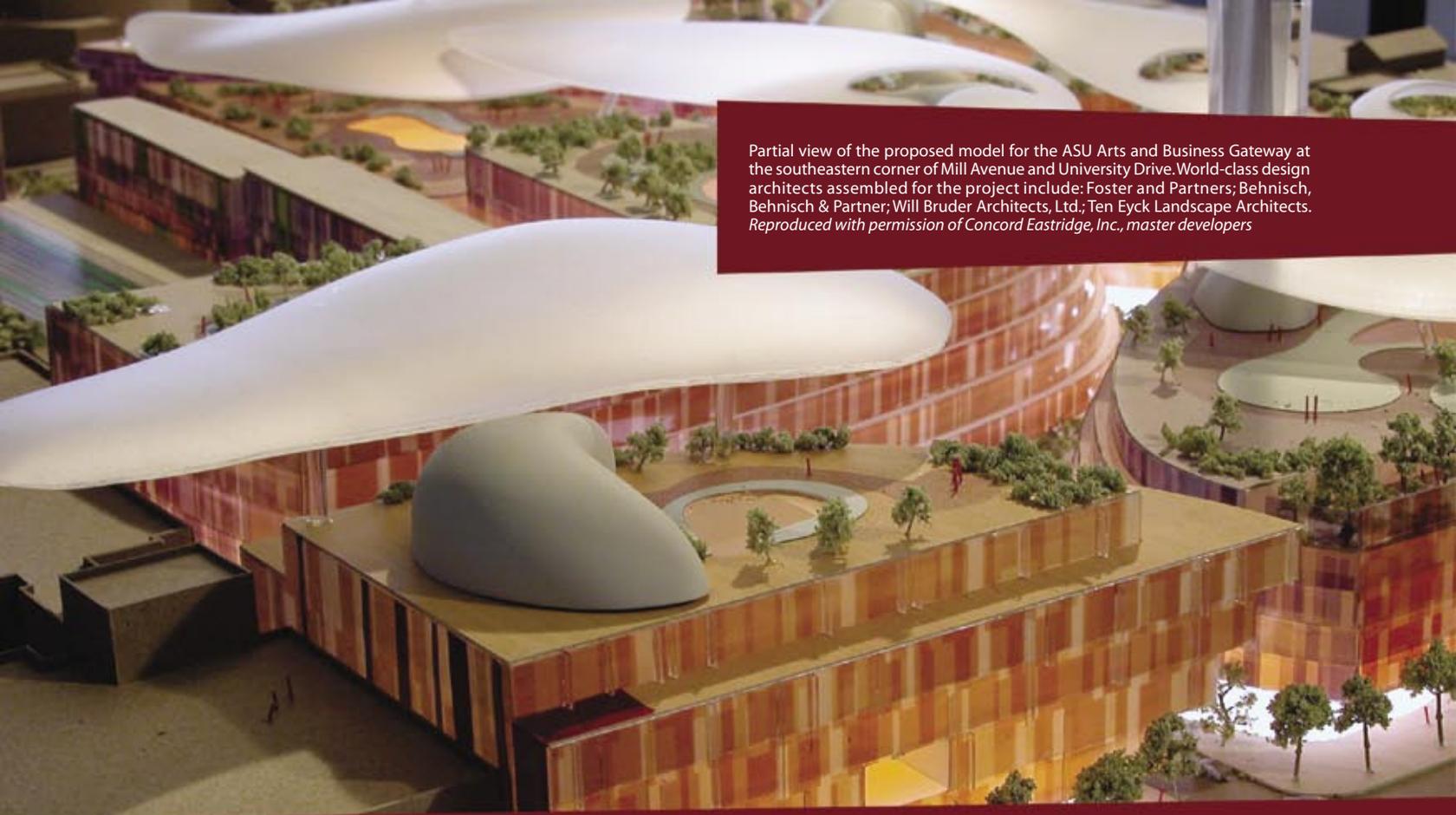




Arizona State University

A New American University





Partial view of the proposed model for the ASU Arts and Business Gateway at the southeastern corner of Mill Avenue and University Drive. World-class design architects assembled for the project include: Foster and Partners; Behnisch, Behnisch & Partner; Will Bruder Architects, Ltd.; Ten Eyck Landscape Architects. Reproduced with permission of Concord Eastridge, Inc., master developers

Arizona State University

ASU is the **pioneer** of a New American University

The Unique Needs of Arizona

The New American University represents a differentiated model of higher education, a model ASU is pursuing to meet the needs of Arizona.

This New American University represents a new way of thinking about the fundamental objectives of a university—teaching, research, and public service. It is emerging in Phoenix as both a reflection of the unique spirit and character of the American Southwest and as the embodiment of a solution to the challenges of population growth and social and environmental change that face this rapidly urbanizing region.

Since 1990, Phoenix has grown by 54% and is now the fifth largest city in the United States. The population of the

region is projected to double in the next two decades, from 3.3 million today to 6 million in 2030.

ASU seeks to provide the best possible education to the broadest possible spectrum of society, embracing the educational needs of the entire population. By the year 2020, ASU is projected to enroll 90,000 students.

Arizona's rapid growth presents unique opportunities and distinct regional challenges. Educational achievement is critical to the state's economic well-being, but Arizona ranks among the lowest in the U.S. when it comes to high school graduates as a proportion of our 18-year-old population. As the student population increases, Arizona must provide its future workforce with a better academic foundation.

Arizona has a high job growth rate and relatively low housing costs, but long-term economic vitality will depend upon high-skill jobs and incomes that come from innovation. Furthermore, continual urban growth has increased average temperatures in metropolitan Phoenix over the past 50 years, which has raised energy requirements and altered quality of life.

The New American University

ASU seeks to advance social and economic development in Arizona. As it evolves, ASU will serve as the prototype for this New American University, redefining the existing conception of research universities. ASU will build a comprehensive metropolitan research university that is an unparalleled combination of academic excellence and commitment to our social, economic, cultural, and environmental setting.

The New American University is an institution that measures its academic quality by the education its graduates have received rather than by the academic credentials of its incoming freshman class; one whose researchers, while pursuing their scholarly interests, also consider the public good; one whose students, faculty, and staff transcend the concept of community service to accept responsibility for the economic, social, cultural, and environmental vitality of the communities they serve.

Design Imperatives of the New American University

The New American University emerging at ASU reflects adaptability, individualism, entrepreneurialism, and optimism. Whether providing the best possible education to the students of Arizona, generating economic growth, or improving the quality of life for all Arizonans, ASU is committed to building a great university in the American Southwest.

The New American University assumes responsibility for the society it serves. ASU is linked to its region, balancing its commitment to teaching with relevant research conducted for the public good, and assuming major responsibility for the well-being and vitality of the region.

As a public metropolitan research university, ASU's student body, the character of its research enterprise, and the scope of its community engagement differs from that of other institutions. ASU is the only major university in the heart of one of the most rapidly urbanizing metropolitan areas in the nation. Arizona is marked by explosive population growth, demographic change, rapid development, and environmental trends that threaten our sustainability. In the face of these challenges, ASU acknowledges its responsibility to provide regional leadership.

ASU focuses on outcome-determined excellence



ASU's vision for the proposed Arts and Business Gateway includes headquarters for the W.P. Carey School of Business; expansions of the Herberger College of Fine Arts and the College of Design; a conference center with hotel; a grocery store and other retail space; market-based housing units; and additional parking. *Reproduced with permission of Concord Eastridge, Inc.*



The Interdisciplinary Science and Technology Building 1 is the first of eight new facilities for cutting-edge, transdisciplinary, innovative research. The design of the buildings will encourage spontaneous interaction among researchers, promoting collaboration between and among academic disciplines. *Model rendering courtesy of Perkins & Will and Dick & Fritsche*

ASU focuses on outcome-determined excellence—that is, ASU admits students with differing interests and indicators of intelligence and creativity, and even different levels of college preparation. ASU’s focus on the individual is a commitment to diversity.

Major research universities, whether public or private, function in a fiercely competitive environment. In such a context, ASU must operate with real-world entrepreneurial speed and ingenuity. ASU has embarked on a dramatic research infrastructure expansion that is creating more than one million square feet of new research space. This physical expansion signals the accelerated pace at which ASU is establishing itself as one of the leading centers for cutting-edge interdisciplinary research.

Consistent with the vision of the research university as a catalyst for societal change, ASU favors a research enterprise dedicated to societal relevance and socially beneficial outcomes. While addressing the unique demands and dynamics of the region, ASU maintains a global perspective.

ASU must embrace its
role in the **community**
and **advance** research
that benefits **society**

The New Gold Standard

The American research university, through its scholarship and creativity, has contributed to the wealth and productivity of the nation and defined our cultural landscape. Research universities have been responsible for educating successive generations of scientists, engineers, artists, healthcare professionals, educators, and our nation's leaders in government and industry. Universities, to an astonishing degree, advance the health and happiness of humankind.

Fifteen institutions—from Harvard to Michigan to Stanford—define the American research university. Such has been the influence of these institutions that, to this day, every university in the nation measures itself according to their standards. These universities are considered definitive prototypes, and their disciplinary departments are the departments by which all others are implicitly judged.

Although these institutions represent the gold standard, it is the gold standard of the past. The model for the New American University proposes a rethinking of the static organizational paradigms of American research universities.

ASU is young and dynamic. Although it was founded in 1885 as a territorial teaching academy, its trajectory as a comprehensive research university did not begin until 1958. As one of our nation's youngest major research institutions, ASU was formed—but is not bound—by the organizational principles and practices of existing research universities.

ASU will evolve in response to scientific discoveries, technological innovations, and to the host of societal challenges that confront us. Our design imperatives will foster a different kind of institution, a solution-focused university that is linked to its setting and the needs of our day.

Research universities are the preeminent catalysts for societal change—no institution possesses more potential to transform society. Universities improve the human condition, foster sustained social advancement and economic growth, and provide us with the tools needed for better environmental stewardship.

ASU seeks to serve as the prototype for a New American University. Conceptual sketches throughout this document reflect the transformation of ASU's buildings and grounds, while overviews and images of the exemplary initiatives convey the scope of its enterprise.

Design Imperative 01

Leveraging Place

ASU embraces its cultural, socioeconomic, and physical setting

Design Imperative 02

Societal Transformation

ASU is a force, not only a place

Design Imperative 03

Knowledge Entrepreneur

ASU has a culture of academic enterprise

Design Imperative 04

Use-Inspired Research

ASU research has purpose and application

Design Imperative 05

A Focus on the Individual

ASU is committed to intellectual and cultural diversity

Design Imperative 06

Intellectual Fusion

ASU creates knowledge by transcending academic disciplines

Design Imperative 07

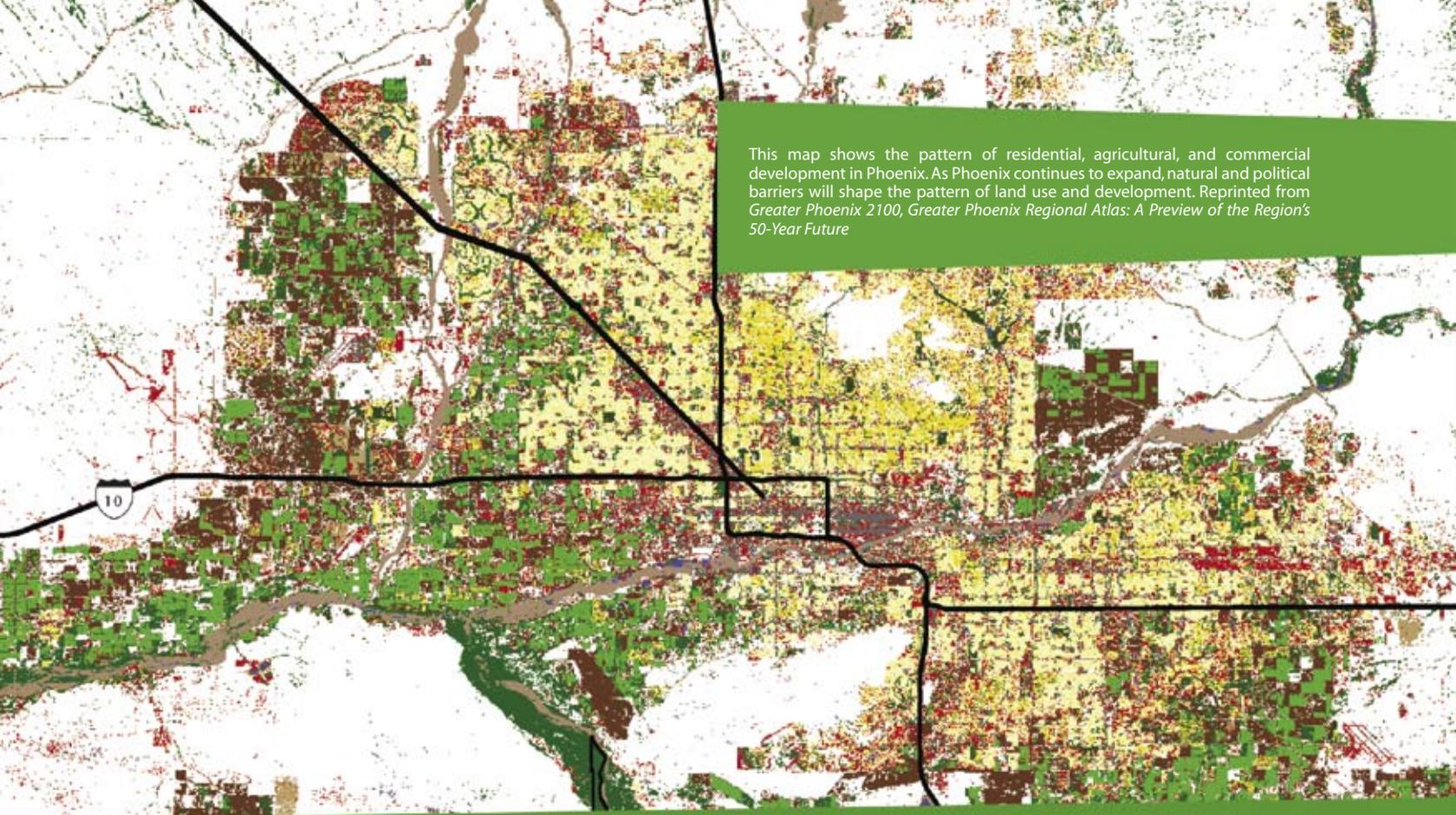
Social Embeddedness

ASU diffuses the boundaries between the university and the community it serves

Design Imperative 08

Global Engagement

ASU will establish a global presence



This map shows the pattern of residential, agricultural, and commercial development in Phoenix. As Phoenix continues to expand, natural and political barriers will shape the pattern of land use and development. Reprinted from *Greater Phoenix 2100, Greater Phoenix Regional Atlas: A Preview of the Region's 50-Year Future*

Leveraging Place

Design Imperative 01

ASU Embraces its Cultural, Socioeconomic, and Physical Setting

ASU leverages place by addressing the challenges of its region. By fostering leadership and dialogue in communities, bringing local environmental and social policy issues into the public discourse, and focusing on solutions for a more livable and sustainable place, ASU demonstrates that the research university can be a primary driver for regional social change, cultural advancement, and appropriate economic development.

Leveraging Place

Exemplary Initiatives

International Institute for Sustainability

The International Institute for Sustainability (IIS) will develop practical solutions to the environmental, economic, and social challenges of sustainable urban development. New information about the relationship between societal and environmental change will allow policy makers and consumers to reconcile developmental goals with environmental limitations. IIS will build upon ASU's world-class knowledge in areas such as arid lands ecology, urban ecology, and water resources. Phoenix, one of the nation's fastest growing urban regions, will be the springboard to study and test sustainability ideas. Arizonans have long used new technologies to subdue major rivers and tame desert heat, but natural processes such as drought still shape Arizona's environment and society. IIS will focus on local challenges where solutions have global application. Such challenges include rapid urbanization, water management in an arid environment, and border issues.

Indian Legal Program

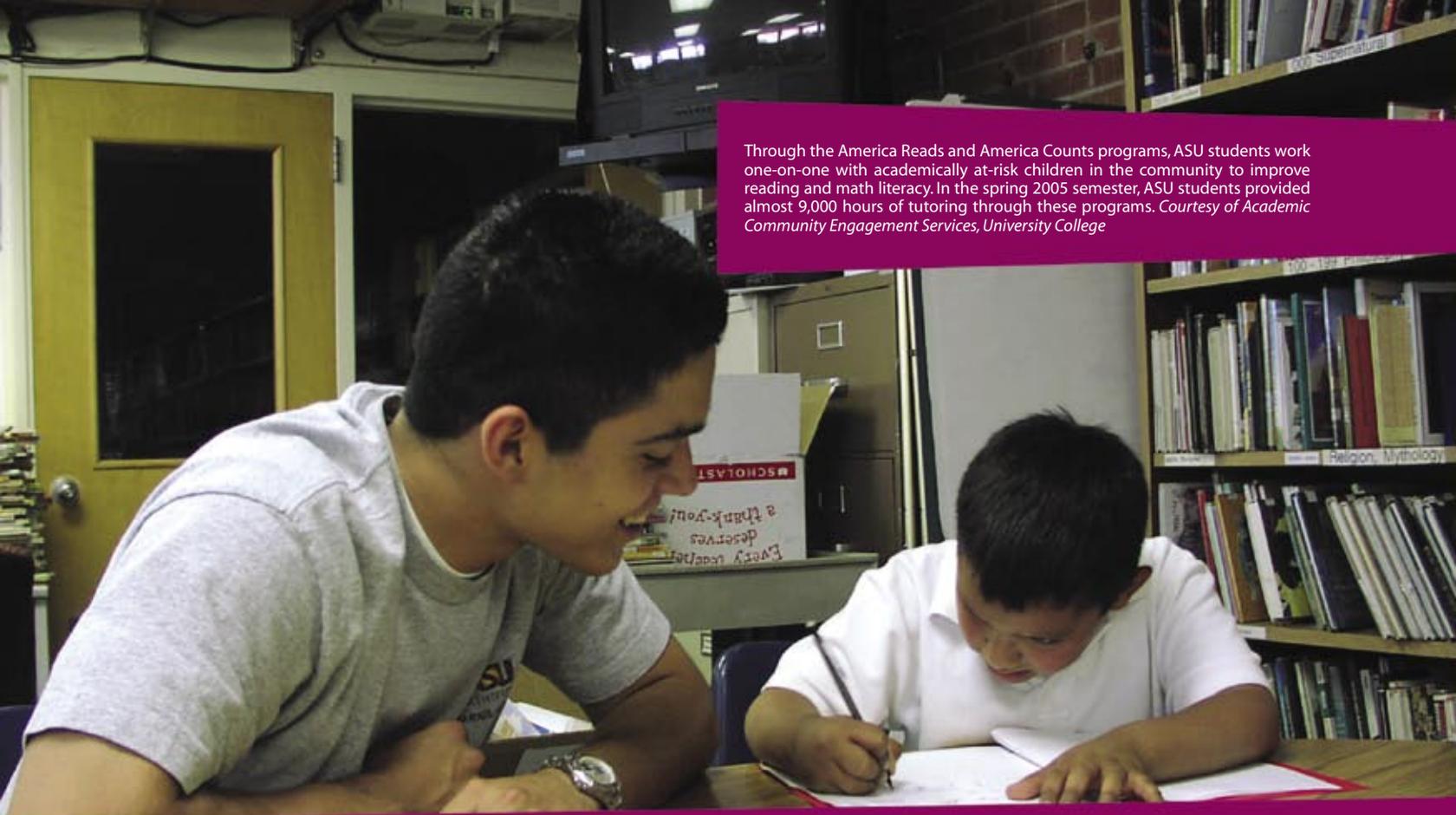
The Indian Legal Program provides legal education, scholarship, and public service to tribal governments. Native Americans face new and old challenges in land rights, resources, sovereignty, cultural rights, and civil rights. This nationally recognized program trains Indian lawyers and promotes an understanding of the differences between the legal systems of Indian Nations and the United States. The ASU College of Law provides an ideal environment for engaging and understanding the many legal issues tribes currently face. Arizona has more federally designated Indian land than any other state, and Phoenix has a higher percentage of American Indians than any other large metropolitan area.

Phoenix Urban Research Laboratory

The Phoenix Urban Research Laboratory (PURL) will seek new solutions to the most pressing design problems facing cities today. Developing solutions to urban issues through design helps communities make well-informed decisions about the physical form of their cities and can create a thriving, successful urban core that adds exuberance and quality to city life. Opening fall 2005, PURL will be an information-rich environment for researchers, decision makers, industry professionals, and students to debate and collaborate. PURL will use metropolitan Phoenix as a laboratory to research the heat island effect on cities, transportation and urban planning, shade structures, and water use. PURL will serve as a catalyst for progressive urbanism.



Students in the Indian Legal Program represent over 25 tribal nations. With almost 40 students, it is one of the largest groups of Native American law students in the nation. In addition to providing legal education and practical experience to its students, the program fosters a support network that helps students meet the challenges of law school. *Courtesy of the Indian Legal Program*



Through the America Reads and America Counts programs, ASU students work one-on-one with academically at-risk children in the community to improve reading and math literacy. In the spring 2005 semester, ASU students provided almost 9,000 hours of tutoring through these programs. *Courtesy of Academic Community Engagement Services, University College*

Societal Transformation

Design Imperative 02

ASU is a Force, Not Only a Place

As a force, ASU transcends its physical locations to impact society locally and globally. ASU's research, teaching, and service improve education and enrich communities. ASU has a wealth of knowledge, talent, and resources that can be used as powerful tools for social advancement, sustained economic growth, and improved quality of life.

Societal Transfo

Exemplary Initiatives

Center for Research on Education in Science, Mathematics, Engineering, and Technology

The Center for Research on Education in Science, Mathematics, Engineering, and Technology's (CRESMET) interdisciplinary community of researchers is producing knowledge that will lead to new and more effective ways of teaching mathematics and science. Several hundred teachers, college faculty, and some 50,000 students in the Phoenix region participate in CRESMET's projects. CRESMET research, which has been funded with more than \$18 million from the National Science Foundation, produces novel curricula, strategies, and tools for researchers and schools worldwide. CRESMET is training nearly 40 graduate students in rigorous research methods, and the center recently pioneered a program for preparing talented mathematics majors to be high school teachers.

KAET-TV

As a community resource, KAET-TV enriches the lives of Arizonans through quality programs and educational services that inform, inspire, and entertain. With almost 2 million viewers, KAET is one of the most-viewed public television stations in the country. Half a million viewers tune into the children's programming each week. KAET partners with the community in many different ways. The *Horizonte* news program provides a forum for Hispanic perspectives and helps educate audiences about issues of particular interest to the Latino community. Another program, *Native Visions*, offers a perspective not often presented on broadcast television: Native American issues as seen by Native Americans.

ASU in Space

Finding life on Mars would radically change the way we think about the possibilities for life throughout the universe. To determine whether conditions on this extreme planet may have once been favorable to life, scientists have developed instruments that provide the first detailed look at the mineralogy, geology, and atmosphere of Mars. ASU planetary scientists developed the Thermal Emission Spectrometer, which produced the first global mineral map of Mars and laid the groundwork for scientists to determine the history of water on Mars. The Thermal Emission Imaging System (THEMIS) camera, currently orbiting Mars on the Odyssey spacecraft, is identifying where ancient, wet environments once existed on Mars. Elementary through high school students also participate in real-life planetary exploration using the THEMIS camera. These students work with scientists, mission planners, and educators to image a site on Mars.



ASU researchers install the Thermal Emission Imaging System (THEMIS) on the Mars Odyssey spacecraft at the NASA Kennedy Space Center in Florida. THEMIS uses infrared and visible camera systems to acquire unprecedented images of the Mars surface. *Courtesy of the ASU Mars Space Flight Facility*



At ASU's InnovationSpace, business, engineering, and design converge to create and market innovative products in an entrepreneurial environment. InnovationSpace balances technological possibilities and marketplace realities with a commitment to improving society and the environment. *Courtesy of InnovationSpace*

Knowledge Entrepreneur

Design Imperative 03

ASU Has a Culture of Academic Enterprise

ASU uses its knowledge and resources to catalyze regional social, economic, and cultural development. This culture of academic enterprise breaks from traditional disciplinary and organizational constraints and allows the university to harness its knowledge in new ways. ASU is an economic, cultural, and social entrepreneur tackling urban revitalization, transforming ideas into viable businesses, attracting top talent to the Phoenix metropolitan area, and developing leadership in the community.

Knowledge Ent

Exemplary Initiatives

ASU/Scottsdale Center for New Technology and Innovation

The ASU/Scottsdale Center for New Technology and Innovation will act as a hub for knowledge-driven industries, technology innovations, and commercial activities. The center will significantly enhance Scottsdale's economic base and serve as the cornerstone for the revitalization of south Scottsdale. As an economic driver, the center will enable Scottsdale to increase its participation in the region's move toward building a knowledge-based economy. Scottsdale has conservatively estimated that development of the center will result in a significant return of direct revenues to the city, catalyze major economic development, and create thousands of new high-paying jobs.

Virginia G. Piper Center for Creative Writing

The Virginia G. Piper Center for Creative Writing brings the nation's best writers to the Phoenix area, fostering a thriving creative and literary community to enhance Phoenix's cultural environment. The Master of Fine Arts program in creative writing is distinguished by a highly productive and talented faculty, and a dual focus on developing students' skills both as writers and teachers. The program also instills in students a citizen artist ethic. The center exemplifies cultural entrepreneurship by hosting one of the most comprehensive writing conferences in the nation and providing resources and support to students, teachers, and the community. Its studio workshops allow community members to study closely with a writing mentor, and its outreach to youth enhances literacy in the community.

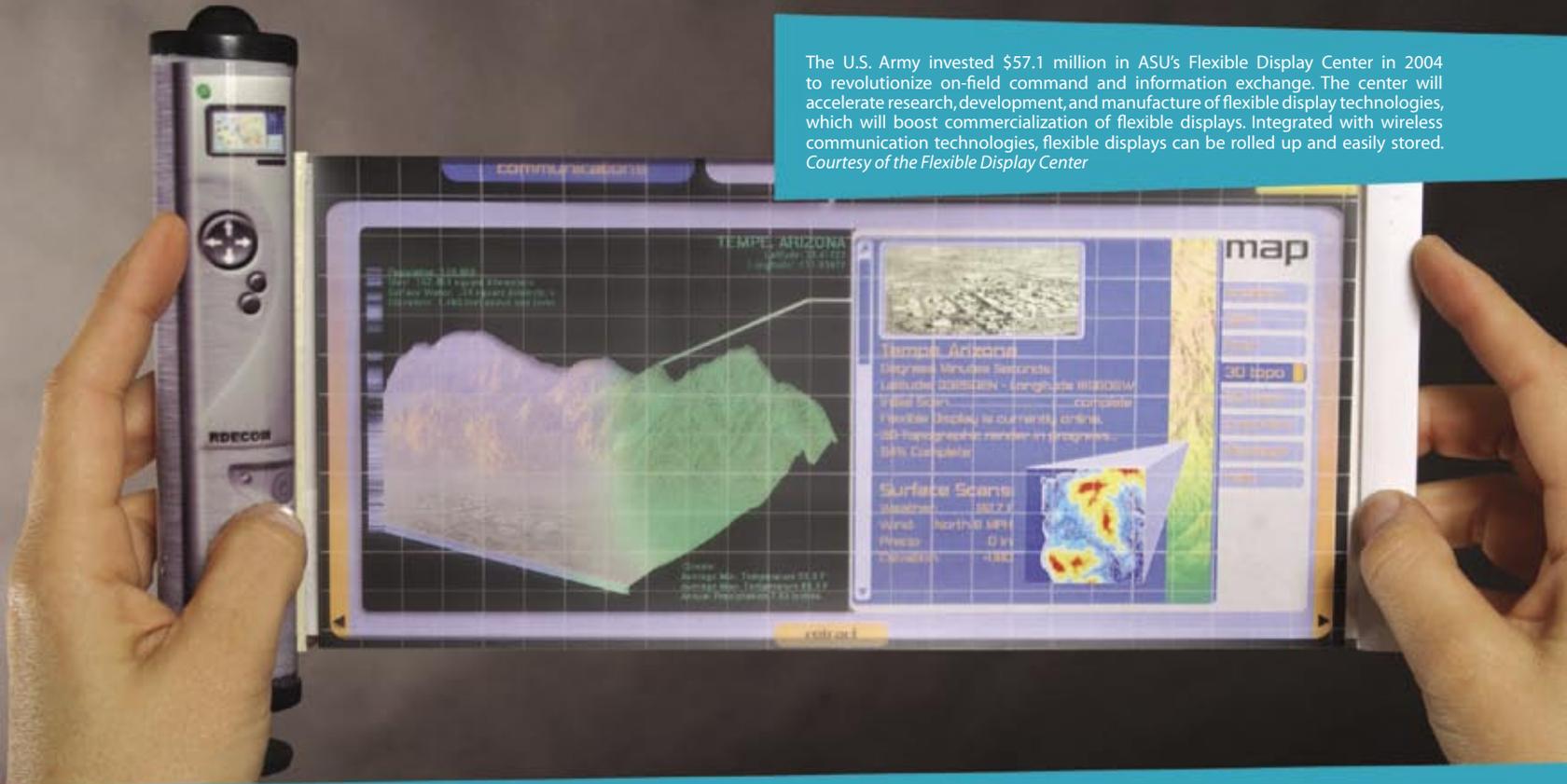
Center for Nonprofit Leadership and Management

Building the capacity of the nonprofit sector will help organizations improve the quality of life in their communities. ASU's Center for Nonprofit Leadership and Management demonstrates social entrepreneurialism by providing knowledge and tools that enhance the effectiveness of those who lead and manage nonprofit organizations. Nonprofit organizations work with the center through a self-assessment process that connects research at the university with expertise in the community. Professional development programs help community leaders manage their organizations more effectively, stretch limited dollars, and succeed in a competitive fund-raising environment. Nonprofit leadership education programs prepare ASU students to change lives and solve their communities' toughest problems.



When it opens in 2006, the ASU/Scottsdale Center for New Technology and Innovation will focus on technology commercialization, entrepreneurship, and business development. Design architects: Pei Cobb Freed & Partners. *Reproduced with permission of the Higgins/Plaza Group, master developers*

The U.S. Army invested \$57.1 million in ASU's Flexible Display Center in 2004 to revolutionize on-field command and information exchange. The center will accelerate research, development, and manufacture of flexible display technologies, which will boost commercialization of flexible displays. Integrated with wireless communication technologies, flexible displays can be rolled up and easily stored. *Courtesy of the Flexible Display Center*



Use-Inspired Research

Design Imperative 04

ASU Research Has Purpose and Application

ASU seeks research opportunities that meet community needs and enhance the quality of life. The university integrates the advancement of knowledge with the transformation of society. ASU discoveries are being applied to improve the way complex decisions are made at the global, regional, and community levels.

Use Inspired Re

Exemplary Initiatives

Decision Theater at ASU

The Decision Theater at ASU will enable decision makers to quickly apply scientific insights and discoveries to public policy. It is a powerful tool for public policy agencies and researchers that need to project the impact of their decisions into the future. This new and immersive form of public policy analysis is made possible by a learning and decision space in which the latest understanding of complex social, economic, and natural processes are visualized in three-dimensional stereo on a 260-degree, rear-projection screen. Researchers are working with city planning managers to develop data-driven scenarios for ground water policy issues under a variety of drought conditions. These scenarios will allow decision makers to investigate options and the potential impacts of coordinated water management plans. Their work will assist them in reaching informed planning decisions.

Center for Cognitive Ubiquitous Computing

Specially designed computers can help the visually impaired recognize text, people, and environments. The Center for Cognitive Ubiquitous Computing is designing and developing perceptive computers that are environmentally aware to serve people's needs and enrich their lives. The iCARE-Reader is a portable computing device that can be used by individuals who are blind, deaf-blind, and visually impaired to read printed text that is not easily accessible in braille, such as magazines, restaurant menus, and mail, in real time. The Reader allows individuals to read a printed page by photographing the page with a digital camera and then converting the text into a synthesized voice.

MacroTechnology Works

MacroTechnology Works (MTW) rapidly transforms scientific discoveries into useful technological and business applications. This is done through large-scale intensive collaborations with industry and economic developers. ASU's Flexible Display Center represents MTW's capacity to develop, integrate, and deploy advanced technologies. The center's small, flexible electronic information displays will revolutionize the way information is disseminated on the battlefield. The devices—lightweight, rugged, energy efficient, and economical—will provide improved operational communications by supplying information on troop and enemy positions and movements, weather, and environmental conditions. This technology can help soldiers in the battlefield succeed and strengthen the overall domestic flexible display industry.



The Decision Theater at ASU opened in spring 2005. Participants from the community, industry, government, and educational institutions join scientists at the Decision Theater to explore models and simulations of complex time-relevant data. *Courtesy of the Decision Theater at ASU*



McAllister Academic Village is a living-learning community designed with the concept that learning takes place 24/7. Opening in 2006, this residential facility will create an integrated, self-contained academic and residential community with classrooms, computer labs, tutorial spaces, residential dining, and retail venues. *Model rendering by Gould Evans + Lord-Aeck-Sargent*

A Focus on the Individual

Design Imperative 05

ASU is Committed to Intellectual and Cultural Diversity

ASU's focus on the individual is a commitment to intellectual and cultural diversity. We focus on outcome-determined excellence by admitting students with differing interests and indicators of intelligence and creativity. We will measure the success of the university by the success of each individual student. In looking beyond the academic profile of incoming students, we are seeking greater diversity in our student body, a diversity that brings with it the potential for excellence and perspective. In this commitment to the student as an individual, ASU is focusing on teaching quality, incorporating new research findings into learning processes, and developing new creative teaching and learning environments.

A Focus on the Exemplary Initiatives

Barrett Honors College

The Barrett Honors College provides academically strong students with individualized attention and stimulating coursework within the large university context. Barrett Honors students attend small, discussion-oriented courses and live in a close-knit residential community. The honors thesis, advised by faculty, is an extensive project representative of a student's entire undergraduate educational experience. Since 1991, Barrett's Lorraine W. Frank Office of National Scholarship Advisement (LWFONSA) has assisted ASU students in winning 13 Truman, 10 Marshall, 29 Goldwater and 3 Rhodes Scholarships. With LWFONSA's help, ASU students have won over 200 nationally competitive awards worth more than \$4 million in external funding.

University College

University College will improve student retention and graduation rates through unique interdisciplinary degrees, high-quality educational planning, degree completion programs, and support services. Classes and other learning experiences are available on ASU campuses, in locations throughout the community, on ASU TV, and online. The Bachelor of Interdisciplinary Studies allows students to create a major that reflects their talents and goals. Academic programs and support services are designed to promote student success by providing enhanced opportunities for academic and career exploration as well as service learning programs. University College also offers the ASU Summer Bridge Program to help students transition from high school to college and develop academic skills necessary for university success.

Herberger College for Kids / Herberger College at Large

The Katherine K. Herberger College of Fine Arts is building the capacity for art and culture in the Phoenix metropolitan area. Children and adults can take an array of fine arts classes taught by award-winning ASU professors through the Herberger College for Kids and Herberger College at Large. A variety of courses give people of all ages the opportunity to become immersed in the arts, hone their skills, and find their passion in life. Classes range from salsa dancing to digital animation to sculpture. Although the college will focus on individual talents and passion, it will also enhance community outreach programs.



Children enrolled in the Herberger College for Kids "Imagination Corporation" class explore the artistic aspects of performance, puppetry, and play-making. Drama is used to find ways of developing the creative voice inside every child. *Courtesy of the Herberger College for Kids*



The Biodesign Institute represents a new type of architecture, one that recognizes the power of design to impact research outcomes. The first of four institute buildings opened in 2004. The second will open in 2005. *Courtesy of Kitchen Sink Studios*

Intellectual Fusion

Design Imperative 06

ASU Creates Knowledge by Transcending Academic Disciplines

ASU research is solution-focused rather than discipline-focused. This strategy of intellectual fusion means that the university is reorganizing its knowledge capacity and resources in order to solve real-world problems. At ASU, high quality science and technology is fully integrated and dedicated to finding solutions for societal needs. Taken together, life sciences, physical sciences, and engineering can improve the human condition. The arts, humanities, social sciences, and engineering can create new art forms, develop experiential media systems, and enhance communications. Only research that goes beyond organizational parameters will truly meet the complexity of real-world challenges.

Exemplary Initiatives

Biodesign Institute at ASU

Understanding and emulating nature will help solve the urgent problems posed by disease, depletion of natural resources, and threats to national security. The Biodesign Institute is taking an integrative approach to this challenge, one that blurs the lines between biotechnology, biomedicine, nanotechnology, information technology, cognitive science, and materials science and engineering. The Biodesign Institute's Center for Infectious Diseases and Vaccinology seeks new and effective ways of producing advanced vaccines targeted against disease-causing agents such as tuberculosis, smallpox, and SARS. Plant-made vaccines hold particular promise for poor and developing countries because they could be engineered for low cost and heat stability. Other centers at the Biodesign Institute include: Applied NanoBioscience, BioOptical Nanotechnology, Environmental Biotechnology, Evolutionary Functional Genomics, Neural Interface Design, Protein and Peptide Therapeutics, Rehabilitation Neuroscience and Engineering, and Single Molecule Biophysics.

Arts, Media and Engineering Program

A better understanding of the way the human body moves can improve patients' rehabilitation, encourage active learning in schools, and improve movement training in the arts, sports, and military. Because the human body is three-dimensional and moves in multiple levels of time, space, and energy, the investigation of these issues requires interdisciplinary collaboration. The Arts, Media and Engineering Program combines expertise and resources from anthropology, architecture, design, bioengineering, Chicana and Chicano studies, computer science and engineering, dance, education, electrical engineering, life sciences, music, psychology, sociology, theatre, and visual arts. One way in which these disciplines are working together is the motion^e project. Artists work in real-time to transform digital signals into graphics and sound that immediately respond to the dance choreography. Studying real-time motion analysis will enhance interactive capabilities between humans and machines.



During motion^e performances, dancers wear markers on their bodies that act as reflectors for infrared cameras positioned around the stage. The cameras send signals 100 times per second to computers and visual artists to create digital graphics and sound that accompany and enhance the choreography. *Courtesy of Tim Trumble*



The annual Books and Bears community service project delivers teddy bears and children's books to Phoenix-area first graders. ASU students encourage the children to read out loud to their new bears to help them discover the joy of reading. *Courtesy of Tim Trumble*

Social Embeddedness

Design Imperative 07

ASU Diffuses the Boundaries Between the University and the Community it Serves

The community develops through the university. Empowered by and through ASU engagement, the community strengthens its own capacity and resources. The concept of “social embeddedness” conveys ASU’s comprehensive approach to public service and the broad extent of the university’s commitment to the community and region. ASU drives social change by focusing on underserved communities, enhancing family stability, and working toward an education system that meets community needs.

Social Embedded

Exemplary Initiatives

Academic Nursing Centers

ASU nursing faculty and students provide health care to the underserved through nonprofit academic nursing centers. The ASU College of Nursing manages three nonprofit academic nursing centers throughout Phoenix. These centers give nurses the opportunity to move to the forefront of health care, serve those in need, and educate more than 200 of ASU's undergraduate and graduate nursing students each year. Providing health care for the uninsured and underinsured in community settings is cost-effective and reduces the use of emergency rooms for non-urgent needs. Combined, the centers reach over 1,000 people each month, bringing health care to clients in the neighborhoods where they live and instilling the value of community involvement in tomorrow's professional nurses.

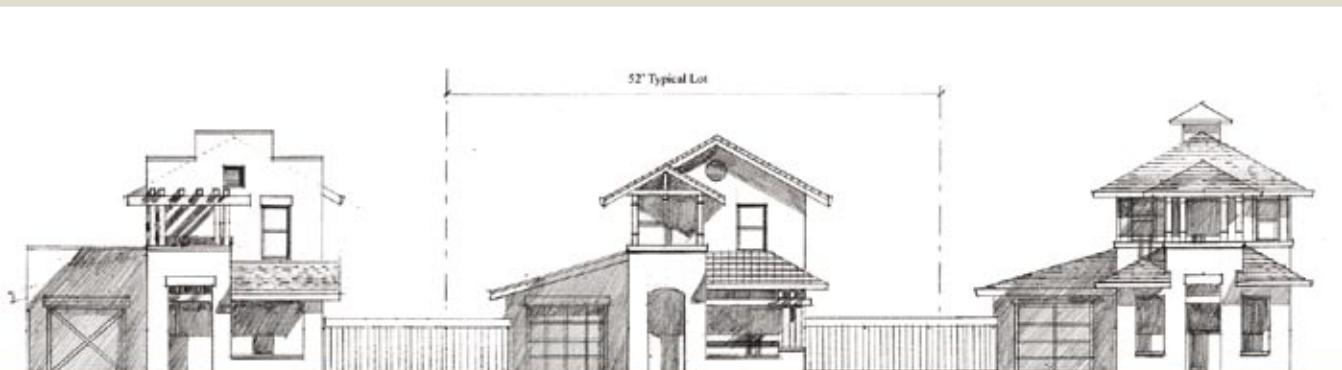
Stardust Center for Affordable Homes and the Family

A high-quality affordable home is a means to family success, neighborhood stability, and a key factor in the social and economic development of a region. ASU's Stardust Center for Affordable Homes and the Family works to influence policy decisions regarding affordable housing, researches the outcomes of affordable housing on family success, and provides direct support to companies and individuals interested in designing and constructing affordable housing. Benefits of permanent homes include improved educational attainment in children, increased self-esteem and stability for families, and strengthened identification with surroundings, leading to more successful communities. The Stardust Center's first design-build project will be in the Navajo Nation. This home will be sustainable and culturally responsive, with

passive and solar design, radiant heat and cooling, rainwater collection and storage, and use of high recycled content and locally available materials.

University-School Partnerships

To ensure that high quality preK-12 education is available to all children, ASU is committed to improving early childhood education, enhancing teacher and educational leadership development, and supporting students, schools and families. The Alpha Partnership works with eight local school districts, assessing the needs of each district and meeting those needs with university and community expertise and resources. In one assessment, ASU business students found that awareness, family support, and financial concerns were some of the biggest challenges facing students. The ASU students wrote a business plan to address these needs. The plan included a course designed to outline the steps needed for college readiness and an outreach effort for parents to build family support for higher education. In addition to matching university and community resources to district needs, ASU is exploring research demonstration sites that will implement culturally responsive, technologically enhanced curriculum. The University Public Schools Initiative will produce globally competitive citizens and demonstrate research-based pedagogy, curriculum, and assessment for innovative schools.



Design services is just one of the ways ASU's Stardust Center for Affordable Homes and the Family will impact the face of affordable housing in Phoenix. This sketch of a first-time homeowner project for Chicanos Por La Causa proposes higher density housing to lower costs and to make better use of inner city land, while maintaining features important to homeowners, such as porches. *Sketch courtesy of the Stardust Center*



Students from the W.P. Carey MBA Shanghai Program ring the opening bell at the New York Stock Exchange with William Polk Carey. The W.P. Carey School of Business is the first U.S. business school to partner with the government of China to develop and deliver an educational program. *Courtesy of the W.P. Carey School of Business*

Global Engagement

Design Imperative 08

ASU Will Establish a Global Presence

ASU research, teaching, and service have global implications. ASU faculty are part of an international community of scholars, and their scholarship and creative endeavors address a global audience. ASU students come from many different countries, and their culture and experiences enrich the university. Local service opportunities can also have bearing worldwide—through the development of innovative approaches to universal societal problems, ASU can establish programs and practices with global application.

Global Engager

Exemplary Initiatives

School of Global Studies

The School of Global Studies is preparing students for the global economy, attracting top faculty with global agendas, and channeling globalization forces to transform the university. The School of Global Studies examines worldwide issues from a unique quality of life perspective. Research focuses on migration, violence, natural resources, governance, technology, health, and culture. With this transnational focus, students can confront global challenges with knowledge-based, problem-focused research and take effective action.

North American Center for Transborder Studies

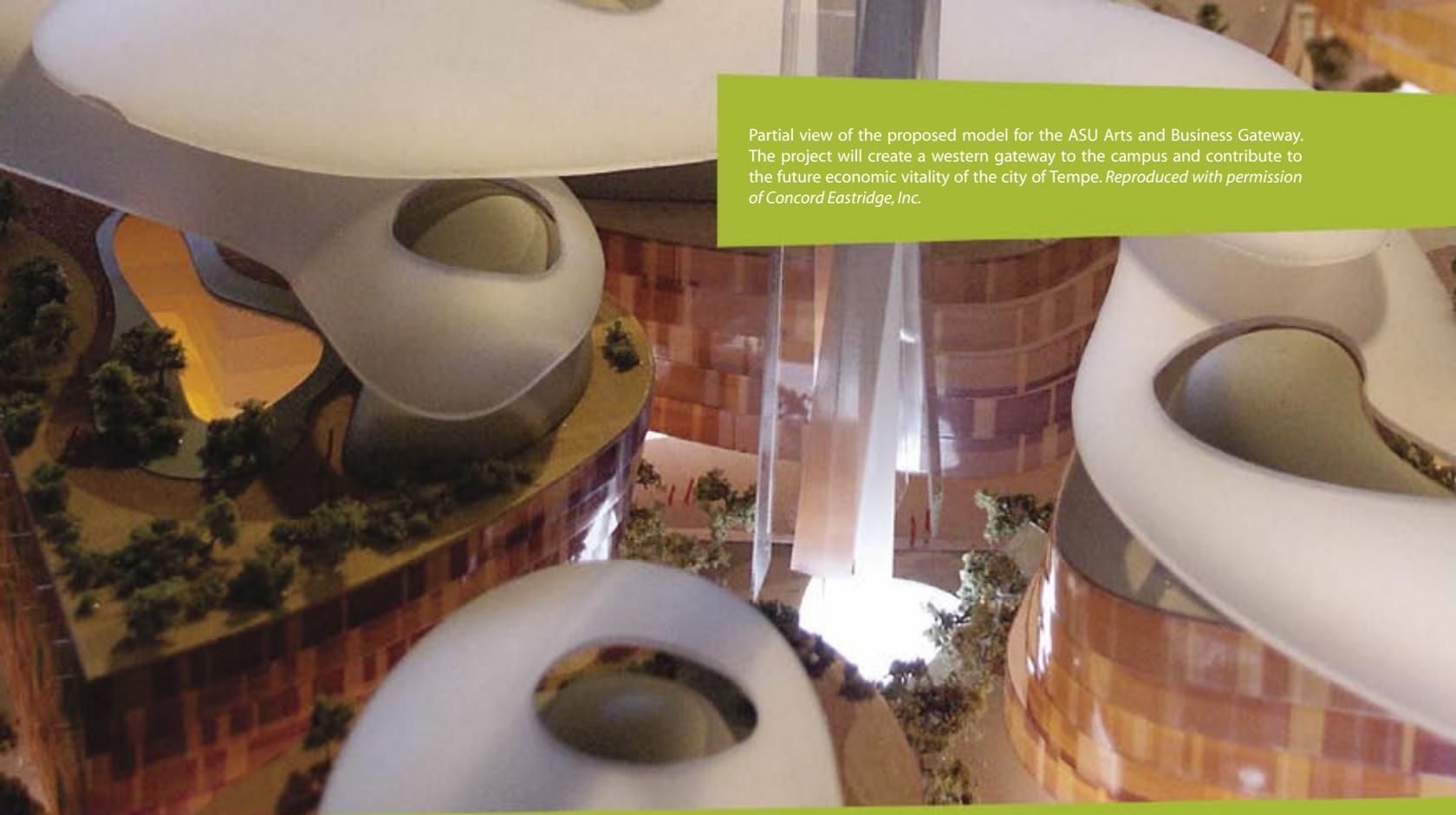
Regional competitiveness can help North America succeed in the world market. The North American Center for Transborder Studies is a trilateral research alliance that pairs governmental partners with academic institutions in order to tackle real problems located both within North American border regions and continent-wide. The center is unique in that it has direct access to policy makers at the federal level—where border policy is drafted. Housed at academic institutions in Canada, Mexico, and the United States, the center will utilize its research capabilities to explore issues related to North America and provide policy recommendations for technology, environment, migration, and economic development.

International MBAs

International executive business education brings together business needs with university knowledge. ASU's partnerships with universities in Mexico City and Shanghai provide senior executives with the knowledge to understand international business and the global economic landscape. The W. P. Carey MBA Shanghai cultivates world-class executives for China's state-owned enterprises in the financial services sector. The W. P. Carey MBA Beijing brings together ASU's business and engineering strengths with Tsinghua University and Motorola China to provide immersion in high technology and international technology management. In Mexico, a program designed for working executives provides students with a global perspective and a dual degree. Students receive a W. P. Carey Executive MBA from ASU and a Maestría en Dirección de Empresas from the Instituto Tecnológico Autónomo de México in Mexico City. ASU faculty return to campus from their experiences teaching abroad and immediately enrich their lectures and assignments with new knowledge about world markets.



ASU President Michael Crow and Rafael Rangel Sostmann, president of the 33-campus Tec de Monterrey system in Mexico, meet during Sostmann's first visit to ASU to discuss multidisciplinary collaborative initiatives established between the two universities. *Courtesy of Tim Trumble*



Partial view of the proposed model for the ASU Arts and Business Gateway. The project will create a western gateway to the campus and contribute to the future economic vitality of the city of Tempe. *Reproduced with permission of Concord Eastridge, Inc.*

Conclusion

The New American University

We are building a great university—a world-class institution that pursues teaching, research, and creative excellence focused on the major challenges and questions of our time. Arizona State University will prove of lasting value to the state and nation in the centuries ahead. In its ascent to the top tier of public metropolitan research universities, ASU will serve as a prototype for the New American University. The implications of the conception are far-reaching, urging the transformation not only of our universities, but of society itself. We are building a new kind of university, one whose fate is tied to our collective fate, and one that is committed to the collective good.

Quick Facts about ASU

- ASU is a leading public metropolitan research university offering a comprehensive range of undergraduate, graduate, and professional degree programs.
- ASU is “One University in Many Places,” with campuses in Tempe, Mesa, northwest Phoenix, and downtown Phoenix, each representing a planned clustering of related colleges and schools.
- Enrolling nearly 60,000 students, ASU boasts the fourth largest university enrollment in the nation.
- ASU offers outstanding resources for study and research, including libraries with holdings that rank in the top 20 among public institutions, studios and performing arts spaces for creative endeavors, and unsurpassed state-of-the-art scientific and technological laboratories and research facilities.
- ASU is building a distinguished faculty, whose roster includes recipients of prestigious national and international honors, and members of the National Academy of Sciences and National Academy of Engineering. Edward Prescott, W. P. Carey Chair of Economics, was awarded the 2004 Nobel Prize in economic sciences.
- ASU enrolled 162 National Merit Scholars in the fall 2004 freshman class, ranking fourth in the nation among public universities and 12th overall.
- ASU champions diversity, and is international in scope, welcoming students from all 50 states and 122 nations across the globe.
- Resident tuition consistently ranks in the lower quartile nationally, and non-resident tuition in the lower half. Over 2,000 freshman students received substantive merit-based financial aid from the university in 2004.
- ASU conducts almost 300 community outreach programs in more than 480 locations throughout the state.

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On the Cover

Perspective view of landscape design for ASU at the Polytechnic campus. With a curriculum integrating applied science and technology, the campus is emerging as one of the nation's premier polytechnics. *Courtesy of Ten Eyck Landscape Architects*

Untitled sketch of ASU at the Tempe campus and environs by Sir Norman Foster, May 2004. Foster and Partners are among the design architects for the proposed one million square foot Arts and Business Gateway complex. *Courtesy of Concord Eastridge, Inc.*

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For more information, please visit:
<http://www.asu.edu/newamericanuniversity>

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