

The University of Arizona sits on the original homelands of indigenous peoples who have stewarded this land since time immemorial. Aligning with the university's core value of a diverse and inclusive community, it is an institutional responsibility to recognize and acknowledge the people, culture and history that make up the Wildcat community. At the institutional level, it is important to be proactive in broadening awareness throughout campus to ensure our students feel represented and valued.





AGENDA

- 1. Welcome
- 2. Highlights
- 3. Wildcat Journey
- 4. Break
- **5. Grand Challenges**
- 6. Arizona Advantage
- 7. Arizona Global
- 8. Institutional Excellence



LEADERSHIP TEAM IN PLACE



LISA RULNEYSenior Vice President for Business
Affairs and Chief Financial Officer



LIESL FOLKS
Senior Vice President for Academic
Affairs and Provost



BETSY CANTWELLSenior Vice President for Research and Innovation







LOWELL MINING INSTITUTE

- Securing Arizona's future as the Silicon Valley of Mining
- Leadership of a 21st Century Mineral Resources Program
- Applying advanced analytics (4IR) skill to a solid core technical foundation
- Establishing economic development as well as education goal in mining
- Creating a global network of people and partnerships Hermosa Mine in Patagonia



COLLEGES OF MEDICINE SCHOLARSHIPS

- Bold approach to addressing the severe physician shortage in Arizona and the growing burden of student debt
- COM-T and COM-P to begin providing free tuition in SP20 to students who commit to serve as primary care physicians in underserved areas of Arizona
- Programmed to fund up to 94 scholarships
- At full capacity, about 10% of all College of Medicine students would attend tuition-free





NEW INNOVATIVE NURSING PROGRAM

- Arizona is facing a severe shortage of nurses. By 2025, the state will need an additional 28,000 nurses
- Growing recognition that the care nurses can best provide requires new and different pathways for education
- 1st in the U.S. Arizona College of Nursing in Gilbert:
 Bachelor of Science in Nursing Integrative Health that blends conventional health care with complementary approaches to mind-body-spirit wellbeing
- Conditions are treated through a variety of methods, including lifestyle enhancement, nutrition and appropriate biomedical therapies





HIGHLIGHTS COLLEGE OF VETERINARY MEDICINE

- Received accreditation from AVMA in October
- 800 applications started in first six weeks
- Fall classes begin in 2020, 110 students
- One of only three new public Vet Schools in the last 25 years (Arizona, Texas Tech & Long Island University)





HONORS VILLAGE

- 1,000 high-potential students living and learning in a six-story modern residential community
- On-site classrooms, collaboration spaces, dining areas, recreational center and offices for faculty and staff
- Unique public-private partnership—student housing without the use of school funds or taxpayer dollars
- Pursuing a LEED® Certified Silver designation







ATHLETICS STRATEGIC PLAN

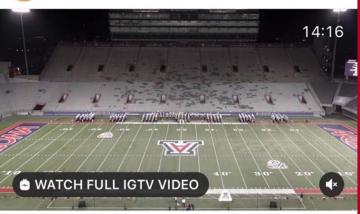
- Implemented a comprehensive input process to develop a plan aligned to the strategic pillars of the university plan
- Led unprecedented advancement of the APR for all sports in the Pac-12 from 12th (974) to 3rd (987)

















521,698 views · Liked by **lifeatuarizona** and **uofa_4_life**

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gwenstefani The Pride of Arizona · My mind is blown! Hearing Tragic Kingdom arranged like this is a reminder what a genius Eric... more

View all 2,776 comments

erikhsand Amazing!!

cmg19 Wow the formations were on point! Never seen anything like that!! You guys are amazing! @prideofarizona 100 100 100 100 100

HIGHLIGHTS

PRIDE OF ARIZONA - NO DOUBT

"The transformative power of music can reach people in a unique and powerful way."—Chad Shoopman

- Annual Band Day performance, where we host 40 high school bands
- We aimed to inspire the next generation and made Gwen Stefani's radar
- Stefani tweets out to thank the Pride of Arizona and engages over 500k followers





CATALYST STUDIOS

- THE PLACE FOR BIG IDEAS
 Student Success District
- Learning Community
- Peer-to-Peer Learning
- Access to Emerging Technologies
- Data Studio Large-scale Visualization
- The Terry Seligman VR Studio
- Maker Studio





HIGHLIGHTS OSIRIS-REX FINAL FOUR SITES

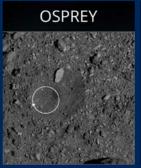


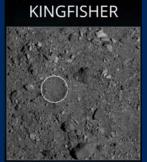
HEATHER ENOS
DEPUTY PRINCIPAL
INVESTIGATOR
Arizona Alumna



DANI DELLAGUISTINAIMAGE PROCESSING
WORKING GROUP LEAD
Arizona PhD Candidate











B B C StoryWorks

Commercial Productions



HIGHLIGHTS

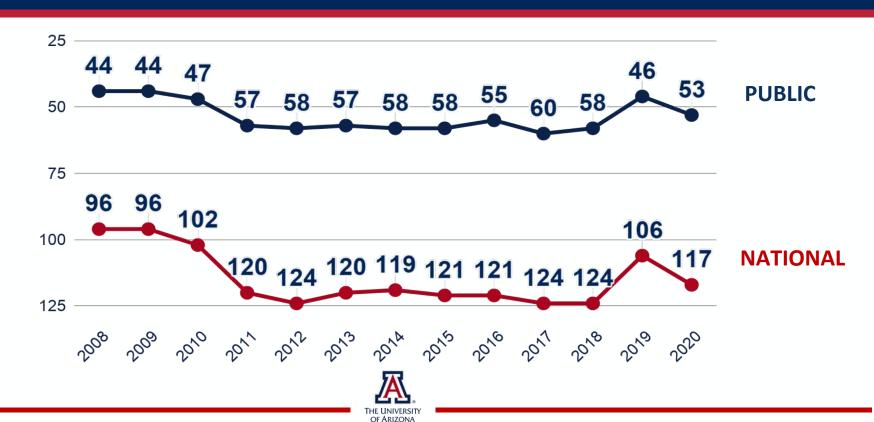
BBC STORYWORKS - #AimingHigher

- Launch at International Association of Universities International Conference, 11/14 in Puebla, Mexico
- Social Media #AimingHigher reaches 50
 M people
- BBC.com Reaches 110m BBC browsers
- Our film features Bio2 and OSIRIS-REx as examples of aiming higher in big science





U.S. NEWS RANKINGS



U.S. NEWS & WORLD REPORT

U.S. GRADUATE PROGRAM RANKINGS

DEPARTMENT	2018	2019	2020
Information Systems	#4	#5	#3
Biological/Ag Engineering	#24	#22	#24
Earth Sciences	#7	#8	N/A
Geochemistry	#3	#11	N/A
Atomic/Molecular/Optical Physics	#9	#10	N/A
Geology	#8	#3	N/A
Analytical Chemistry	#9	#10	N/A
Public Management	#24	#19	TBD



U.S. NEWS & WORLD REPORT

GLOBAL PROGRAM RANKINGS

DEPARTMENT	2017	2018	2019	2020
Arts & Humanities	33	37	43	30
Civil Engineering	NR	NR	NR	91
Economics & Business	91	95	104	95
Environment/Ecology	40	38	39	35
Geosciences	34	29	29	29
Plant & Animal Science	25	26	22	20
Social Science & Public Health	71	70	73	94
Space Science	7	9	10	11

#85
WORLDWIDE

#44

USA

#21





#1 GLOBAL RANKING IN WATER

— ShanghaiRanking Academic Ranking of World Universities

RESOURCES

#5 IN ASTRONOMY & ASTROPHYSICS

— Center for World University Rankings

#1

IN ASTRONOMY RESEARCH AND DEVELOPMENT EXPENDITURES AMONG U.S. PUBLIC

INSTITUTIONS

— National Science Foundation

#5
PHOTOGRAPHY
MFA

AMONG U.S. PUBLIC INSTITUTIONS

— U.S. News & World Report

#1

IN MANAGEMENT INFORMATION SYSTEMS

MBA, AMONG PUBLIC UNIVERSITIES

— U.S. News & World Report

#5
IN INFORMATION &

- Center for World University Rankings

LIBRARY SCIENCES



ARIZONA WITHIN OUR INNOVATION ECOSYSTEM

Role of Universities

- Basic Research
- Research Parks/Innovation Zones
- IP/Technology Transfer
- Access to Capital/Alumni Investors/Funds
- Talent
- Business Incubation
 Entrepreneurship Support
- Specialized Facilities





R&D EXPENDITURESTOTAL R&D EXPENDITURES (000)



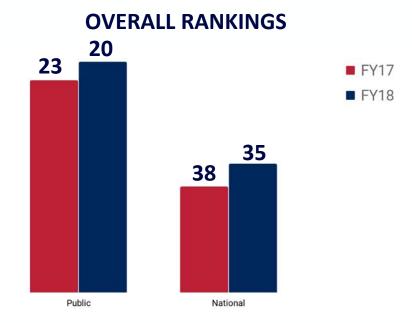


Source: HERD - Expenditures for the institution's current operating funds for sponsored research, university research, equipment purchases, funds passed through to a sub-recipient organization, and research training grants. Academic year equals fiscal year. Reported in 1000s

R&D EXPENDITURES

TOP 20
AMONG PUBLICS

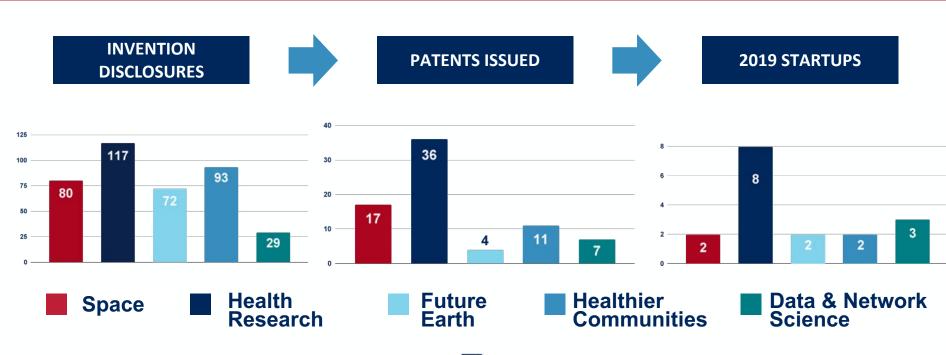
#35
OVERALL RANK



Source: HERD - Expenditures for the institution's current operating funds for sponsored research, university research, equipment purchases, funds passed through to a sub-recipient organization, and research training grants. Academic year equals fiscal year. Reported in 1000s



MEASURING UNIVERSITY INNOVATION





R&D EXPENDITURESBY FUNDING SOURCE (Millions)

#	PUBLIC INSTITUTIONS	TOTAL R&D EXP	FEDERAL GOVERNMENT	STATE AND LOCAL GOVERNMENT	INSTITUTIONAL FUNDS	BUSINESS	NONPROFIT ORGANIZATIONS	ALL OTHER SOURCES
11	Texas A&M UI, College Station and Health Science Center	922	333	190	275	41	58	21
12	Pennsylvania State U., University Park and Hershey Medical Center	908	565	53	196	35	56	1
13	Georgia Institute of Technology	891	654	86	67	57	24	1
14	Ohio State U.	875	474	59	128	138	49	23
15	U. Florida	865	355	174	224	34	44	32
16	U. California, Berkeley	796	329	53	169	79	118	45
17	U. California, Davis	788	360	69	207	50	45	56
18	Michigan State U.	715	328	47	288	13	21	16
19	Rutgers, State U. New Jersey, New Brunswick	706	350	69	170	37	44	33
20	U. Arizona	687	291	25	214	17	35	102



STRATEGIC PLAN











Preparing students with the skills and mindsets to lead in the 4th Industrial Revolution Tackling society's biggest discoveries that will fundamentally shape the future

Advancing our landgrant mission to drive social, cultural and economic impact Setting the standard for a global university in the digital age

GLOBAL

Living our values and innovative culture to enable a high performing institute



STRATEGIC PLAN INITIATIVES

65% LAUNCHED & 35% PRE-LAUNCH



15 launched, 4 pre-launch





3 launched, 8 pre-launch





ARIZONA ADVANTAGE

7 launched, 5 pre-launch





ARIZONA GLOBAL

9 launched,2 pre-launch





INSTITUTIONAL EXCELLENCE

9 launched, 3 pre-launch





STRATEGIC PLAN INITIATIVES

WILDCAT JOURNEY	GRAND CHALLENGES	ARIZONA ADVANTAGE	ARIZONA GLOBAL	INSTITUTIONAL EXCELLENCE
 Strategically Recruit Prospective High-potential Undergraduate Students (1.1A1) Aid Without Anchor (1.1A2) Financial Aid Top Up Pilot (1.1A6) Arizona Community College Partnerships for Transfer Enrollment Growth (1.1B1) Develop Prospective Transfer Student Portal (1.1B5) Design a New Gen Ed Curriculum (1.2A1) Dramatically Scale Active, Collaborative Teaching and Learning Spaces (1.3B1) Analytics Engine (1.4A1) Intervention Playbook (1.4A2) One Team (1.4A3) Wildcat Living (1.4B2) Creating Our Story (1.6A1) Bear Down Network (1.6B5) Financial Aid for Retention (1.1A4) Old Chem Building Renovation (1.3B2) Curriculum of Tomorrow/ Personalized Learning Journey (UAHS 1.1/1.2) Interprofessional Education Portfolio (UAHS 1.3) Minimize the Debt Burden (UAHS 1.4) Technology Solutions for Health-Health Sciences Design School (UAHS 5.1B) 	The University of Arizona Space Institute (2.1A) Defending Our Planet (2.1D) Preeminence in Environmental Research and Education (2.2A) Quantum Technologies and Convergence in the 4IR (2.4A) Explore Feasibility of a College of Data, Computing and Network Sciences (2.5A1) Startup of Building a Changing World (2.2D2) Transdisciplinary Center to Advance Precision Health (UAHS 2.1) Comprehensive Chronic Pain and Addiction Center (UAHS 2.3) Cognitive Health Span Extension (UAHS 3.1) Personalized Defense (UAHS 4.1) Technology Solutions for Health- Center on Advanced Technologies for Health (UAHS 5.1C)	 Strengthen Commitment to Equity and Support of Diverse Communities (3.1A) Institutionalize commitment to Hispanic advancement (3.1B) Engaging Arizona: Making Arts & Culture Central to the Arizona Experience (3.2A) Signature Annual Event (3.2B) Innovation Ecosystem (3.4A) The Phoenix Center for Collaboration and Outreach (3.3B1) The DC Center for Outreach and Collaboration (3.3B2) The Bay Area Center for Collaboration and Outreach (3.3B3) Cross-Border Collaboration and Partnerships (3.3C1) Border Lab (3.3C2) Senior Leader and Center for Native American Advancement & Tribal Engagement (3.1C1) New Generation Model of Healthy Aging (UAHS 3.3) 	 Global Projects (4.1A) Global Presence (4.2A) Global Skills Provider (4.2B) Top Destination for Talented and Diverse Students From Around the Globe (4.2C1) Network of Dedicated UArizona Study Abroad Sites (4.3A1) Unique and Affordable Experiences Abroad (4.3A2) Early University Program at Arizona-Affiliated High Schools Abroad (4.2C2) Unparalleled support infrastructure for international students (4.2C3) Arizona Global Center (4.2C4) Create separate legal entity to facilitate Arizona presence, research and educational activities abroad (4.2A2) Arizona Health Sciences Global and Online (UAHS 1.5) 	Our Best Work Environment (5.1A) Living our Core Values (5.1B) Business Process Pilot (5.2A1) Trellis (CRM) (5.2A2) Data Warehouse (5.2A3) Contract Management (5.2A4) The Living Strategic Plan (5.3A) Budget & Planning Platform (5.5A) Campus Master Plan to Complement Strategic Plan Initiatives (5.5B) Large Scale Renewable Energy Options (5.4A1) Technology Solutions for Health-Collaborative to Increase 4IR Health Sciences Research (UAHS 5.1A) Health Analytics Powerhouse (UAHS 5.3)







STRATEGIC PLAN



Preparing students with the skills and mindsets to lead in the 4th Industrial Revolution



Tackling society's biggest discoveries that will fundamentally shape the future



ARIZONA ADVANTAGE

Advancing our landgrant mission to drive social, cultural and economic impact



ARIZONA GLOBAL

Setting the standard for a global university in the digital age



INSTITUTIONAL EXCELLENCE

Living our values and innovative culture to enable a high performing institute

TRELLIS

ENROLLMENT

RETENTION





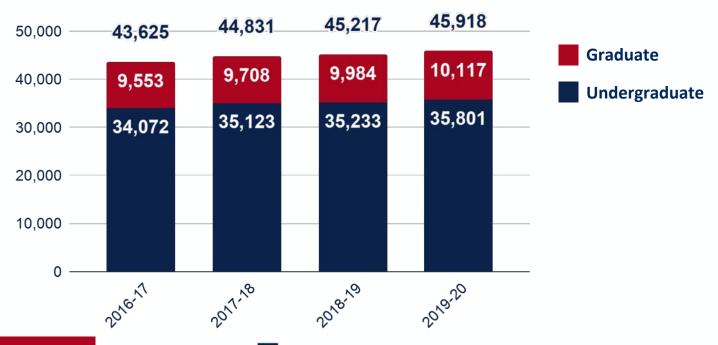
ENROLLMENT INITIATIVES

FOCUS AREAS

- High-achieving undergraduates
- Financial aid investment
- Arizona community college partnerships



FALL ENROLLMENT:GRADUATE, UNDERGRADUATE AND TOTAL





"BEST-EVER" FIRST YEAR CLASS: GPA / SAT / ACT GPA IS UNWEIGHTED 4.0 SCALE

AVERAGE HS GPA

3.51

+.07 from 2018

AVERAGE SAT COMP

1262

+33 from 2018

AVERAGE ACT COMP

26

+1 from 2018

41.4%

Students in Top 10% of High School Percentage of students with a rank listed +10.7% from 2018 19.2%

Top 10 in Graduating Class First-year, full-time +21.5% from 2018



"BEST-EVER" FIRST YEAR HONORS PROFILE GPA IS UNWEIGHTED 4.0 SCALE

AVERAGE HONORS GPA

3.89

+.06 from 2018

AVERAGE SAT COMP

1409

+50 from 2018

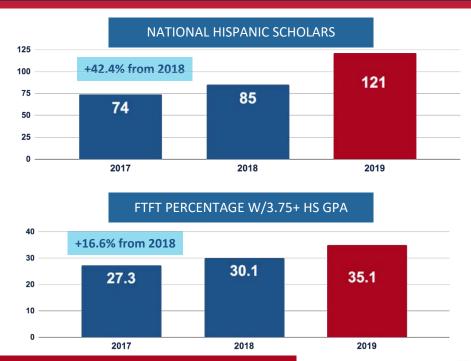
AVERAGE ACT COMP

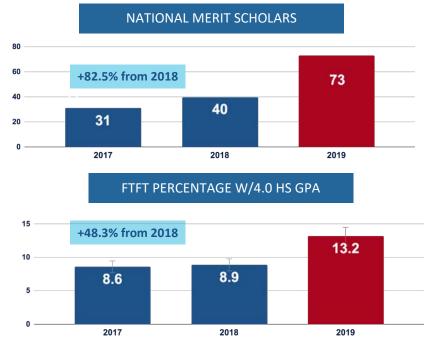
31

+2 from 2018



HIGH ACHIEVING FIRST YEAR ENROLLMENT



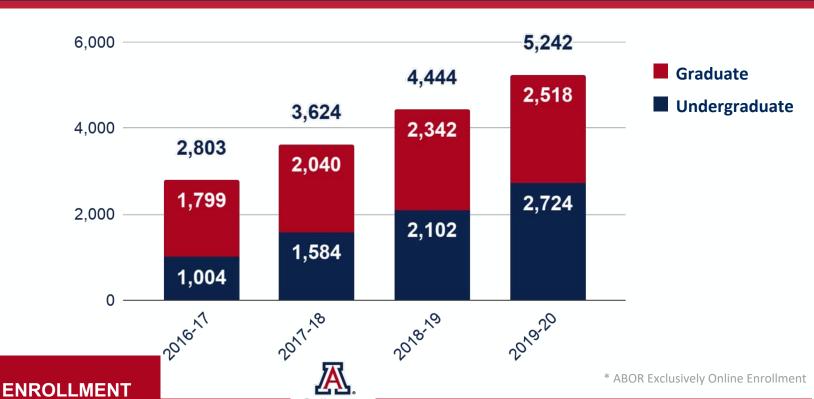




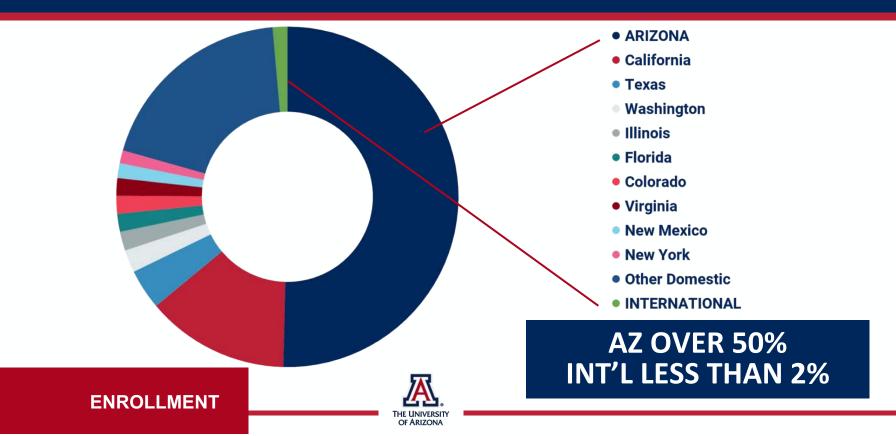


ARIZONA ONLINE ENROLLMENT UNDERGRADUATE VS. GRADUATE

OF ARIZONA

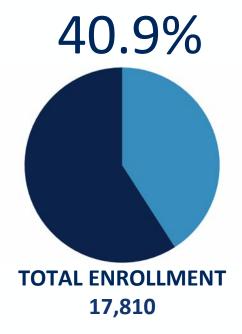


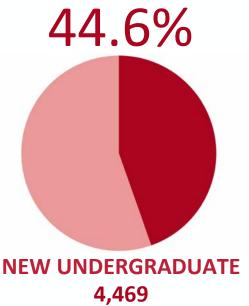
ARIZONA ONLINE ENROLLMENT: BREAKDOWN



COMMITMENT TO DIVERSITY & ACCESS:

STUDENTS OF COLOR % OF ENROLLMENT





Source: 2019 Census Highlights. Students of color represents the African American, Asian, Hispanic, Native American and Pacific Islander students. 'Unknown' is excluded.





NEW STUDENT ENROLLMENT: TRANSFER ADMISSIONS GROWTH

New Transfers Enrolled	2,487
Residents	1,603
Non-Residents	884

+9.7% from 2018





RETENTION INITIATIVES

FOCUS AREAS

- First-generation college students
- Pell-recipient students
- New Start
- Undergraduate males of color
- Academic probation students
- Academic advising

RETENTION



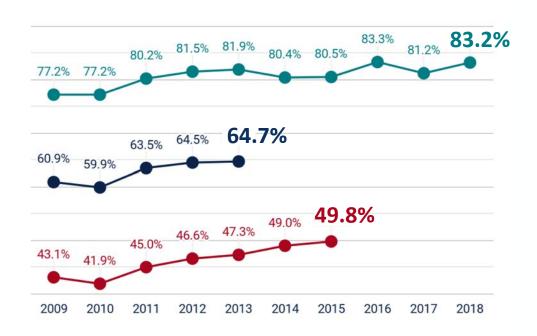
STUDENT GRAD JOURNEYFALL 2012 FTFT COHORT



OF ARIZONA

RETENTION

RETENTION AND GRADUATION FTFT COHORT IMPROVEMENT



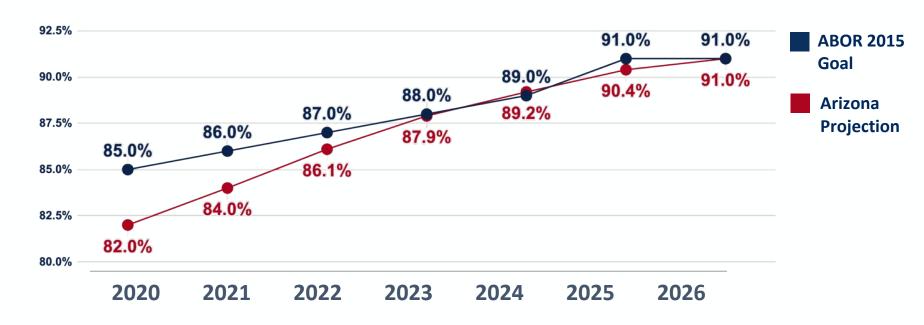








RETENTIONPROJECTED RETENTION WITH ABOR GOALS





RETENTION RATEFTFT RETENTION FOR PEER FALL 2016 COHORT

INSTITUTION NAME	FTFT RETENTION RATE
University of California-Los Angeles	97%
University of Florida	96%
University of Maryland-College Park	96%
University of North Carolina at Chapel Hill	96%
The University of Texas at Austin	95%
University of Wisconsin-Madison	95%
Ohio State University-Main Campus	94%
University of Washington-Seattle Campus	94%

INSTITUTION NAME	FTFT RETENTION RATE
Pennsylvania State University-Main Campus	93%
University of California-Davis	93%
University of Minnesota-Twin Cities	93%
Texas A&M University-College Station	92%
University of Illinois at Urbana-Champaign	92%
Michigan State University	91%
University of Iowa	86%
University of Arizona	83%



6 YEAR GRADUATION RATE PEER FALL 2010 COHORT

INSTITUTION NAME	6-YEAR GRAD RATE
University of California-Los Angeles	91%
University of North Carolina at Chapel Hill	90%
University of Florida	87%
Pennsylvania State University-Main Campus	86%
University of Maryland-College Park	86%
University of California-Davis	85%
University of Illinois at Urbana-Champaign	85%
University of Wisconsin-Madison	85%

INSTITUTION NAME	6-YEAR GRAD RATE
University of Washington-Seattle Campus	84%
Ohio State University-Main Campus	83%
The University of Texas at Austin	80%
Texas A&M University-College Station	79%
Michigan State University	77%
University of Minnesota-Twin Cities	77%
University of Iowa	72%
University of Arizona	60%



4 YEAR GRADUATION RATE PEER FALL 2010 COHORT

INSTITUTION NAME	4-YEAR GRAD RATE
University of North Carolina at Chapel Hill	81%
University of California-Los Angeles	74%
University of Illinois at Urbana-Champaign	71%
University of Maryland-College Park	69%
University of Florida	66%
Pennsylvania State University-Main Campus	64%
University of Washington-Seattle Campus	63%
Ohio State University-Main Campus	59%

INSTITUTION NAME	4-YEAR GRAD RATE
University of Minnesota-Twin Cities	59%
University of California-Davis	58%
University of Wisconsin-Madison	56%
The University of Texas at Austin	52%
Michigan State University	51%
Texas A&M University-College Station	51%
University of Iowa	51%
University of Arizona	42%



BROAD & DEEP COMMITMENT TO STUDENT RETENTION



STRATEGIC PLAN







ARIZONA ADVANTAGE



ARIZONA GLOBAL



INSTITUTIONAL EXCELLENCE

Preparing students with the skills and mindsets to lead in the 4th Industrial Revolution Tackling society's biggest discoveries that will fundamentally shape the future

Advancing our landgrant mission to drive social, cultural and economic impact Setting the standard for a global university in the digital age Living our values and innovative culture to enable a high performing institute

ENROLLMENT

RETENTION

TRELLIS





TRELLIS (CRM) INITIATIVE

FOCUS AREAS

- Transforming the student experience, enabling effective engagement activities and informing true personalized human interactions
- *Trellis Advise* streamlines student experience
- Trellis Progress helps faculty and TAs to provide early feedback
- Trellis Social enables more effective marketing





BREAK

(10 minutes)









STRATEGIC PLAN



Preparing students with the skills and mindsets to lead in the 4th Industrial Revolution



Tackling society's biggest discoveries that will fundamentally shape the future



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ARIZONA GLOBAL

Setting the standard for a global university in the digital age



INSTITUTIONAL EXCELLENCE

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SPACE

HEALTH RESEARCH

FUTURE EARTH

HEALTHIER COMMUNITIES

DATA & NETWORK SCIENCE

COMMUNITY HEALTH

INNOVATION POWERHOUSE



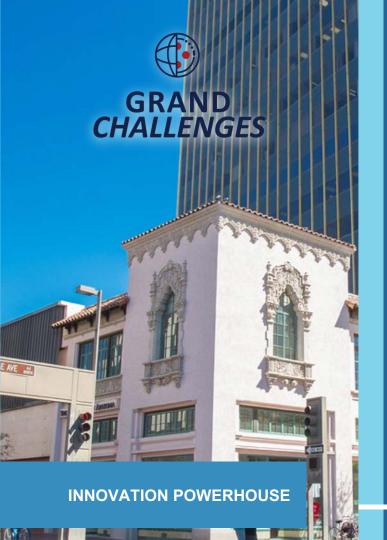


INITIATIVEINNOVATION ECOSYSTEM

GOALS

- Innovation Spaces
- Innovation Services
- Global Innovation
- Entrepreneurial Mindset
- Corporate Engagement





VENTURE FUNDS

REGIONAL INCUBATORS

- UAVenture Capital
 - 60 Investors, 7 states (Alumni-led)
 - 5 funded companies in round #1 (5G antennae)
 - 8 funded companies in round #2 (nonaddictive non-opioid)
 - 5 companies in the pipeline
- Forge unique downtown location to foster community engagement + development
- New Oro Valley Incubator suburban location to take advantage of Tucson expansion

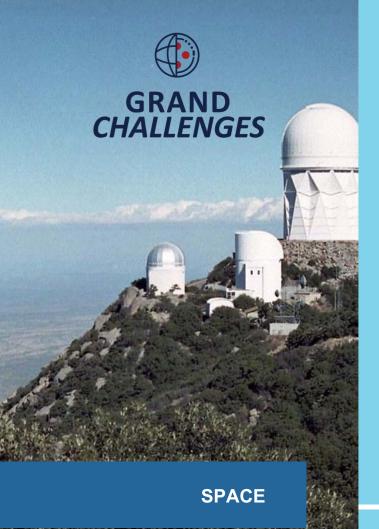




PROJECT

OSIRIS-REX

- Dec. 3, 2018: Arrival at Bennu, a primitive asteroid that has remained relatively unchanged since the formation of the Solar System
- Dec. 31, 2018: Went into orbit setting two
 Guinness World Records for the smallest orbit ever
 executed and the smallest body ever orbited
- Mission scientists discovered evidence that Bennu holds water molecules, indicating "liquid water was present at some time" on Bennu's parent body. They also observed particle ejections, providing the first-ever opportunity to observe an "active asteroid"
- Dec. 2019: Collection site selection to be announced



THE ARIZONA SPACE INSTITUTE (2.1A)

- A multidisciplinary team developed a vision for the University of Arizona Space Institute (UASI). We are working now on initiating UASI activities
- An Executive Design Council for UASI has been established
- A short-term contract to complete the vision & design effort, and to initiate seed-funding for new projects is underway





PROJECT DEFENDING OUR PLANET (2.1D)

- NASA announced this week that Amy Mainzer will be the lead scientist for the new NEO Surveyor telescope
- The NEO Surveyor is a new NASA mission that will launch in 2025 and rely on infrared signatures to track asteroids that threaten Earth
- This program will eventually replace the NEOWISE telescope also led by Dr.
 Mainzer



#SpaceIsWildcatCountry

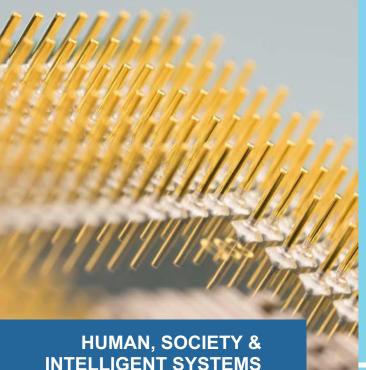


PREEMINENCE IN ENVIRONMENTAL RESEARCH AND EDUCATION (2.2A)

- Dr. Joaquin Ruiz promoted to Vice
 President of Global Environmental Futures
- Adapt and plan for Future Earth
- Build the research & education basis for environmental resilience
- Redesign of Institute of the Environment
- Leverage + develop Bio2 as "world leader" in environmental research







QUANTUM TECHNOLOGIES & CONVERGENCE IN THE 4IR (2.2D2)

- The NSF Engineering Research Center (ERC)
 proposal titled Center for Quantum Networks
 (CQN quantum internet of the future) has been selected for a site visit
- Researchers from disciplines across campus have joined together to develop a culture of diversity and inclusion to create a focus on value creation within this innovation ecosystem





DATA & NETWORK SCIENCES (2.5A1)

- The Provost's Office seeking to establish a Data Science Academy that will initially focus on interdisciplinary undergraduate opportunities, including certificates, minors and new degrees in data science
- A critical first step is aggregating education offerings
- Next step is benchmarking against other new programs at universities to ensure we have unique offerings



HEALTH SCIENCES INITIATIVES



Curriculum



Tackling society's biggest discoveries that will fundamentally shape the future



HEALTH RESEARCH

FUTURE EARTH

HEALTHIER COMMUNITIES

DATA & NETWORK SCIENCE



ARIZONA ADVANTAGE

Advancing our landgrant mission to drive social, cultural and economic impact

> COMMUNITY HEALTH



ARIZONA GLOBAL

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INSTITUTIONAL EXCELLENCE

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INNOVATION POWERHOUSE





WIDENING HEALTH DISPARITIES



DECREASING HEALTH SPAN



NEW CARE MODELS



EMERGING TECHNOLOGIES



GROWING HEALTH DATA

THE HEALTH SCIENCES

LANDSCAPE IS CHANGING

Since 2001, lifespan of the richest 5% of Americans has increased 8x more than the poorest 5%

While average US lifespan has remained relatively flat since 2015, health span (average age that an American develops a serious disease) has decreased by 4 years

In 2016, 22% of US consumers reported using live video or a mobile app for physician care - representing 200%+ growth from 2013

By 2020, 75% of the global population will use mobile devices

By 2025, available global health data alone is expected to reach 8x the current amount of data sent annually on the internet

HEALTH SCIENCES INITIATIVES



Curriculum of tomorrow/personalized learning

Interprofessional education portfolio

Minimize debt Burden

Health sciences design center



GRAND CHALLENGES

Transdisciplinary center to advance precision health

Substance misuse and addiction

Cognitive health span extension

Personalized defense

Center on advanced technologies for health



ARIZONA ADVANTAGE

Next generation model for healthy aging



ARIZONA GLOBAL

UAHS Global



INSTITUTIONAL EXCELLENCE

Collaborative to increase 4IR health sciences research

Health analytics powerhouse



HEALTH SCIENCES RESEARCH



PRECISION MEDICINE FOR ALL

Designing and developing precision treatments for all populations



MAKING WELLNESS AGELESS

Influencing the critical factors that affect the health of aging population



CREATING DEFENSES AGAINST DISEASE

Unraveling the complexities of human biology to build better defenses against disease



BIG DATA FOR PERSONALIZED CARE

Creating novel ways of analyzing health care problems and data to find new solutions





PRECISION MEDICINE FOR ALL

We will fuel discoveries in precision health by designing prevention strategies and treatments for individuals and diverse populations.

Launch Q1 2020

- Transdisciplinary center to advance precision health (UAHS 2.1)
- Substance misuse and addiction (UAHS 2.3)

THE UNIVERSITY OF ARIZONA



MAKING WELLNESS AGELESS

We will make wellness ageless by reimagining how the built environment can support the health of our aging population.

- Launch Q1 2020
- Cognitive health span extension (UAHS 3.1)
- New generation model for healthy aging (UAHS 3.3)

THE HINDERSH



DEFENSES AGAINST DISEASE

We will investigate the connection between the immune system and microbiome to push prevention diagnostics and treatments.

- Launch Q1 2020
- Personalized defense (UAHS 4.1)

THE UNIVERSITY



BIG DATA FOR PERSONALIZED CARE

We will build advanced analytical capabilities that drive health care research by expanding access to centralized, secured and robust databases.

- Launch Q1 2020
- Tech solutions for health (UAHS 5.1)
- Health analytics powerhouse (UAHS 5.3)





STRATEGIC PLAN





Preparing students with the skills and mindsets to lead in the 4th Industrial Revolution Tackling society's biggest discoveries that will fundamentally shape the future

SPACE

HEALTH RESEARCH

4TH INDUSTRIAL REVOLUTION



ARIZONA ADVANTAGE

Advancing our landgrant mission to drive social, cultural and economic impact

> COMMUNITY HEALTH



ARIZONA GLOBAL

Setting the standard for a global university in the digital age



INSTITUTIONAL EXCELLENCE

Living our values and innovative culture to enable a high performing institute

INNOVATION POWERHOUSE









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DIVERSE COMMUNITY

ARTS & HUMANITIES

OUTREACH



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INSTITUTIONAL EXCELLENCE

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LAND GRANT





STRENGTHEN COMMITMENT TO EQUITY & SUPPORT OF DIVERSE COMMUNITIES (3.1A)

- Redefining strategic initiatives aligned with our core commitment to diversity
- Engaging stakeholders in a systems-thinking process to allow them to see the interdependence that exists between the university's rich and diverse cultural, technological and intellectual assets and the larger Southern Arizona region
- These initiatives will move forward practices of Inclusive Excellence that define a safe and accessible community campus where students, staff and faculty are able to activate the skills necessary to thrive in the 4IR



DIVERSE COMMUNITY



INSTITUTIONALIZE COMMITMENT TO HISPANIC ADVANCEMENT (3.1B)

- One of nine U.S. institutions to be awarded the inaugural Seal of Excelencia, due to impact and success in core areas: data, practice and leadership
- Working to create a Hispanic serving identity through faculty hiring
- Attended inaugural convening hosted by the American Association of Hispanics in Higher Education and the National Academies of Sciences, Engineering and Medicine
- Selected to host a town hall on Minority Serving Institutions (Spring 2020)





SENIOR LEADER AND CENTER FOR NATIVE AMERICAN ADVANCEMENT & TRIBAL ENGAGEMENT (3.1C1)

- Secured a \$2M anchor donor to support the creation of a Native American Cultural Center and future School of Indigenous Governance and Development
- Negotiating an Inter-Governmental Agreement between the university and the Pascua Yaqui Tribe to support K-12 education and create pipeline programs to send students to attend Arizona
- Started renovation of Rountree Hall Room 215, converting an underutilized conference room to nearly 1,000 sq. ft. of office and classroom space





ENGAGING ARIZONA: MAKING ARTS & CULTURE CENTRAL TO THE ARIZONA EXPERIENCE (3.2A)



THE UNIVERSITY OF ARIZONA

Arizona Arts







THE DC CENTER FOR OUTREACH & COLLABORATION (3.3B2)

The University of Arizona will locate, design and build-out the university's first full-service office in Washington, D.C.

10,000 square foot private office suite

Within walking distance of:

- The White House
- The American Association of Universities
- The Association of Public and Land Grant Universities

Quick access to the U.S. Capitol, the Hall of States, NASA, NIH, NSF, DOE, etc.





CROSS-BORDER COLLABORATION & PARTNERSHIPS (3.3C1) | BORDER LAB (3.3C2)

- Developed new collaborations with our Mexican institutional partners and entered discussions with the UNAM Foundation
- Joined the Arizona Sonora Interuniversity Alliance and three new research partnerships have been funded
- Ramped up the Mexico Initiatives website with more content that has already inspired new collaborations
- Proposed creating a Border Studies major that incorporates experiential learning opportunities with Border lab
- Host a border-focused annual meeting for a prominent international consortium of Humanities Scholars









STRATEGIC PLAN









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GLOBAL

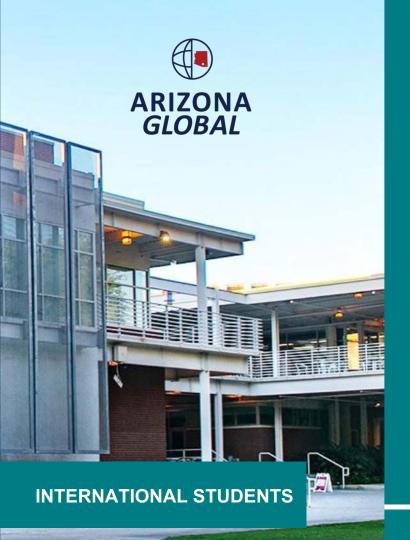
Living our values and innovative culture to enable a high performing institute

INTL STUDENTS

MICRO CAMPUSES

STUDY ABROAD



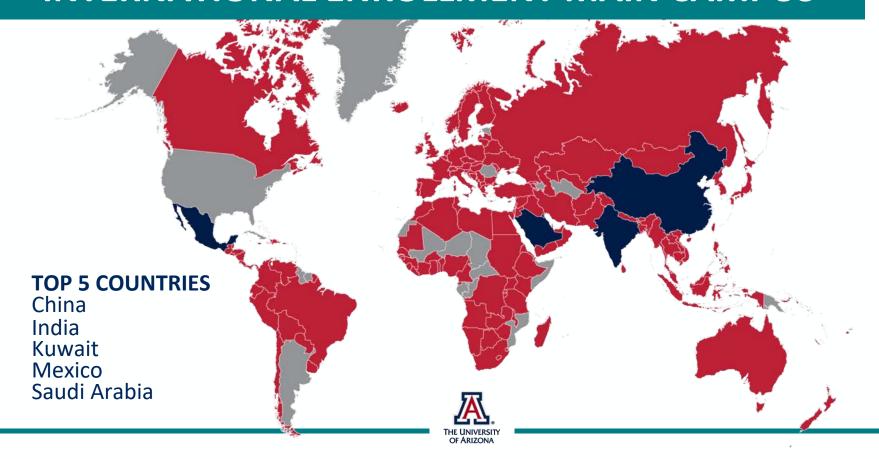


UNPARALLELED SUPPORT INFRASTRUCTURE (4.2C3)

- Established a Global Wildcat
 Support Team: 24/7
- Opened the Global Center on campus providing one-stop services
- Conducted multiple orientations to customize experiences

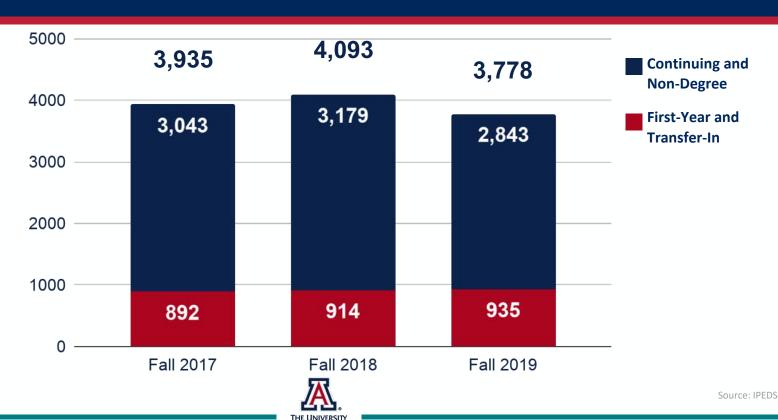


INTERNATIONAL ENROLLMENT MAIN CAMPUS

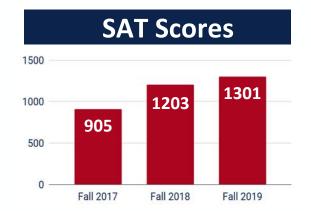


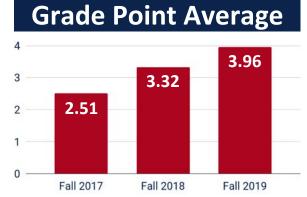
INTERNATIONAL ENROLLMENT

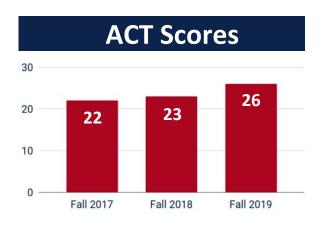
OF ARIZONA



INTERNATIONAL STUDENTS: ACADEMIC PREPAREDNESS









MICROCAMPUS LOCATIONS





MICROCAMPUS PRIMARY SELECTION RATIONALE

- Partner university is a positive brand affiliation for Arizona in the host country
- Partner university is innovative, capable of delivering our curriculum and developing transfer pipelines
- Partner university facilities provide a safe environment conducive to learning
- Partner university in an a country or region of interest with a goal of establishing a broad global network
- Partnership will be financially sustainable





019届毕业生欢送典礼



MICROCAMPUS SUSTAINED DEVELOPMENT

- Ocean University was our first cohort to graduate
- Opened a microcampus in Lima, Peru
- Final stages of a new location in Amrita,
 India







INSTITUTIONAL EXCELLENCE



STRATEGIC PLAN



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Industrial Revolution



Tackling society's

shape the future



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ARIZONA GLOBAL

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PURPOSE & VALUES

BEST WORK ENVIRONMENT

HEALTH TECH





The University of Arizona

Research

TOP 20

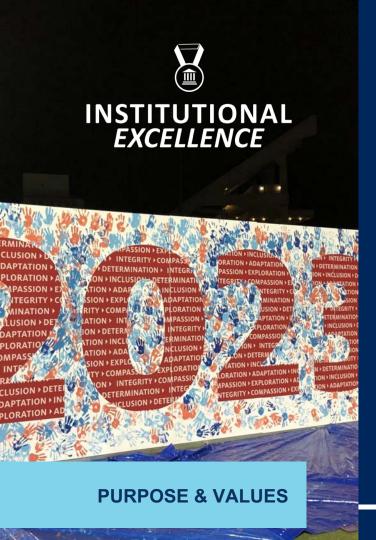
Among Publics

Enrollment

TOP 20

Among Publics



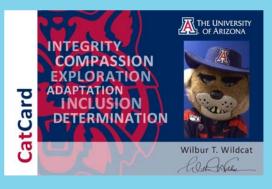


PURPOSE

Working together to expand human potential, explore new horizons and enrich life for all

VALUES

- INTEGRITY
- COMPASSION
- EXPLORATION
- ADAPTATION
- INCLUSION
- DETERMINATION







WONDER MAKES US

BRAND CAMPAIGN TO HIGHLIGHT UNIQUE ROLE OF WONDER

- Goal: Drive brand awareness and brand affinity across all audiences
- Launched in key markets (AZ, CA, TX) in Fall 2019
 via digital, outdoor and broadcast
- First Month Results:
 - 36,771 users visited Wonder site
 - Second-most visited page on Arizona.edu
 - 96% from our key markets
 - 300+ enrollment actions taken

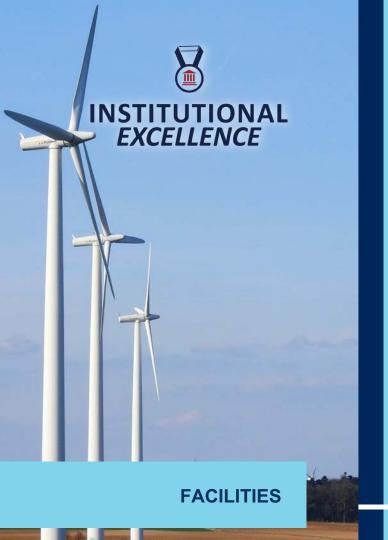




INITIATIVE OPERATIONAL EFFICIENCY

- University dashboard and dedicated Data
 Scientist to campus before the end of the year
- Adobe Sign for travel with 7,500 users
- Office 365 SharePoint contract management
- All Funds planning process





LARGE-SCALE RENEWABLE ENERGY OPTIONS (5.4A1)

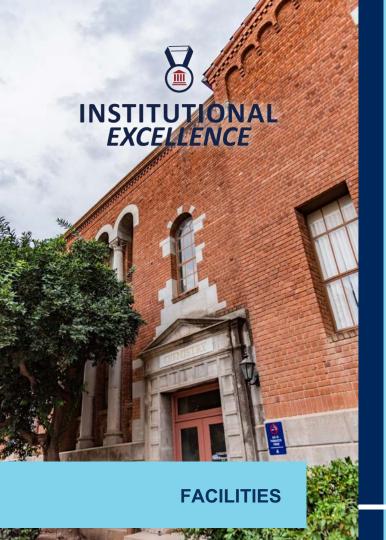
- Largest U.S. university to execute a deal with a local utility to entirely offset scope 2 emissions (⅓ of our total emissions)
- Scope 1 emissions = direct from campus operations
- Scope 2 = from energy purchased from a utility provider
- Scope 3 = indirect from campus operations
- Unique, dual-sourcing program for solar and wind energy
- On-campus solar demonstration sites planned



CAMPUS MASTER PLAN (5.5B)

- Extensive outreach effort with 18 Focus Groups (500 people)
- Assembled integrated planning information related to campus uses, conditions, and trends
- Masterplan team working with the Office of Strategic Initiatives and Initiative owners to assure full alignment





OLD CHEM BUILDING RENOVATION (1.3B2)

- Repurposing traditional learning space to "interactive space" for best student learning
- Design-Build team identified a space to replace the large lecture room in the Old Chem building
- Sourced replacement spaces for chemistry labs and administrative offices
- Begins Fall 2020, complete Spring 2022



ALUMNI





BEAR DOWN NETWORK (1.6B5)



- The Bear Down Network was launched April 2019
- 5,200 Wildcat alumni, students, faculty and staff representing 49 states & 38 countries
- 74% of members are willing to help Wildcats
- Collaboration has led to a network groups for:
 - Eight colleges
 - Three campus units
 - Two career clusters with Student
 Engagement and Career Development



FUNDRAISING



GIFTS & COMMITMENTS BUILDING MOMENTUM







FUEL WONDER

- Every student. Every possibility
- First phase of the new comprehensive campaign, Fuel Wonder
- Provide 360 degrees of support, fueling students' financial, emotional and academic needs
- Launched: November 1, 2019
- Goal: \$50M by Nov. 2020





THANK YOU

