily available in their home institutions?

In fall 2016, the Office of University Initiatives responded to a proposal request from the Al Ghurair Foundation for Education in Dubai to expand higher education access to Arab students in STEM fields. Working with our institutional partners, UI rapidly facilitated the development of a scholars program at ASU that aligned with the future needs of the Arab World. After submitting the proposal, ASU was one of only two US-based universities selected for the STEM Scholars Program sponsored by the Al Ghurair Foundation for Education.

The program made master’s degrees in science, technology, engineering and mathematics available to underserved male and female students from the Arab World in need of financial support. Students in the program were supported through mentorship and academic advising, community service opportunities, hands-on learning and an Al Ghurair Scholars’ network.

Learn more at global.asu.edu

Alliance for the American Dream

As an inaugural university in the Alliance for the American Dream, a Schmidt Futures initiative, ASU committed to developing a pipeline of 10 idea teams to increase by 10% the net income of 10,000 local middle class households by December 2020. With $1.5M of funding over two years, ASU’s teams are developing policy ideas or startup concepts that will either raise incomes or decrease expenses for middle class Arizonans. Each of ASU’s 10 teams received $50,000 to pilot and refine their ideas.

By positioning the grant in UI, ASU’s teams had the support of more than just a single college or school, enabling them to advance bold, interdisciplinary projects. To build local support and momentum for the ideas, UI enlisted the expertise of influential community members. This advisory board was also responsible for selecting the top three teams to advance to the semi-final national pitch event in January 2019. Project Benjamin, one of ASU’s top teams, subsequently won a $1M award for the implementation of a chatbot strategy aimed at increasing FAFSA completion.

Learn more at americandream.asu.edu
Mastercard Foundation Scholars Program

Why... are talented learners around the world limited by circumstances beyond their control?
What if... scholarships to leading universities were based on academic excellence and civic leadership?

The Mastercard Foundation Scholars Program is a $500 million, 10-year initiative to educate and prepare young people (primarily from sub-Saharan Africa) to lead change and make a positive social impact in their communities. The Program will serve an estimated 15,000 young people at the secondary and university levels by 2023.

In 2012, ASU was selected as a higher education partner of the Mastercard Foundation Scholars Program due to our strong commitment to global engagement, social embeddedness, sustainability and entrepreneurship. Funded by a $27.5 million grant, ASU supported 120 Scholars from 20 countries. Scholars at ASU built experiences, values and competencies that are critical to success in the global economy. The final cohort of ASU’s undergraduate Mastercard Foundation Scholars graduated in May 2019.

Housed in the Mary Lou Fulton Teachers College, UI initially designed the program staffing, signature programming and budget for ASU’s Scholars Program in collaboration with the ASU Foundation and Center for Advanced Studies in Global Education. UI supported the program by providing programmatic guidance and actively participating in the Mastercard Foundation’s network of universities committed to social transformation in Africa, as well as leading the Baobab Scholars Community Platform.

Learn more at mcfscholars.asu.edu
Baobab Scholars Community Platform

Why... do scholarship programs invest in individuals when the most pressing societal challenges require complex collaborations?

What if... a curated, lifelong learning environment existed that embraced the power of many?

By 2023, the Mastercard Foundation Scholars Program will serve 30,000 young people (primarily from sub Saharan Africa) at the secondary and tertiary levels. Since a core component of the Scholars Program model is active participation in an alumni network, ASU proposed an online strategy to empower and connect graduates long after they complete their studies. The resulting Scholars Community Platform advances Scholars’ Transformative Leadership skills through interactive learning modules and connect Scholars with similar give-back interests. The platform also supports Transitions to Employment by promoting knowledge exchange around internships and job opportunities and by connecting Scholars to learning opportunities that are employer-approved.

ASU’s involvement with the Scholars Community Platform started in September 2014 when UI received a planning grant to engage Scholars in the design process of their virtual community. UI conducted extensive research on existing online platforms and functionalities and at the end of the planning grant term, produced a clickable prototype for the platform. In collaboration with EdPlus at ASU, the university’s hub for innovative technologies, UI led a full build-out of the Scholars Community Platform which was beta tested with 200 Scholars in Summer 2016. That fall, the platform launched to the entire Mastercard Scholar network under the name Baobab, after a tree found across Africa with extensive roots.

The project is supported by the Mastercard Foundation, who covered the cost of developing the new platform. In addition, the project supported ASU research focused on the role of social networks in supporting international scholarship programs.

Learn more at edplus.asu.edu

Learn more at education.asu.edu

Strengthening Institutional Linkages

Why... are many educational interventions one-dimensional in their approach to collaboration?

What if... educational partnerships comprehensively and strategically invested in student, faculty and institutional development?

In 2016, UI collaborated with ASU’s Center for the Advanced Studies in Global Education to facilitate the proposal and acquisition of a $21.9 million grant from the Mastercard Foundation to establish the Strengthening Institutional Linkages program. Designed to increase collaboration between select Mastercard Foundation Scholar partner universities, ASU partnered with Kwame Nkrumah University of Science and Technology (KNUST) in Ghana, providing accelerated degree pathways in fields related to Ghana’s economic development.

Starting in 2017, the program aims to award 150 master’s degrees in mechanical engineering, biomedical engineering, global logistics and supply chain management in a 3+1+1 format to four cohorts of students. While at ASU, scholarship recipients will nurture transformative leadership and professional competencies through engagement in diverse co-curricular programs and support services, including mentoring, community service and internships. In addition, the partnership brings 42 faculty members from Kwame Nkrumah to ASU to help support Mastercard Foundation Scholars, creating opportunities for broader student and faculty exchange and joint research that will enrich both universities.
Why... are complex challenges tackled in silos?
What if... undergraduate students were trained to be cross-sector, character-driven leaders?

In response to a call to action from Tom Brokaw of NBC Nightly News in 2014, ASU sought to establish the first undergraduate program in the nation to integrate cross-sector and civilian-military experiences to develop collaborative leaders of character. The resulting Public Service Academy has three tracks:

**Reserve Officer Training Corps (ROTC):** supports the existing university-based program to commission officers into the U.S. Armed Forces through shared leadership development opportunities.

**Veterans Scholars Program:** promotes engagement among veterans in continued service and career preparation.

**Next Generation Service Corps (NGSC):** prepares service-oriented students from all majors to become civilian service leaders.

The four-year experience in NGSC emphasizes civic engagement opportunities through six leadership courses, a series of summer internships in nonprofit, government and private organizations, and experiential learning activities around students’ “social missions” that enable them to engage more deeply on community challenges. In addition, members participate in civilian-military events with active duty soldiers and sailors, reserves, and veterans. The cross-sector nature of the program recognizes that civilian and military service are two sides of the same coin, and both make us stronger as a nation.

During the first year of the pilot program in 2015, NGSC admitted 100 students. Each year, participation in the program has increased, with more than 700 Corps Members to date. Currently, the NGSC is made up of Corps Members from 150+ different majors, every ASU campus, 39 different states and international students. The Public Service Academy aims to have 1,300 students in the three programs annually – approximately two percent of the undergraduate student body.

Learn more at [psa.asu.edu](http://psa.asu.edu)
Why... aren’t more individuals recognized for their socially embedded projects or actions, regardless of size or scale?

What if... the responsibility for the health of our communities is assumed at every level and in each component of an institution?

As stated in our Charter, the responsibility for the health of our communities is assumed at every level and in each component of our institution. In order to inventory the diverse community-engaged activities occurring across every facet of ASU, the Office of University Initiatives conducted an annual Social Embeddedness Survey. Faculty “points of contact” in every college, center, office and unit were asked to self-report their various socially-embedded activities using a framework inspired by the ASU charter and design aspirations. The results of the survey were used to:

• Compile data for the Carnegie Classification application and the President’s Higher Education Community Service Honor Roll (ASU currently holds both distinctions)
• Monitor the growth in our partnerships and evaluate the extent to which ASU makes good on its promise to effect positive change in the communities we serve
• Identify “bright spots” of noteworthy activity that should be showcased in collateral materials and fundraising campaigns
• Detect areas of synergy and potential collaboration within the university

Through the survey results, the UI Office also produced the annual Social Embeddedness Report. This collateral piece highlighted ASU’s community-focused strengths, economic and cultural impacts, diversity of socially minded projects and responsiveness to a wide range of community needs.

Frank Rhodes, considered one of the most impactful university presidents of the 20th century, published “The Creation of the Future” in 2001, which discusses the past, present and future role of the American research university. The book played a key role in helping ASU President Michael Crow design his model for a New American University, so in the fall of 2011, President Crow established the Frank Rhodes Lecture Series on the Creation of the Future at ASU.

Frank H. T. Rhodes Lecture Series

Why... is the discussion on the reimagining of higher education scattered across time and place?

What if... a supportive platform allowed the brightest minds in institutional innovation to regularly share their ideas with the public?

Designed to help advance his vision of redefining the role of higher education in society, each year individuals with a commitment to institutional innovation deliver public lectures on the creation of the future and meet with members of the ASU and greater community.

Learn more at community.asu.edu

Learn more at rhodes.asu.edu
Project highlights

Over the years, UI has engaged in dozens of impactful projects across the university. The following is a curated list of projects we have previously designed, have passed on to an institutional partner or played a role in developing.

10,000 Solutions
In 2011, UI helped design, develop and launch 10,000 solutions, an experiment in collaboration that collects and showcases innovative ideas to solve local and global challenges. In fall 2012, 10,000 Solutions became a signature project of Changemaker Central. The project ended in 2014.

A New American University Reader
As ASU approached the tenth anniversary of the New American University model established by President Crow in 2001, UI worked with the Office of Public Affairs to compile a selection of relevant writings about the university’s progress. The New American University Reader includes President Crow’s recent publications on ASU, the design of knowledge enterprises and a number of related topics in addition to news coverage of ASU’s transformation. Most of the articles and book chapters in this volume focus on the transformation of ASU as a case study for the operationalization of the New American University model.

Ashoka Changemaker Campus
In August 2010, ASU became the first university in the southwestern United States to join the Ashoka Changemaker Campus Consortium, dedicated to growing social entrepreneurship education. UI facilitated the Consortium application process, strategic site visits, monthly onboarding meetings, grant-funding applications and the execution of the Ashoka U Exchange program in 2012.

Ashoka U Exchange
In 2012, UI led the planning, design and execution of the Ashoka U Exchange, a two-day conference of over 450 participants representing more than 100 leading university, non-profit, corporate and philanthropic institutions. The convening was an opportunity to exchange ideas and challenge perspectives about disruptive innovation in higher education.

ASU Innovation Challenge
The ASU Innovation Challenge was a signature program of Changemaker Central that awarded up to $10,000 to make impactful student projects, ventures, prototypes or community partnership ideas a reality. UI supported the program by finding new donor prospects to ensure that $40,000 are awarded each year.

ASU Preparatory Academy
The K-12 ASU Preparatory Academy initiative began in UI, and was successfully transitioned to ASU’s Office of the Vice President for Education Partnerships in 2011. UI continued to provide guidance to ASU Prep by working with the Ashoka Youth Venture team to guide ASU Prep teachers through the “Dream It. Do It.” curriculum and coordinating related events like the United Way Agency Fair throughout the school year.

Carnegie Classification
Since receiving the Carnegie Foundation classification of a Community Engaged University in 2014, UI has coordinated the re-classification process annually based on the input of administrators, faculty and staff.

Center for Science and the Imagination
Conceived from an idea to reimagine the future through storytelling and cross-sector collaboration, Arizona State University’s Center for Science and the Imagination (CSI) brings together humanists, artists and scientists to reignite humanity’s grand ambitions for innovation and discovery. The center serves as network hub for audacious moonshot ideas and a cultural engine for thoughtful optimism. CSI was originally incubated by the Office of University Initiatives until it launched in Fall 2012.

Changemaker Central
Changemaker Central is student-run resource hub for all of ASU’s social innovators seeking to engage in social entrepreneurship ventures, civic engagement, service learning and community service. Physical Changemaker Central spaces are open on all campuses, serving as a key gathering space to connect students of every age, background and area of study. UI worked with staff from Education Outreach and Student Services (EOSS) to outline core functions and operations, develop a launch plan for fall 2011 and assemble a student leadership team. In 2011-2012, UI staff co-advised the student leadership team with EOSS staff, created pathways for community partnerships and sought funding opportunities to sustain Changemaker Central.

Clinton Global Initiative University
Modeled after the Clinton Global Initiative, which connects and catalyzes world leaders to take action on global challenges, Clinton Global Initiative University engages young leaders from college campuses around the world. In 2014, UI secured a bid to host the Clinton Global Initiative University Meeting to elevate ASU’s commitment to student-driven social change and entrepreneurship, attended by over 1,000 students from over 300 colleges and universities in all 50 states and more than 80 countries. The event featured Bill, Hillary and Chelsea Clinton and included Jimmy Kimmel, Bill Drayton and other guests.
**Code for America**
In 2012, UI worked with the ASU Office of Public Affairs to assist the City of Mesa in developing strategies for establishing the Code for America (CIA) Fellowship in their city government. In July 2013, the City of Mesa was accepted as a CIA finalist and invited to receive fellows in January of 2014.

**Communities Connect Dialogue/Ignite @ ASU**
UI worked with Ignite Phoenix in 2010-2011 to prepare a series of workshops, presentations and conversations between ASU and the surrounding community. In 2011, UI partnered with the Canon Leadership Program to involve student leaders in the planning process to strengthen the student voice, becoming 100% student-run by 2012. In 2013, the program was transitioned to Changemaker Central under the name Ignite@ASU sponsored by The Arizona State Credit Union.

**Community @ ASU**
Community@ASU is an online portal that communicates volunteer, community and service-learning opportunities and connects a variety of stakeholders including entrepreneurs, community members, faculty and students. UI manages the Community@ASU website, curating information and publishing annual reports on ASU programs that reflect our commitment to social embeddedness.

**iCivics**
iCivics was founded in 2009 to prepare young Americans to become more knowledgeable and engaged citizens by creating free and innovative educational materials. UI supported the Arizona Foundation for Legal Services and Education in the implementation of iCivics across the greater Phoenix metro area by providing strategic advice and thought partnership.

**K-16 Education and Career Pathways**
After UI fellows conducted extensive interviews with 18 senior education leaders across Arizona in 2014, UI created “The Pathways Imperative” report in partnership with the Center for the Future of Arizona. The report highlighted and investigated the network of Phoenix Metropolitan initiatives working to establish education-career pathways for students.

**Kauffman Campus Initiative**
UI lead the effort to establish ASU as a Kauffman Campus by the Ewing Marion Kauffman Foundation in 2006, earning ASU a 5-year $5 million grant to change the way entrepreneurship is viewed, taught and experienced in higher education.

**My New American University**
A video series on the transformation of ASU to a New American University through the lens of the students, faculty and staff who actively shape it.

**New American University Student Training**
UI created a series of educational opportunities to not only introduce students to ASU’s eight design aspirations but also to communicate why the design aspirations should matter to students. The content is delivered via routes relevant to college-aged students with a three-minute voiced over Prezi and a personality quiz titled “What type of Sun Devil are you?” that determines which of the eight design aspirations a student relates to the most.

**National Service**
UI has worked with the Corporation for National and Community Service, the Franklin Project at the Aspen Institute, AmeriCorps Alum, the Governor’s Commission on Service and Volunteerism in Arizona and other partners to advance national service causes. This includes hosting events and trainings, leading advocacy efforts, brokering public-private partnerships and incubating projects (like the AmeriCorps Alumni Network).

**Social Impact Assessment Initiative**
In 2006, UI launched the Social Impact Assessment Initiative with the Escalante Community Center and advisory board to address the challenges around measuring social impact. A pilot study was developed based on the “logic model” used by the United Way, intended to inform an evaluation tool for all of ASU’s community partnerships. The logic model that was developed ultimately fit Escalante’s needs, however, was not flexible enough to be applied to other evaluation contexts.

**Stardust Center for Affordable Homes and the Family**
With a $2.5 million investment and input of the Stardust Foundation, guidance from the Associate Vice President for Economic Affairs Rob Melnick, and leadership from President Crow, UI developed a proposal for the ASU Stardust Center for Affordable Housing in our region.

**Take the Lead**
In 2014, UI was connected with Take the Lead founder Gloria Feldt to help develop and launch Take the Lead’s first online women’s leadership course at ASU, in partnership with ASU Online. In addition, UI and Take the Lead co-created a launch event that aimed to engage students and community members in the movement toward leadership parity.

**Teach for America**
In its effort to promote educational achievement for all Arizonans, Teach for America and ASU have developed an extensive partnership – a partnership that UI helped to start and that now lives in ASU’s Mary Lou Fulton Teachers College.

**Valley of the Sun United Way**
In 2011, UI leveraged an existing relationship with the Valley of the Sun United Way to co-create a fellowship position whose work aligns with the missions of both organizations. Projects resulting from the split fellowship have included the creation of the Student United Way at ASU student organization to the development of an undergraduate community solutions course. In 2013, UI transitioned the position to Educational Outreach and Student Services (EOSS) at ASU.
People

We were architects, scholars and artists who believe higher education is a vital force for public good and a critical factor in meeting the needs of today and tomorrow. The UI team was intentionally lean and consisted of full-time staff members, University Innovation Fellows and a small team of student strategic research analysts. With leadership from our Executive Director, the office’s main functions included operations, research and analysis, and strategic projects.
Leadership and staff

Leadership and staff at UI brought insight into university operations, community engagement and communication by pulling together a diverse set of expertise.

**Strategic Projects**
An interdisciplinary team of University Innovation Fellows advanced UI’s strategic projects.

**Research and Analysis**
A team of staff members and student strategic research analysts provided research support, including market scans, deep dives and one-pagers.

**Operations**
Full-time staff members advanced all operations including human resources, finances and event logistics.

**Leadership**
- **Kimberly de los Santos**
  Associate Vice President and Executive Director
  2009-2012
- **Jacqueline Smith**
  Associate Vice President and Executive Director
  2012-2019
University Innovation Fellowship

The University Innovation Fellowship at ASU was designed to engage early- and mid-career policy-makers, analysts, researchers, communicators, writers, designers and leaders in big ideas and real program building processes that can transform higher education institutions.

At UI, we believed the most exciting ideas are generated through collaboration, and that true innovation is best sharpened against the creativity of others. This was why our office was comprised of an interdisciplinary group of academics, professionals and students. Fellows played an important role in infusing new ideas, new talent and new passions into our office culture that enhanced our ability to be more creative and better respond to the needs of our university.

Projects and activities

Over 13 months, fellows developed a diverse project portfolio, collaborative philosophy and comprehensive skill set essential to building and communicating programs linked to institutional and societal change.

Advanced bold projects
Fellows designed, built and launched new initiatives at one of the largest comprehensive public research universities in the U.S., ranked No. 1 in innovation by U.S. News & World Report

Transformed ideas into action
Fellows established and advanced relationships with potential funders to create actionable, successful initiatives that served as demonstration projects for the New American University model

Launched careers
Throughout the year, fellows proactively participated in a myriad of projects that vary greatly in purpose and outcome. Through these varied experiences, fellows developed a diverse portfolio, a collaborative mindset and a comprehensive skill set that heightened their career opportunities. In the fashion of innovation, many fellows leveraged this experience to create new positions that filled a gap at the institution. Alumni of the program held roles following the Fellowship such as:

• Human Factors Specialist, IDEO, A Design and Innovation Consulting Firm
• Director, Center for Science and the Imagination, ASU
• Assistant Chief of Staff, ASU Foundation for a New American University
• Entrepreneurship Catalyst, Office of University Initiatives, ASU
• Manager, Sustainability Initiatives and Programs, Global Institute of Sustainability, ASU
• Manager of Public Partnerships, Teach for America, Phoenix

Influenced decisions through calculated research
Fellows enhanced their writing skills through the development of research and industry-backed proposals and grant applications

Connected with a powerful network
Fellows collaborated with influential changemakers in higher education and the community, including a growing base of University Innovation Fellow alumni

Discovered high impact career pathways
Fellows were supported personally and professionally as they launched careers based on transformative thinking about higher education systems and projects

Collaborated across disciplines
Fellows formed an interdisciplinary team that contributed to high-level projects, engaged with university leaders and supported institutional innovation
Arizona State University, ranked No. 1 “Most Innovative School” in the nation by U.S. News & World Report for five years in succession, has forged the model for a New American University by operating on the principle that learning is a personal and original journey for each student; that they thrive on experience, and the process of discovery cannot be bound by traditional academic disciplines. Through innovation and a commitment to accessibility, ASU has drawn pioneering researchers to its faculty even as it expands opportunities for qualified students.