THE UNIVERSITY OF ARIZONA

DR. ROBERT C. ROBBINS

UNIVERSITY OF ARIZONA PRESIDENT

TODAY

Today is the start of our strategic planning process.

Two parts:

- My observations and the environmental assessment
- Moving forward:
  - Student experience
  - Research
  - Fundraising & Brand
  - Health Science

THE UNIVERSITY OF ARIZONA

THE UA
IN CONTEXT
PART ONE

MY OBSERVATIONS
PART ONE, SECTION ONE

THEMES FOR TODAY

1. We have excellent academics and research
2. We need to engage more externally
3. Our health sciences have promise, and we have a great start with Banner Health and excellent faculty, but we need to capitalize on these
4. The university needs to tell its story better
5. We have strong athletics and a dynamic fan base

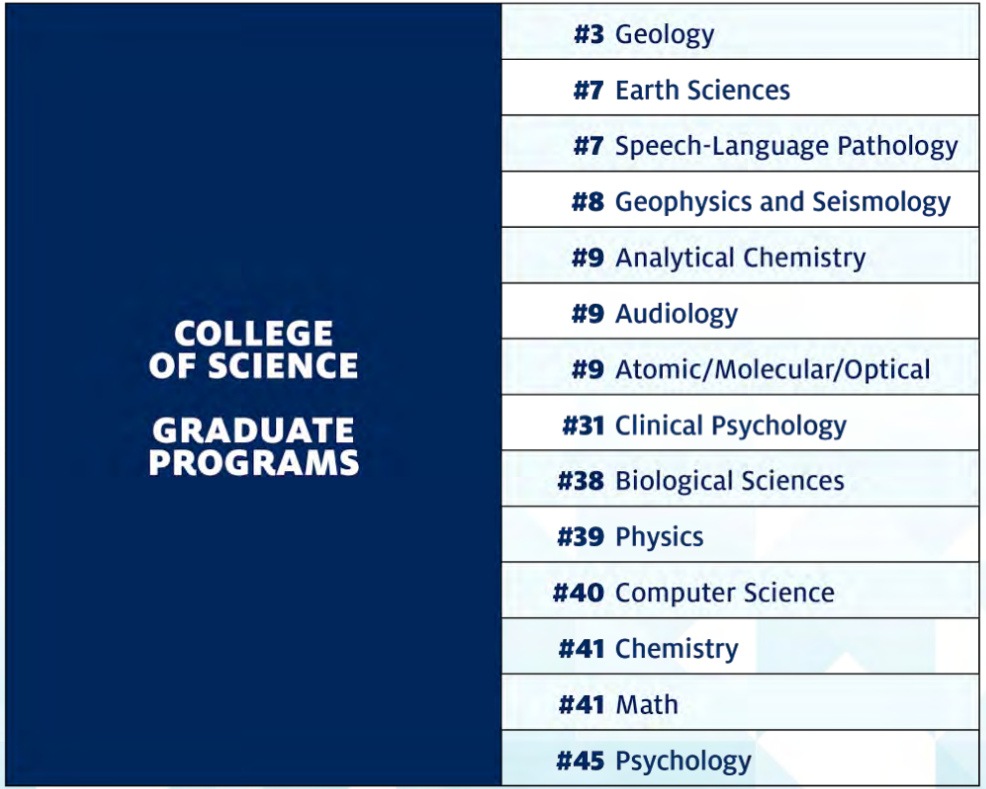
THE UNIVERSITY OF ARIZONA

ACADEMICS & RESEARCH

- Arts & Culture
- Highlights in Science & Technology
- Strength from Interdisciplinarity
- 100% Engagement
- Rankings

THE UNIVERSITY OF ARIZONA

COLLEGE OF SCIENCE US NEWS RANKINGS



THE UNIVERSITY OF ARIZONA

100% ENGAGEMENT

9 out of **10**
Wildcat alumni agree their education was worth the cost

More than **2/3** of Arizona alums say they have their ideal job

3 in **4**
Wildcats agree they were well prepared for their first job

Wildcats are more likely than their peers to have landed a job before graduation

8 out of **10**
Arizona alums are deeply interested in their work

Results taken from University of Arizona Gallup-Purdue Index, 2017

THE UNIVERSITY OF ARIZONA

ACADEMICS & RESEARCH

- Arts & Culture
- Highlights in Science & Technology
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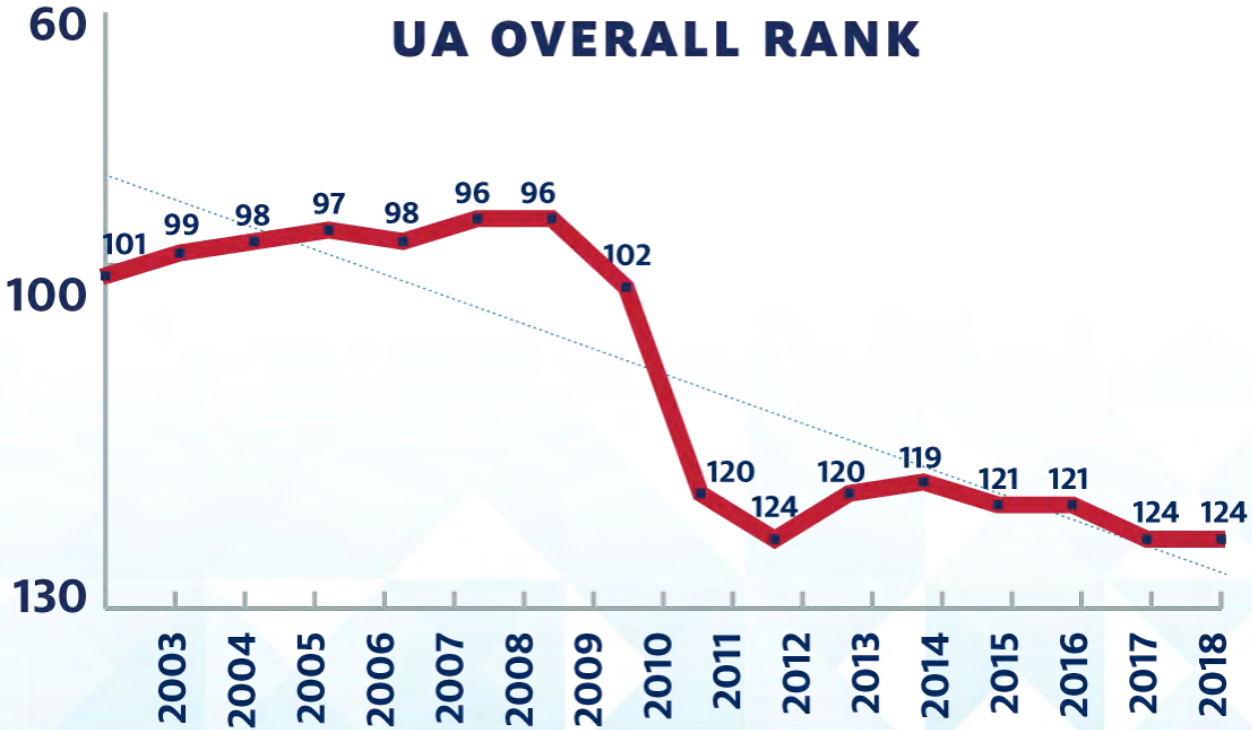
THE UNIVERSITY OF ARIZONA

US NEWS RANKING



EXTERNAL ENGAGEMENT

- Tech Transfer and Communication
- City and Community Engagement
- Engaging Potential Partners

THE UNIVERSITY OF ARIZONA

TECH LAUNCH ARIZONA

Since inception, TLA has been instrumental:

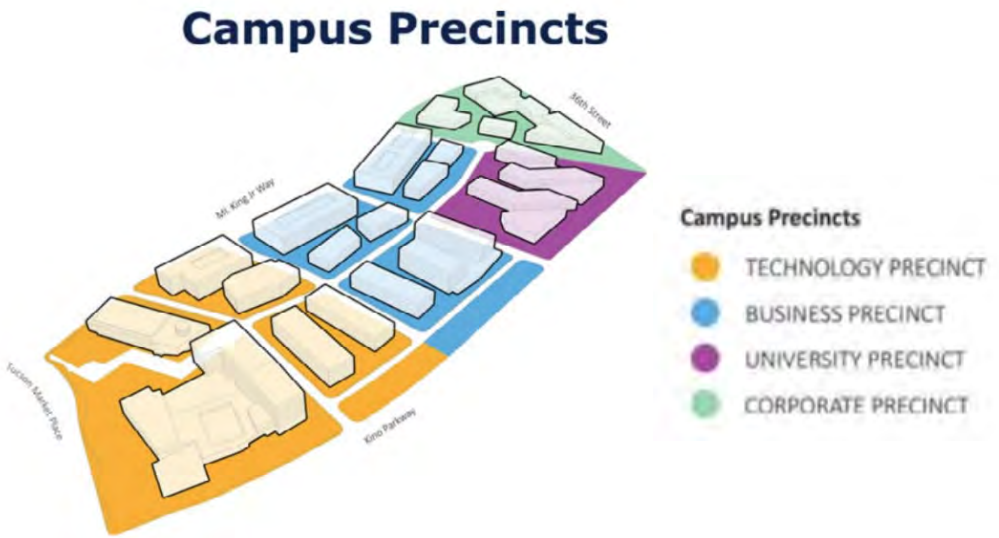
- 45 Startup Companies from UA IP
- 937 Invention Disclosures
- 909 US Patents Filed
- 345 Licenses & Options Executed
- 82 Asset Development Awards
- $8,872,000 Royalty Income

The University of Arizona

The Bridges

352 acres:

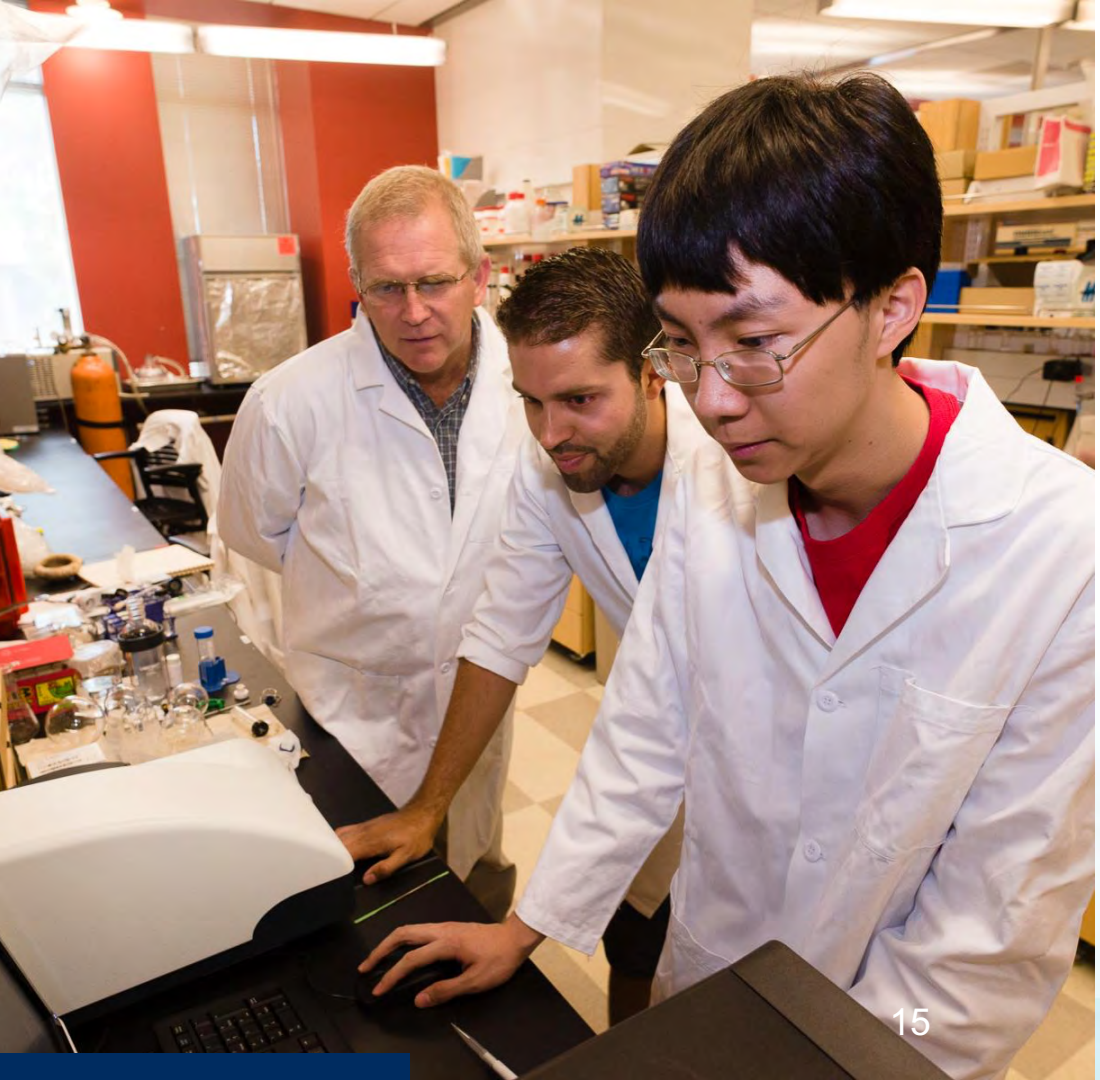
- 65 for UA development
- 112 for retail
- 175 for residential
- Brings together University, community and industry in the pursuit of technology innovation



EXTERNAL ENGAGEMENT

- Tech Transfer and Communication
- City and Community Engagement
- Engaging Potential Partners

THE UNIVERSITY OF ARIZONA



HEALTH SCIENCES

- Banner
- Improving Quality
- SVP Search

THE UNIVERSITY OF ARIZONA

TELLING OUR STORY

Coalesce Our Message With Alumni

THE UNIVERSITY OF ARIZONA

ATHLETICS

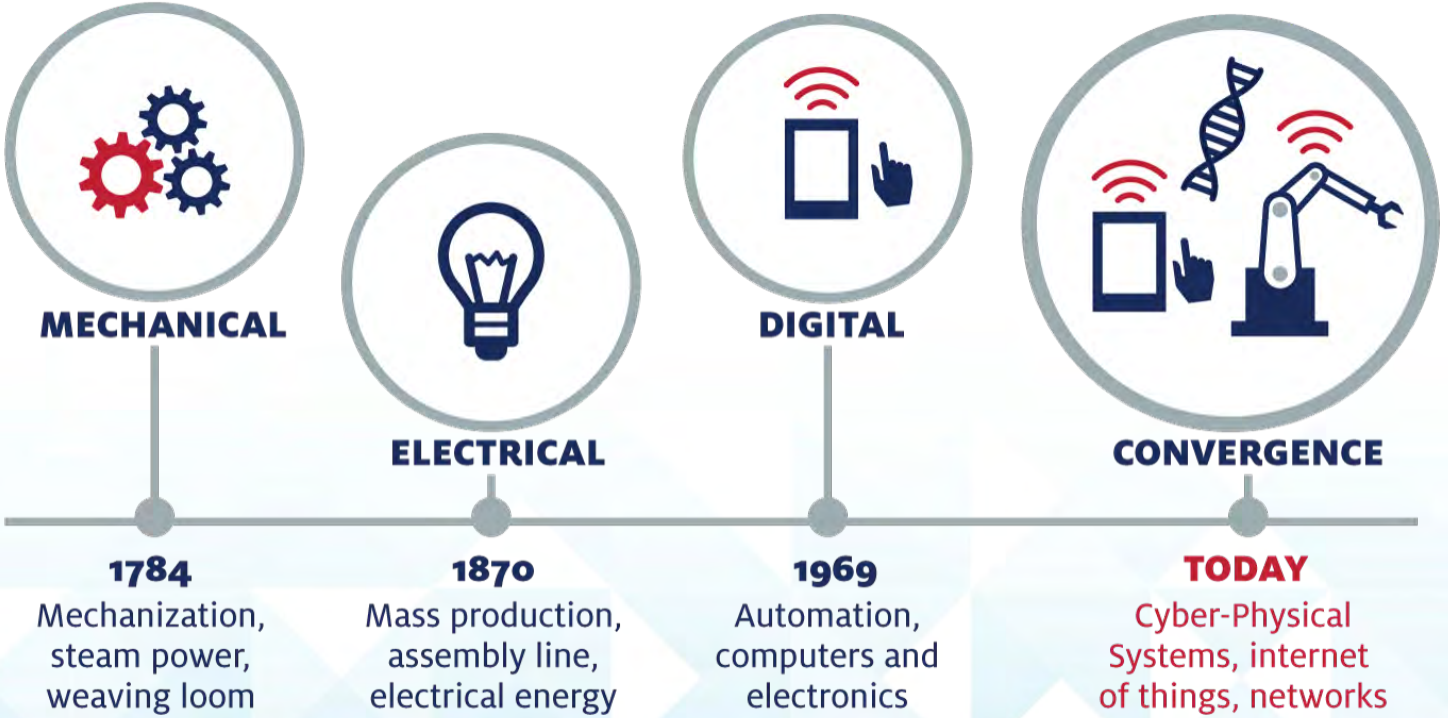
- Rankings
- 98% Won’t “Go Pro”

THE UNIVERSITY OF ARIZONA

THE FUTURE & OUR PLACE IN IT

PART ONE, SECTION TWO

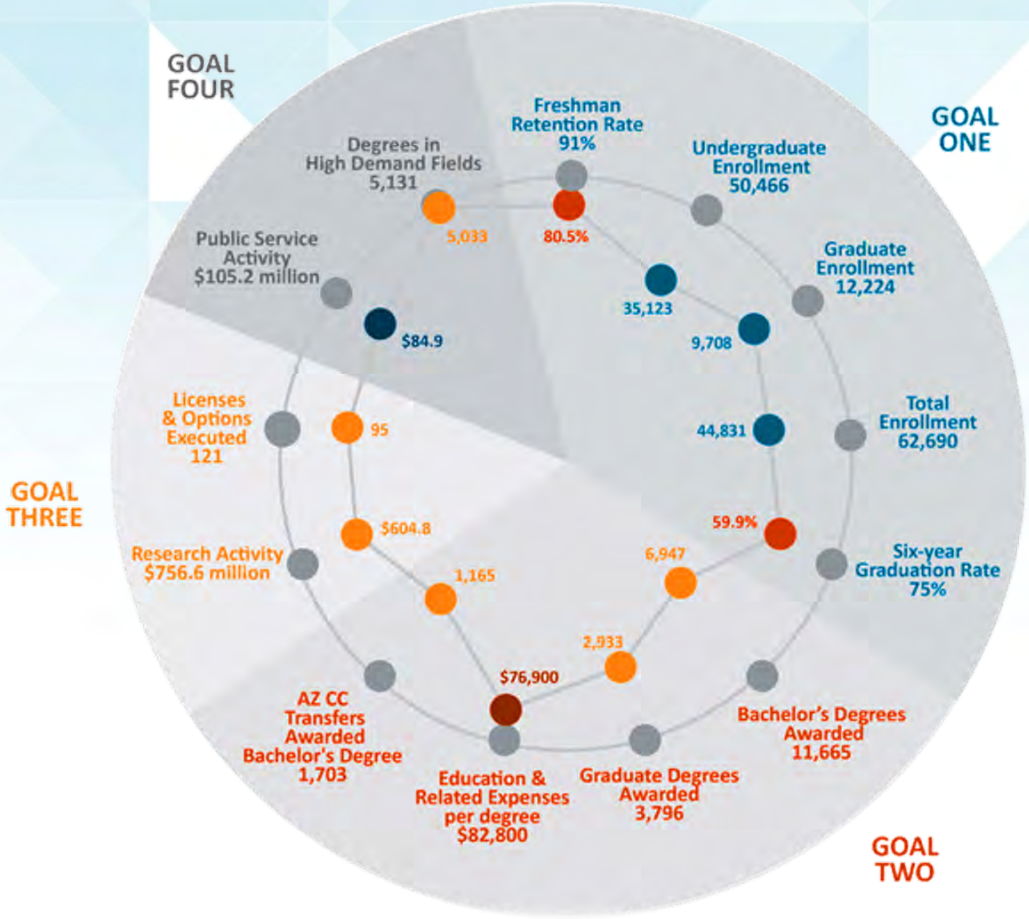
FOURTH INDUSTRIAL REVOLUTION



THE UNIVERSITY OF ARIZONA

MOVING
FORWARD
PART TWO

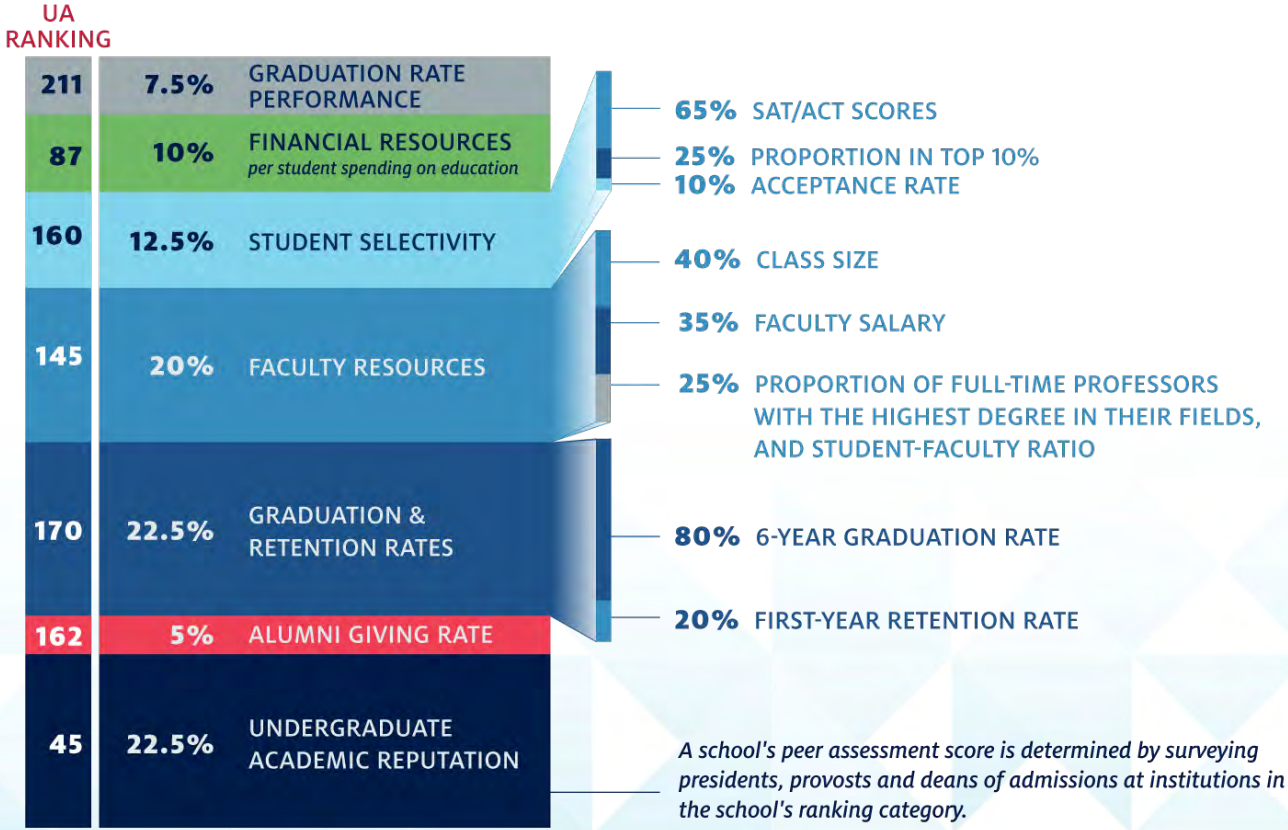
2025 Metrics: University of Arizona



THE UNIVERSITY OF ARIZONA

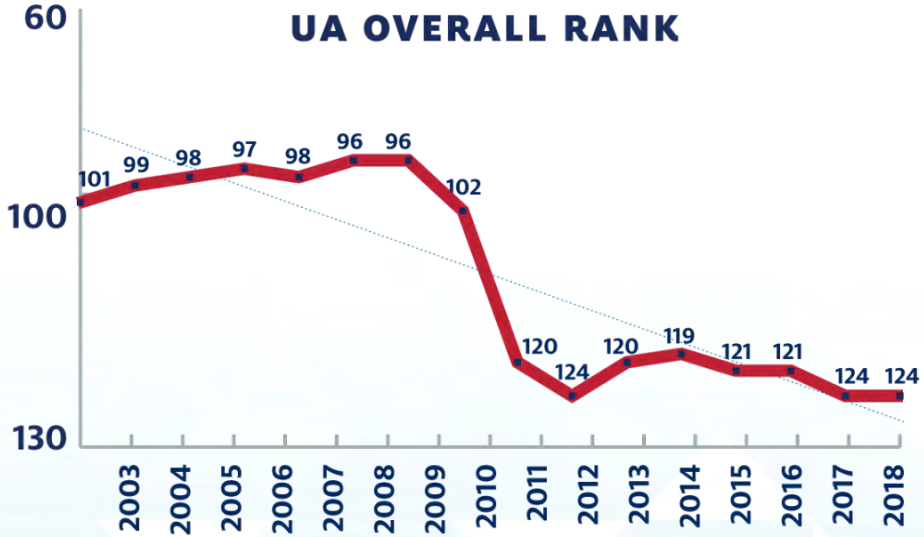
TOP 100 UNIVERSITY
PART TWO, SECTION ONE

US NEWS RANKING



THE UNIVERSITY OF ARIZONA

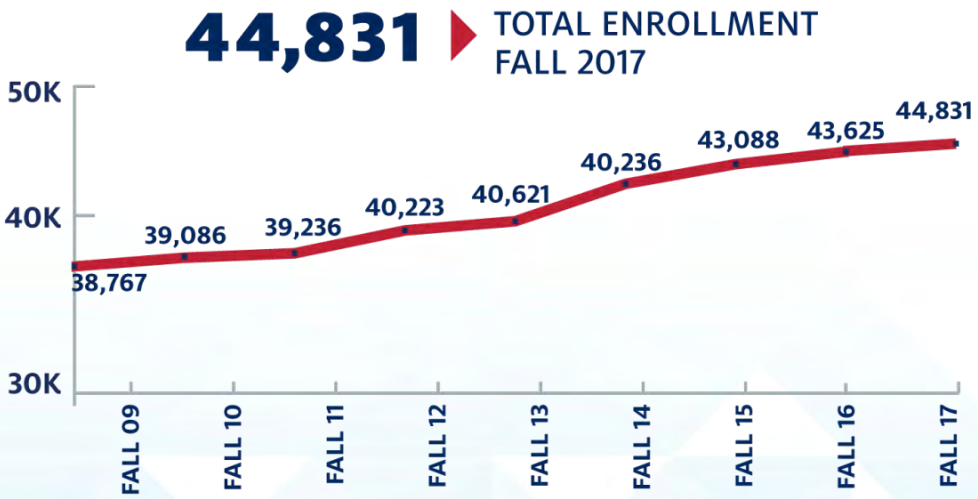
US NEWS RANKING



PEERS	US NEWS TODAY
University of California, Los Angeles	24
University of North Carolina	30
University of California, Davis	44
University of Illinois, Urbana-Champaign	44
University of Wisconsin, Madison	44
Pennsylvania State University	50
University of Florida	50
University of Washington	54
The Ohio State University	54
University of Texas, Austin	56
University of Maryland, College Park	60
University of Minnesota, Twin Cities	71
Texas A&M University, College Station	74
Michigan State University	82
University of Iowa	82
University of Arizona	**124**

THE UA IS A LARGE UNIVERSITY

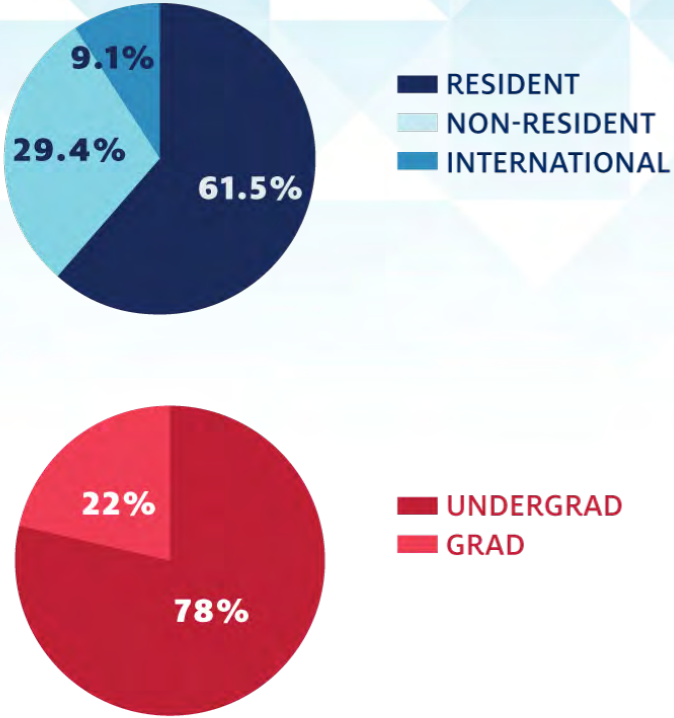
Undergraduate ~34,000 (78%), Graduate ~10,000 (22%)



ABOR PEERS	2013 ENROLLMENT
The Ohio State University	57,466
Texas A&M University, College Station	55,697
University of Texas, Austin	52,059
University of Minnesota, Twin Cities	51,526
University of Florida	49,878
Michigan State University	49,317
University of Illinois, Urbana-Champaign	44,942
University of Washington	43,762
University of Wisconsin, Madison	42,677
University of California, Los Angeles	40,795
University of Arizona	**40,621**
University of Maryland, College Park	37,272
University of California, Davis	33,307
University of Iowa	29,748
University of North Carolina	29,127

ENROLLMENT

Fall 2016



UNDERGRAD

RESIDENT	21,668
NON-RESIDENT	10,046
INTERNATIONAL	2,358
	34,072

GRAD

RESIDENT	5,167
NON-RESIDENT	2,796
INTERNATIONAL	1,590
	9,553

UNDERGRAD + GRAD

RESIDENT	26,835
NON-RESIDENT	12,842
INTERNATIONAL	3,948
	43,625

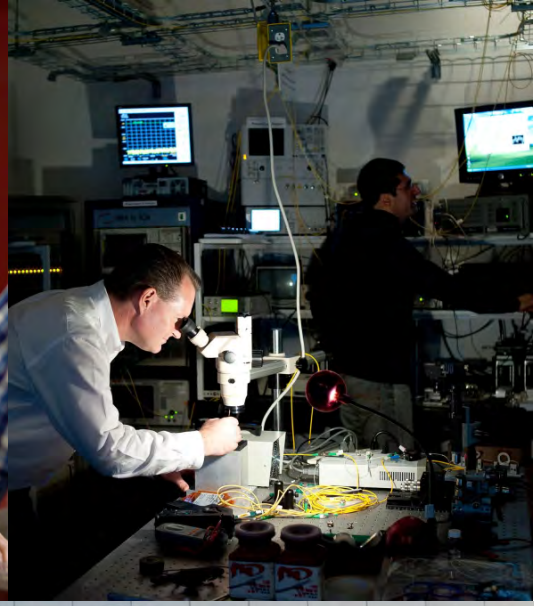
THE UNIVERSITY OF ARIZONA

NON-RESIDENT ENROLLMENT

16,790

Non-Resident 38.5%

- Many graduates stay and work in Arizona after they graduate.
- Out-of-State tuition is a critical revenue source.



THE UNIVERSITY OF ARIZONA

UA ONLINE ENROLLMENT

THE UNIVERSITY OF ARIZONA

RETENTION & SIX-YEAR GRADUATION

UA

TREND

RETENTION							
2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2024-25
77.2%	80.2%	81.5%	83.3%	80.4%	80.5%	83.3%	91.0%

6 YEAR GRADUATION RATE							
2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2024-25
61.4%	61.3%	61.4%	60.1%	60.9%	59.9%	63.5%	75.0%

Source: ABOR Business Intelligence Project.

ACCEPTANCE RATE **76%**

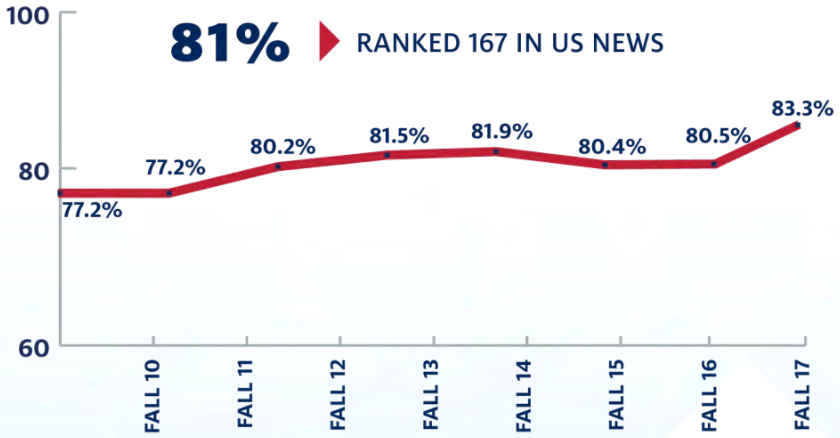
Access has been a priority, and admissions criteria have been approved to support that goal. The UA has a relatively high acceptance rate when compared to peers.

PEERS	ACCEPTANCE RATE	OVERALL RANK	PUBLIC RANK
University of California, Los Angeles	17%	20	2
University of North Carolina	30%	31	4
University of California, Davis	38%	46	11
University of Texas, Austin	39%	50	13
University of Maryland, College Park	45%	62	18
University of Minnesota, Twin Cities	45%	62	18
University of Florida	48%	67	21
University of Wisconsin, Madison	49%	72	22
The Ohio State University	49%	72	22
Pennsylvania State University	51%	81	28
University of Washington	53%	87	33
University of Illinois, Urbana-Champaign	66%	133	65
Texas A&M University, College Station	66%	133	65
Michigan State University	66%	133	65
University of Arizona	**76%**	**171**	**88**
University of Iowa	81%	200	108

RETENTION

Retention measures the numbers of first-time full-time (cohort) students that return for their second year of study.

In-state retention is 82.4% • Out-of-state is 78% • International Students 88.9%



2016-2017			
PEERS	RETENTION RATE	ALL RANK	PUBLIC RANK
University of North Carolina	97%	11	1
University of California, Los Angeles	96%	25	5
University of Florida	96%	25	5
University of Wisconsin, Madison	95%	35	9
University of Texas, Austin	95%	35	9
University of Maryland, College Park	95%	35	9
University of Illinois, Urbana-Champaign	94%	43	13
University of Washington	94%	43	13
University of California, Davis	93%	49	16
Pennsylvania State University	93%	49	16
The Ohio State University	93%	49	16
University of Minnesota, Twin Cities	92%	61	23
Michigan State University	92%	61	23
Texas A&M University, College Station	91%	75	33
University of Iowa	86%	116	54
University of Arizona	**81%**	**167**	**88**

6-YEAR GRADUATION RATE

2015-2016			
PEERS	GRAD RATE	OVERALL RANK	PUBLIC RANK
University of California, Los Angeles	91%	24	2
University of North Carolina	90%	28	4
University of California, Davis	88%	33	7
University of Florida	87%	39	9
Pennsylvania State University	86%	42	11
University of Maryland	86%	42	11
University of Illinois, Urbana-Champaign	85%	45	14
University of Wisconsin, Madison	85%	45	14
University of Washington	84%	51	18
The Ohio State University	83%	55	19
University of Texas, Austin	80%	73	27
Texas A&M University, College Station	79%	78	30
University of Minnesota, Twin Cities	77%	85	34
Michigan State University	77%	85	34
University of Iowa	72%	106	47
University of Arizona	**61%**	**162**	**84**

PEERS

	ACCEPTANCE RATE	RETENTION	OVERALL GRADUATION RATE
University of Calivornia, Los Angeles	18%	96.3%	90.3%
University of North Carolina	27%	96.1%	90.0%
University of Florida	46%	96.5%	86.5%
Penn State University	56%	92.4%	84.9%
University Maryland, College Park	48%	94.7%	84.1%
University Illinois, Urbana-Champaign	60%	93.1%	83.9%
The Ohio State University	54%	92.4%	83.2%
University Wisconsin, Madison	53%	95.2%	82.8%
University of Washigton	45%	93.0%	81.8%
University of California, Davis	42%	92.9%	81.3%
University of Texas, Austin	40%	93.6%	79.4%
Texas A&M University, College Station	66%	91.4%	79.1%
Michigan State University	66%	90.5%	77.6%
University of Minnesota	44%	90.2%	75.4%
University of Iowa	84%	85.8%	69.6%
University of Arizona	**79%**	**81.5%**	**61.4%**

Source:
ABOR Business Intelligence Project
Graduation Rate and Retention numbers from 2013-2014

THE UNIVERSITY OF ARIZONA

PELL GRANTS

Access has been a priority, and admissions criteria have been approved to support that goal. The UA has a relatively high acceptance rate when compared to peers.

ABOR PEER	TOTAL UNDERGRADUATES	PERCENT UG AWARDED PELL	US NEWS RANK
University of Wisconsin, Madison	30,991	14%	44
Pennsylvania State University	40,742	15%	50
University of Maryland, College Park	27,443	19%	60
University of Iowa	23,357	19%	82
University of Minnesota, Twin Cities	34,071	19%	71
The Ohio State University	45,289	20%	54
University of Illinois, Urbana-Champaign	33,368	21%	44
Texas A & M University, College Station	48,959	22%	74
University of North Carolina	18,415	22%	30
University of Washington	31,062	22%	54
Michigan State University	39,143	23%	82
University of Texas, Austin	39,619	24%	56
University of Florida	33,402	28%	50
University of Arizona	**33,331**	**31%**	**124**
University of California, Los Angeles	29,585	35%	24
University of California, Davis	28,257	40%	44

THE UNIVERSITY OF ARIZONA

ACCESS & QUALITY

THE UNIVERSITY OF ARIZONA

RESEARCH

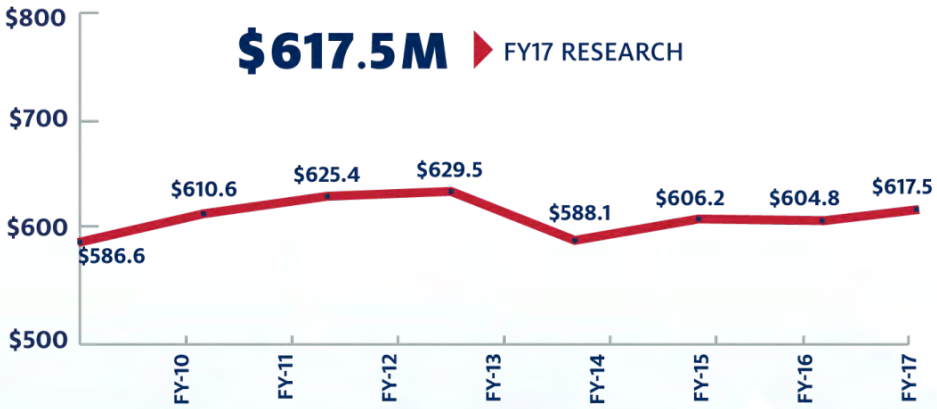
PART TWO, SECTION TWO

INCREASE RESEARCH & FUNDING

- The Funding Landscape
- Financials & Investment

THE UNIVERSITY OF ARIZONA

RESEARCH



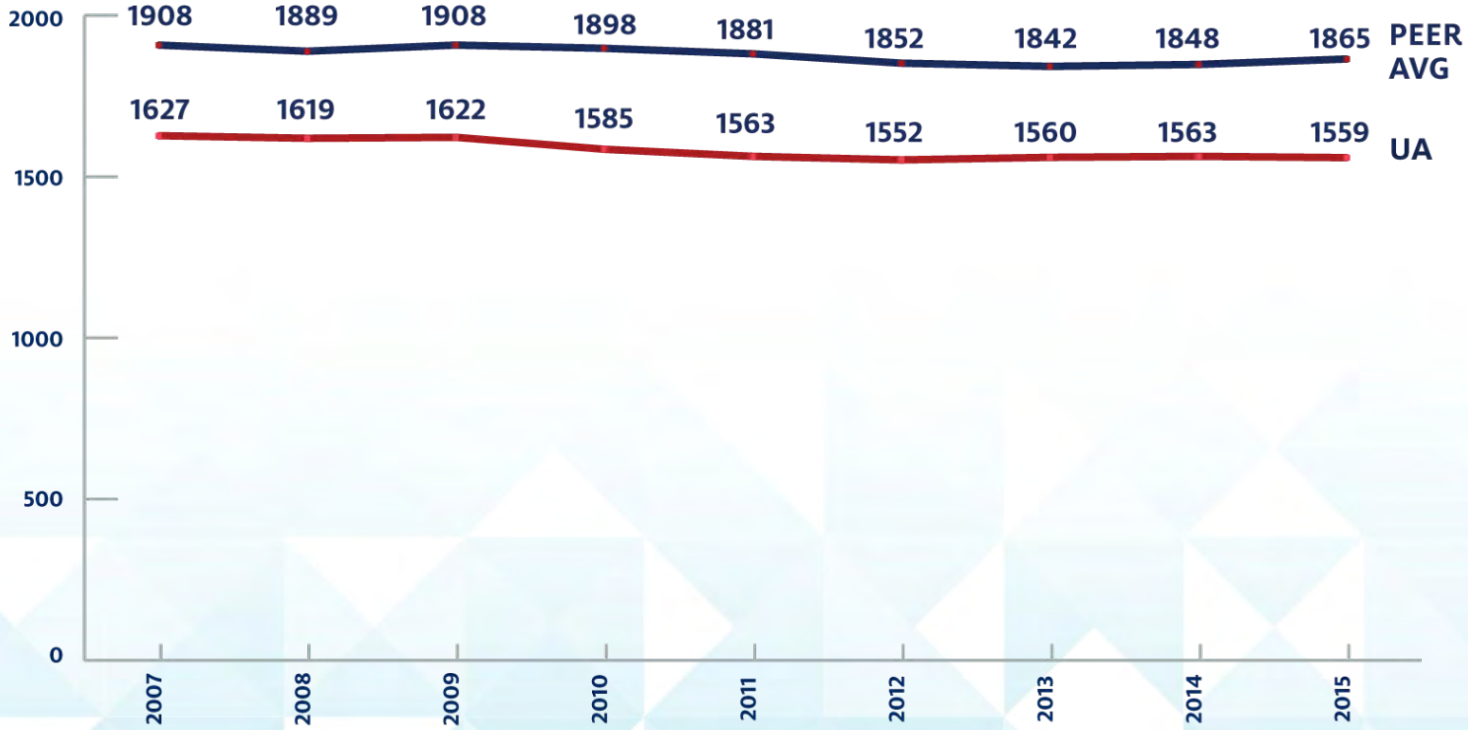
INSTITUTION	2015 EXPENDITURE
University of Washington, Seattle	1,180,563
University of Wisconsin, Madison	1,069,077
University of California, Los Angeles	1,021,227
University of North Carolina	966,781
University of Minnesota, Twin Cities	880,618
Texas A&M University, College Station	866,678
The Ohio State University	817,881
Pennsylvania State University	791,031
University of Florida	739,522
University of California, Davis	721,077
University of Texas, Austin	650,608
University of Illinois, Urbana-Champaign	639,817
University of Arizona	**606,219**
Michigan State University	558,248
University of Maryland, College Park	505,699
University of Iowa	443,218

TOTAL R&D EXPENDITURES

IN $THOUSANDS

THE UNIVERSITY OF ARIZONA

TOTAL # TENURE/ TENURE-ELIGIBLE FACULTY

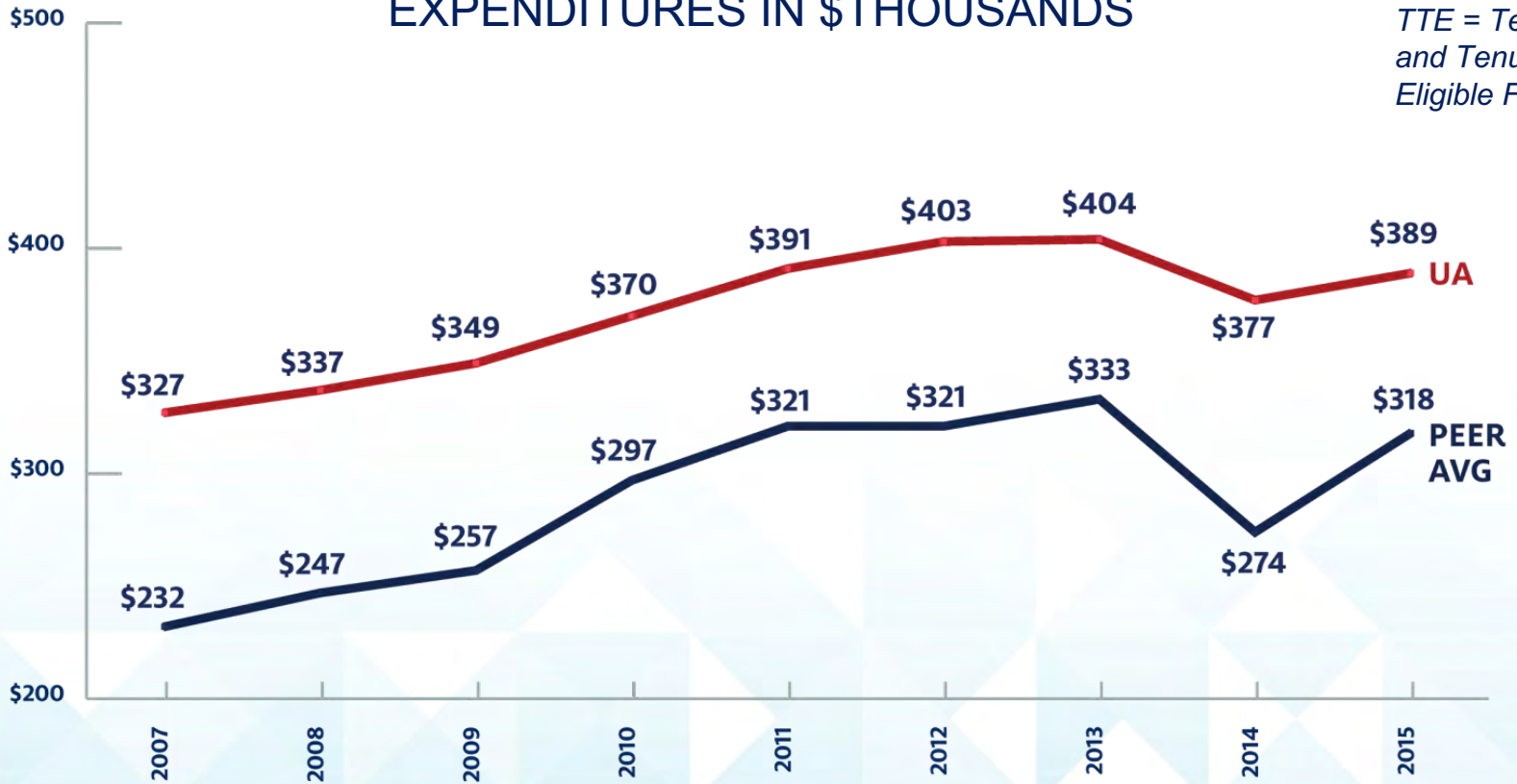


THE UNIVERSITY OF ARIZONA

TOTAL R&D PER TTE FACULTY

EXPENDITURES IN $THOUSANDS

TTE = Tenure and Tenure Eligible Faculty



THE UNIVERSITY OF ARIZONA

INSTITUTIONAL R&D EXPENDITURES

EXPENDITURES IN $THOUSANDS

THE UNIVERSITY OF ARIZONA

NIH RESEARCH EXPENDITURES

PEERS	NIH EXPENDITURES	US NEWS RANK
University of Washington	$579,916	54
University of North Carolina	$442,746	30
University of California, Los Angeles	$335,761	24
University of Minnesota, Twin Cities	$298,257	71
University of Wisconsin, Madison	$273,732	44
The Ohio State University	$230,792	54
University of California, Davis	$175,634	44
University of Iowa	$174,715	82
University of Florida	$154,563	50
Pennsylvania State University	$118,760	50
University of Arizona	**$95,483**	**124**
Texas A&M University, College Station	$65,224	74
University of Texas at Austin	$64,126	56
University of Illinois, Urbana-Champaign	$61,359	44
Michigan State University	$53,559	82
University of Maryland, College Park	$53,214	60

TOP 35 RESEARCH INSTITUTIONS

1	Johns Hopkins University	2,305,679
2	University Michigan	1,369,278
3	University Washington	1,180,563
4	University California, San Francisco	1,126,620
5	University California, San Diego	1,101,466
6	University Wisconsin, Madison	1,069,077
7	Duke University	1,036,698
8	Stanford University	1,022,551
9	University California, Los Angeles	1,021,227
10	Harvard University	1,013,753
11	University North Carolina	966,781
12	Cornell University	954,412
13	Massachusetts Institute of Technology	930,719
14	University Minnesota, Twin Cities	880,618
15	Columbia University	868,159
16	Texas A&M University, College Station and Health Science Center	866,678
17	University Pennsylvania	864,068

18	University Pittsburgh	861,205
19	University Texas M. D. Anderson Cancer Center	833,406
20	Ohio State University	817,881
21	Yale University	803,004
22	Pennsylvania State University, Hershey Medical Center	791,031
23	University California, Berkeley	788,505
24	Georgia Institute of Technology	765,370
25	University Florida	739,522
26	University California, Davis	721,077
27	Washington University, Saint Louis	694,069
28	University Southern California	691,031
29	Northwestern University	656,167
30	University Texas, Austin	650,608
31	Vanderbilt University	647,816
32	University Illinois, Urbana-Champaign	639,817
33	Rutgers, State University	628,613
34	University Arizona	606,219
35	New York University	602,041

BIO5

1:5.4
RATE OF RETURN

KEATING CONSTRUCTION COST
$64.1 M

YEAR	EXPENDITURE	RETURN	RETURN RATE
2002-2006	$27,805,257	$88,500,000	3.2
2007-2011	$35,133,949	$278,800,000	7.9
2012-2016	$57,829,582	$270,400,000	4.7
FY2017	$10,545,334	$74,700,000	7.1
TOTAL	**$131,314,122**	**$712,400,000**	**5.4**

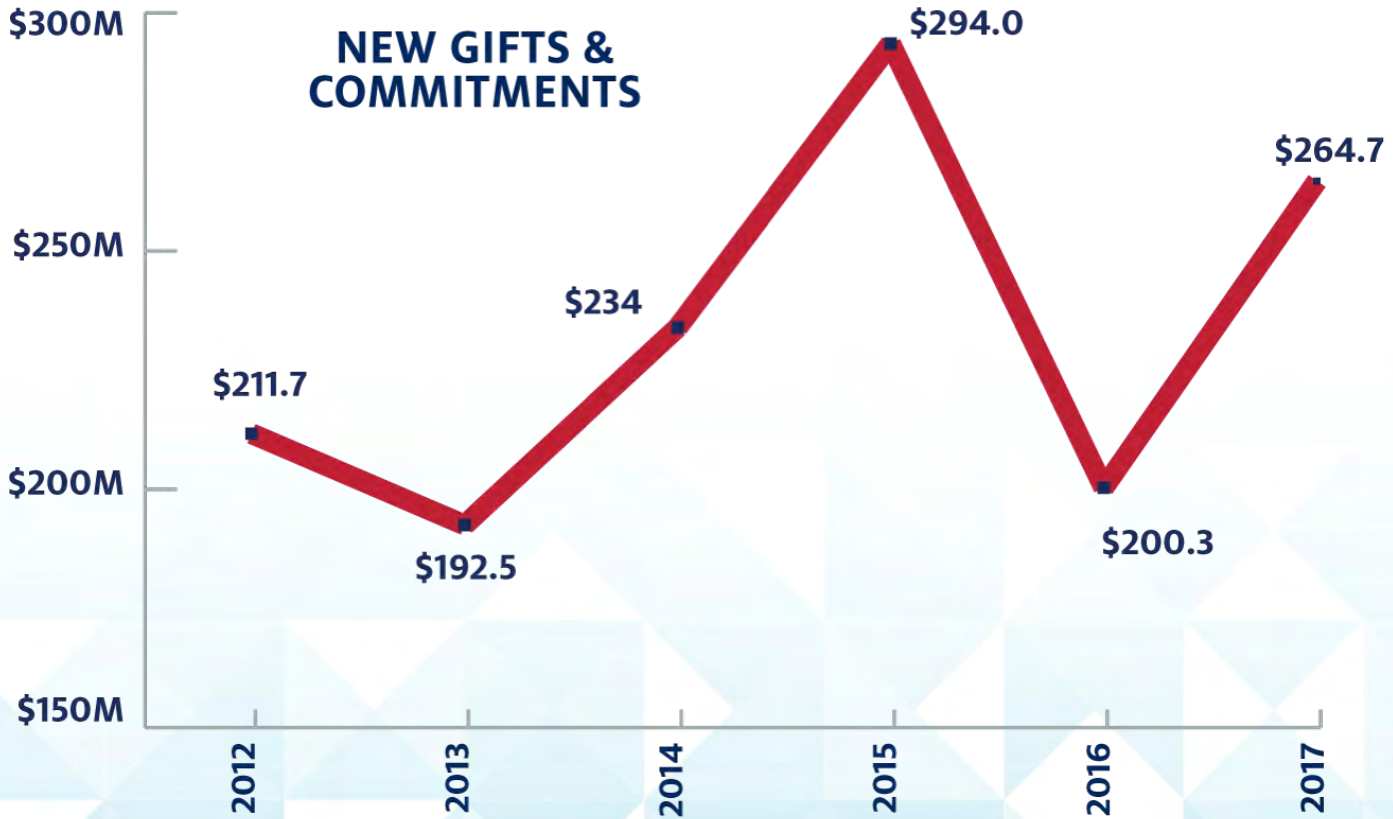
Agriculture | Engineering | Medicine | Pharmacy | Science

THE UNIVERSITY OF ARIZONA

PHILANTHROPY & BRAND

PART TWO, SECTION THREE

TOTAL GIVING PER YEAR (IN $MILLIONS)



THE UNIVERSITY OF ARIZONA

	2016 ENDOWMENT FUNDS	OVERALL ENDOWMENT SIZE RANK
University of Texas System	$24,203,213	3
Texas A&M University System	$10,539,526	8
University of California, Berkley	$8,341,073	13
Pennsylvania State University	$3,602,312	24
The Ohio State University	$3,578,562	25
University of Minnesota	$3,280,681	29
University of Washington	$2,968,013	30
University of North Carolina	$2,889,679	32
University of Wisconsin	$2,419,161	33
University of Illinois	$2,290,995	34
Michigan State University	$2,224,751	37
UCLA, Los Angeles	$1,803,671	47
University of Florida	$1,461,347	65
University of Iowa	$1,259,309	71
University System of Maryland	$968,861	96
University of Arizona	**$754,651**	**121**
UC Davis	$325,497	224

FUNDS IN $ THOUSANDS

THE UNIVERSITY OF ARIZONA

BUILD OUR BRAND

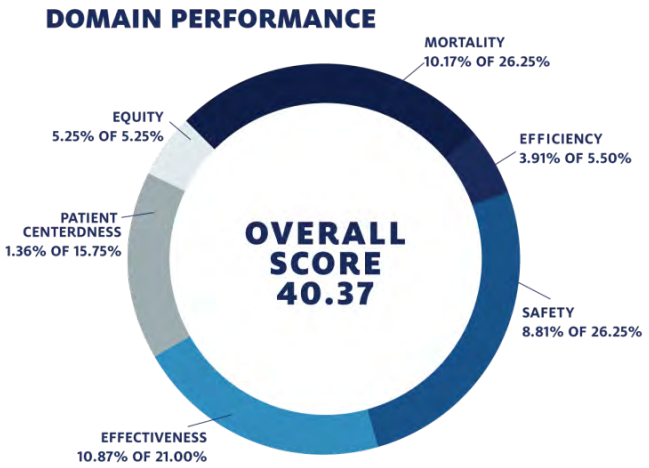
- Established SVP of Marketing and Communications and started search
- Through the strategic plan, establish a differentiated and competitive position
- Our brand is an asset. We must invest in it considerably.
- Align investments with enrollment, fundraising, alumni engagement, and public support.

THE UNIVERSITY OF ARIZONA

HEALTH SCIENCES

PART TWO, SECTION FOUR

2017 AMC QUALITY AND ACCOUNTABILITY PERFORMANCE SCORECARD BUMC TUCSON



DOMAIN PERFORMANCE TABLE			
DOMAIN	RANK	WEIGHT	SCORE
Overall	88	100.00%	40.37%
Mortality	77	26.25%	38.75%
Efficiency	17	5.50%	71.18%
Safety	100	26.25%	33.55%
Effectiveness	49	21.00%	51.74%
Patient-Centeredness	103	15.75%	8.65%
Equity	1	5.25%	100.00%

N = 107

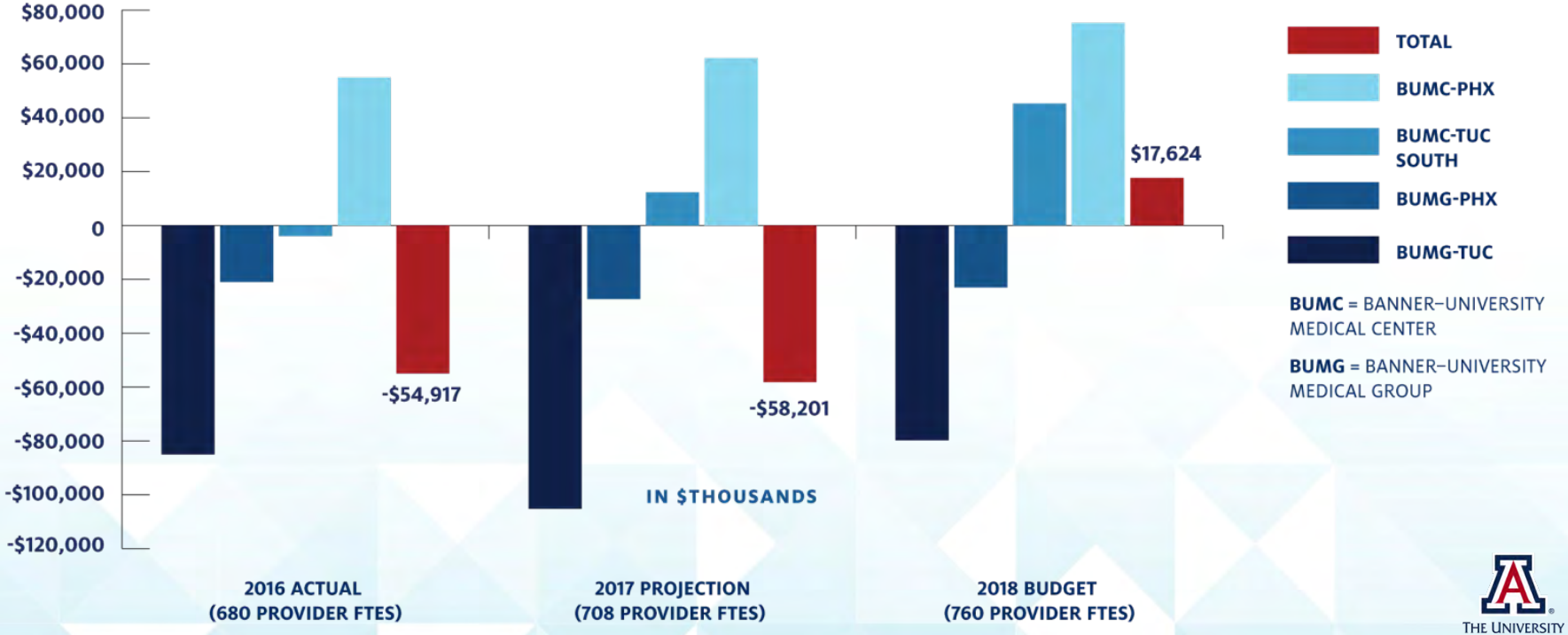
CENTER FOR MEDICARE/ MEDICAID SERVICES (CMS)

ARIZONA HOSPITAL	ARIZONA CITY	CMS RATING
Banner Heart Hospital	Mesa	★★★★★
Banner Baywood	Mesa	★★★★
Banner Boswell	Sun City	★★★★
Banner Del Web	Sun City West	★★★★
Banner Ironwood	San Tan Valley	★★★★
BUMC – Phoenix	**Phoenix**	★★★
Banner Gateway	Gilbert	★★★
Banner Goldfield	Apache Junction	★★★
Banner Payson	Payson	★★★
Banner Thunderbird	Glendale	★★★
BUMC – South	**Tucson**	★★
BUMC – Tucson	**Tucson**	★

BEYOND ARIZONA HOSPITAL	BEYOND ARIZONA CITY	CMS RATING
University of Utah	Salt Lake City, UT	★★★★
Stanford University	Palo Alto, CA	★★★★
Intermountain Medical Center	Salt Lake City, UT	★★★

THE UNIVERSITY OF ARIZONA

BANNER – UNIVERSITY MEDICINE FINANCES



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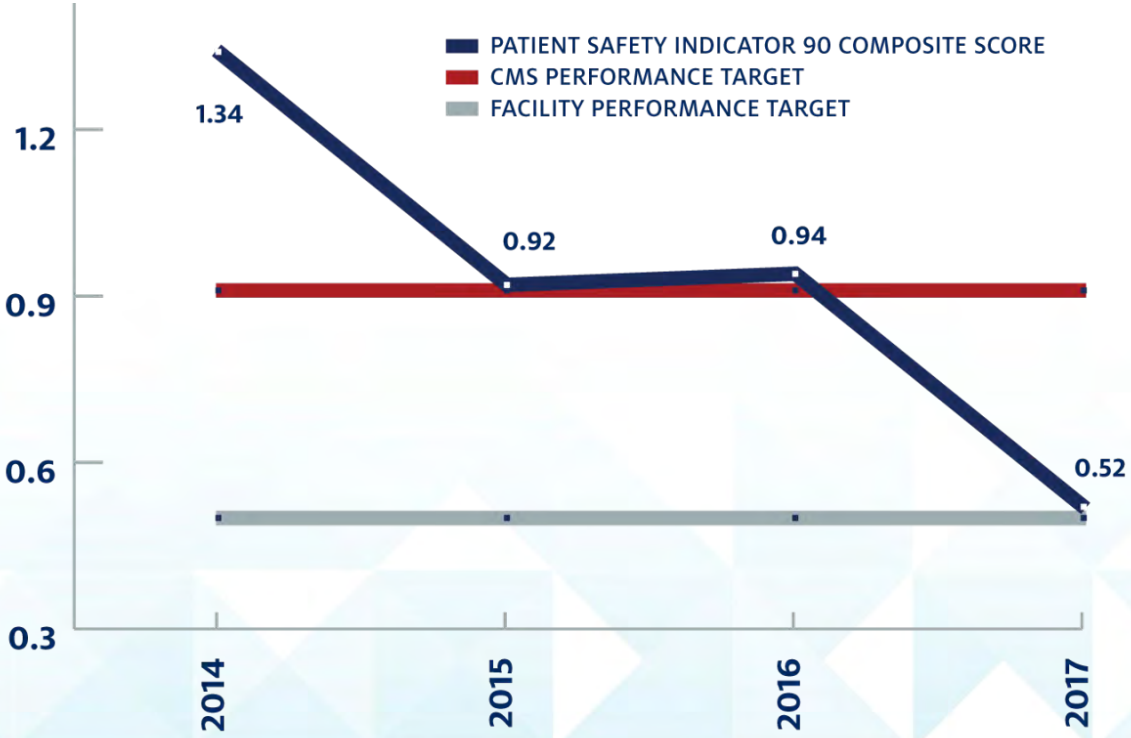
PATIENT SAFETY INDICATOR COMPOSITE PERFORMANCE



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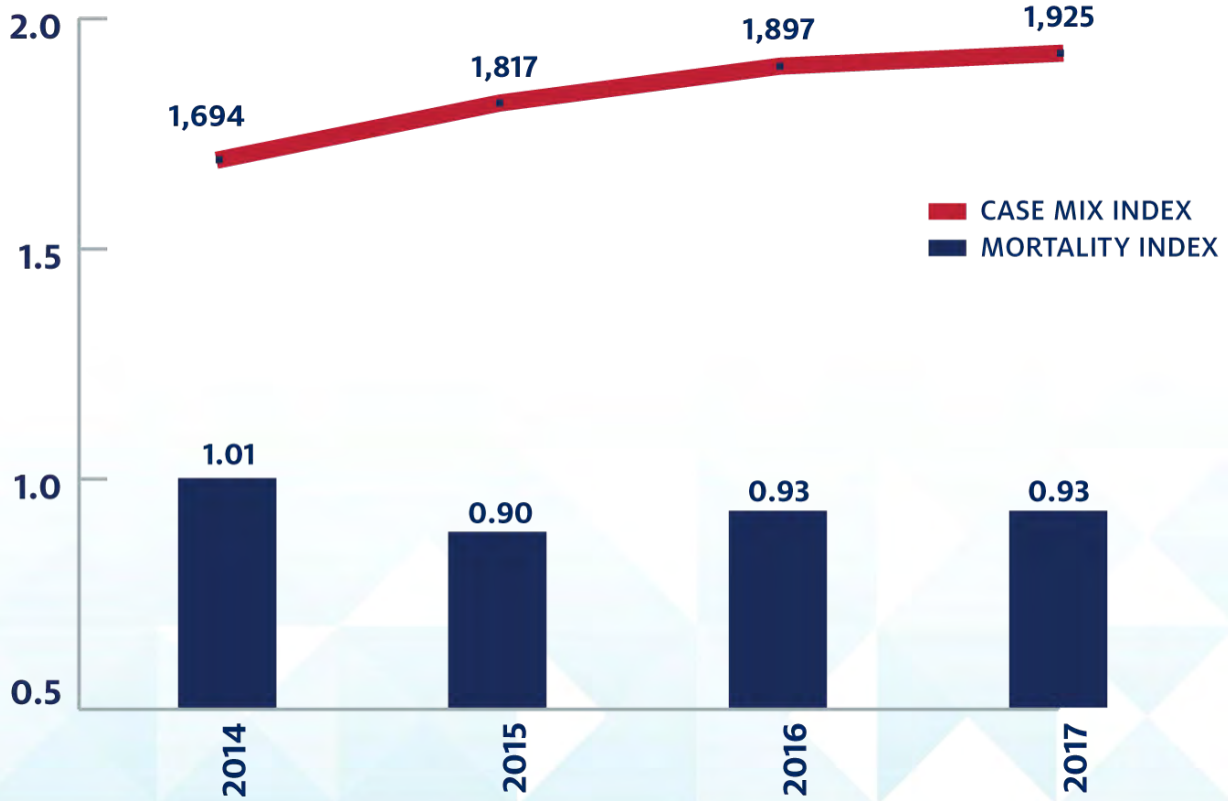
MORTALITY & CASE MIX INDEX



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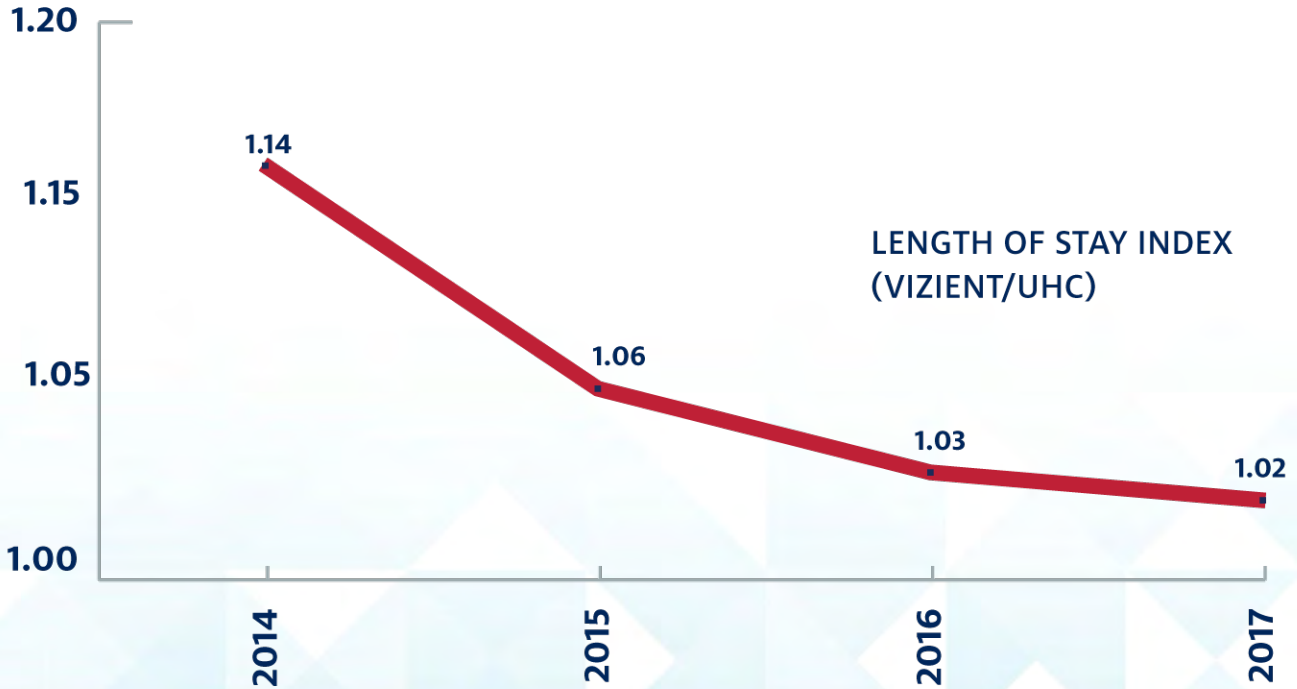
LENGTH OF STAY INDEX TREND



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PHOENIX BIOMEDICAL CAMPUS

OUR MOMENT

- We’re positioned to lead the Fourth Industrial Revolution.
- We’re going to focus on
  - Student experience
  - Research
  - Fundraising
  - Brand
  - Health Science
- We are a great university that will become greater

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THANK YOU

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