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 RULNEY
Senior Vice President for Business Affairs and Chief Financial Officer

LIESL FOLKS
Senior Vice President for Academic Affairs and Provost

BETSY CANTWELL
Senior Vice President for Research and Innovation
HIGHLIGHTS
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
HIGHLIGHTS
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
HIGHLIGHTS
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)
HIGHLIGHTS
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
HIGHLIGHTS
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)
“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
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 DELLAGUISTINA
IMAGE PROCESSING WORKING GROUP LEAD
Arizona PhD Candidate

NIGHTINGALE
OSPREY
KINGFISHER
SANDPIPER
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
<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
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<tbody>
<tr>
<td>Information Systems</td>
<td>#4</td>
<td>#5</td>
<td>#3</td>
</tr>
<tr>
<td>Biological/Ag Engineering</td>
<td>#24</td>
<td>#22</td>
<td>#24</td>
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<tr>
<td>Earth Sciences</td>
<td>#7</td>
<td>#8</td>
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<tr>
<td>Geochemistry</td>
<td>#3</td>
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<td>Atomic/Molecular/Optical Physics</td>
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<td>N/A</td>
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<tr>
<td>Geology</td>
<td>#8</td>
<td>#3</td>
<td>N/A</td>
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<tr>
<td>Analytical Chemistry</td>
<td>#9</td>
<td>#10</td>
<td>N/A</td>
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<tr>
<td>Public Management</td>
<td>#24</td>
<td>#19</td>
<td>TBD</td>
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<td>DEPARTMENT</td>
<td>2017</td>
<td>2018</td>
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<tr>
<td>----------------------------------</td>
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<td>------</td>
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<tr>
<td>Arts &amp; Humanities</td>
<td>33</td>
<td>37</td>
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<tr>
<td>Civil Engineering</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
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<tr>
<td>Economics &amp; Business</td>
<td>91</td>
<td>95</td>
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<tr>
<td>Environment/Ecology</td>
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<tr>
<td>Plant &amp; Animal Science</td>
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<td>26</td>
<td>22</td>
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<tr>
<td>Social Science &amp; Public Health</td>
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</tr>
<tr>
<td>Space Science</td>
<td>7</td>
<td>9</td>
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</table>

U.S. NEWS & WORLD REPORT
GLOBAL PROGRAM RANKINGS

#85 WORLDWIDE
#44 USA
#21 AMONG PUBLICS
#1 GLOBAL RANKING IN WATER RESOURCES
— ShanghaiRanking Academic Ranking of World Universities

#1 IN ASTRONOMY RESEARCH AND DEVELOPMENT EXPENDITURES AMONG U.S. PUBLIC INSTITUTIONS
— National Science Foundation

#3 PHOTOGRAPHY MFA AMONG U.S. PUBLIC INSTITUTIONS
— U.S. News & World Report

#5 IN ASTRONOMY & ASTROPHYSICS
— Center for World University Rankings

#1 IN MANAGEMENT INFORMATION SYSTEMS MBA, AMONG PUBLIC UNIVERSITIES
— U.S. News & World Report

#5 IN INFORMATION & LIBRARY SCIENCES
— Center for World University Rankings
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 EXPENDITURES
TOTAL 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

INVENTION DISCLOSURES → PATENTS ISSUED → 2019 STARTUPS

- **Space**: 80, 117, 72, 29
- **Health Research**: 72, 117, 93, 29
- **Future Earth**: 17, 36, 4, 11
- **Healthier Communities**: 4, 11, 7, 2
- **Data & Network Science**: 2, 2, 2, 3

The diagram shows the number of disclosures, patents issued, and startups in various categories.
# R&D EXPENDITURES
## BY FUNDING SOURCE (Millions)

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

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

GRAND CHALLENGES
Tackling society’s biggest discoveries that will fundamentally shape the future

ARIZONA ADVANTAGE
Advancing our land-grant 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
STRATEGIC PLAN INITIATIVES

65% LAUNCHED & 35% PRE-LAUNCH

WILDCAT JOURNEY
15 launched, 4 pre-launch
79%

GRAND CHALLENGES
3 launched, 8 pre-launch
27%

ARIZONA ADVANTAGE
7 launched, 5 pre-launch
58%

ARIZONA GLOBAL
9 launched, 2 pre-launch
82%

INSTITUTIONAL EXCELLENCE
9 launched, 3 pre-launch
75%
<table>
<thead>
<tr>
<th>WILDCAT JOURNEY</th>
<th>GRAND CHALLENGES</th>
<th>ARIZONA ADVANTAGE</th>
<th>ARIZONA GLOBAL</th>
<th>INSTITUTIONAL EXCELLENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strategically Recruit Prospective High-potential Undergraduate Students (1.1A1)</td>
<td>• The University of Arizona Space Institute (2.1A)</td>
<td>• Strengthen Commitment to Equity and Support of Diverse Communities (3.1A)</td>
<td>• Global Projects (4.1A)</td>
<td>• Our Best Work Environment (5.1A)</td>
</tr>
<tr>
<td>• Aid Without Anchor (1.1A2)</td>
<td>• Defending Our Planet (2.1D)</td>
<td>• Institutionalize commitment to Hispanic advancement (3.1B)</td>
<td>• Global Presence (4.2A)</td>
<td>• Living our Core Values (5.1B)</td>
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<tr>
<td>• Financial Aid Top Up Pilot (1.1A6)</td>
<td>• Preeminence in Environmental Research and Education (2.2A)</td>
<td>• Engaging Arizona: Making Arts &amp; Culture Central to the Arizona Experience (3.2A)</td>
<td>• Global Skills Provider (4.2B)</td>
<td>• Business Process Pilot (5.2A1)</td>
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<tr>
<td>• Arizona Community College Partnerships for Transfer Enrollment Growth (1.1B1)</td>
<td>• Quantum Technologies and Convergence in the 4IR (2.4A)</td>
<td>• Signature Annual Event (3.2B)</td>
<td>• Top Destination for Talented and Diverse Students From Around the Globe (4.2C1)</td>
<td>• Trellis (CRM) (5.2A2)</td>
</tr>
<tr>
<td>• Develop Prospective Transfer Student Portal (1.1B5)</td>
<td>• Explore Feasibility of a College of Data, Computing and Network Sciences (2.5A1)</td>
<td>• Innovation Ecosystem (3.4A)</td>
<td>• Network of Dedicated UA Arizona Study Abroad Sites (4.3A1)</td>
<td>• Data Warehouse (5.2A3)</td>
</tr>
<tr>
<td>• Design a New Gen Ed Curriculum (1.2A1)</td>
<td>• Startup of Building a Changing World (2.2D2)</td>
<td>• The Phoenix Center for Collaboration and Outreach (3.3B1)</td>
<td>• Unique and Affordable Experiences Abroad (4.3A2)</td>
<td>• Contract Management (5.2A4)</td>
</tr>
<tr>
<td>• Dramatically Scale Active, Collaborative Teaching and Learning Spaces (1.3B1)</td>
<td>• Transdisciplinary Center to Advance Precision Health (UAHS 2.1)</td>
<td>• The DC Center for Outreach and Collaboration (3.3B2)</td>
<td>• Early University Program at Arizona Affiliated High Schools Abroad (4.2C2)</td>
<td>• The Living Strategic Plan (5.3A)</td>
</tr>
<tr>
<td>• Analytics Engine (1.4A1)</td>
<td>• Comprehensive Chronic Pain and Addiction Center (UAHS 2.3)</td>
<td>• The Bay Area Center for Collaboration and Outreach (3.3B3)</td>
<td>• Unparalleled support infrastructure for international students (4.2C3)</td>
<td>• Budget &amp; Planning Platform (5.5A)</td>
</tr>
<tr>
<td>• Intervention Playbook (1.4A2)</td>
<td>• Cognitive Health Span Extension (UAHS 3.1)</td>
<td>• Cross-Border Collaboration and Partnerships (3.3C1)</td>
<td>• Arizona Global Center (4.2C4)</td>
<td>• Campus Master Plan to Complement Strategic Plan Initiatives (5.5B)</td>
</tr>
<tr>
<td>• One Team (1.4A3)</td>
<td>• Personalized Defense (UAHS 4.1)</td>
<td>• Border Lab (3.3C2)</td>
<td>• Create separate legal entity to facilitate Arizona presence, research and educational activities abroad (4.2A2)</td>
<td>• Large Scale Renewable Energy Options (5.4A1)</td>
</tr>
<tr>
<td>• Wildcat Living (1.4B2)</td>
<td>• Technology Solutions for Health-Center on Advanced Technologies for Health (UAHS 5.1C)</td>
<td>• Senior Leader and Center for Native American Advancement &amp; Tribal Engagement (3.1C1)</td>
<td>• Arizona Health Sciences Global and Online (UAHS 5.1A)</td>
<td>• Technology Solutions for Health-Collaborative to Increase 4IR Health Sciences Research (UAHS 5.1A)</td>
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<tr>
<td>• Creating Our Story (1.6A1)</td>
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<td>• New Generation Model of Healthy Aging (UAHS 3.3)</td>
<td></td>
<td>• Health Analytics Powerhouse (UAHS 5.3)</td>
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<td>• Bear Down Network (1.6B5)</td>
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<td>• Financial Aid for Retention (1.1A4)</td>
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<td>• Old Chem Building Renovation (1.3B2)</td>
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<td>• Curriculum of Tomorrow/ Personalized Learning Journey (UAHS 1.1/1.2)</td>
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<tr>
<td>• Interprofessional Education Portfolio (UAHS 1.3)</td>
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<td>• Minimize the Debt Burden (UAHS 1.4)</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>• Technology Solutions for Health-Health Sciences Design School (UAHS 5.1B)</td>
<td></td>
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</tbody>
</table>
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ENROLLMENT

RETENTION

TRELLIS
ENROLLMENT INITIATIVES
FOCUS AREAS

- High-achieving undergraduates
- Financial aid investment
- Arizona community college partnerships
FALL ENROLLMENT:
GRADUATE, UNDERGRADUATE AND TOTAL

ENROLLMENT
**“BEST-EVER” FIRST YEAR CLASS: GPA / SAT / ACT**

GPA IS UNWEIGHTED 4.0 SCALE

<table>
<thead>
<tr>
<th>Metric</th>
<th>Average</th>
<th>Change From 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average HS GPA</td>
<td>3.51</td>
<td>+.07</td>
</tr>
<tr>
<td>Average SAT COMP</td>
<td>1262</td>
<td>+33</td>
</tr>
<tr>
<td>Average ACT COMP</td>
<td>26</td>
<td>+1</td>
</tr>
</tbody>
</table>

- **41.4%** Students in Top 10% of High School
- **19.2%** Top 10 in Graduating Class
- Percentage of students with a rank listed
- +10.7% from 2018
- +21.5% from 2018
## “BEST-EVER” FIRST YEAR HONORS PROFILE

GPA IS UNWEIGHTED 4.0 SCALE

<table>
<thead>
<tr>
<th>Metric</th>
<th>Average</th>
<th>Change from 2018</th>
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<tbody>
<tr>
<td>Average Honors GPA</td>
<td>3.89</td>
<td>+.06</td>
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<tr>
<td>Average SAT COMP</td>
<td>1409</td>
<td>+50</td>
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<tr>
<td>Average ACT COMP</td>
<td>31</td>
<td>+2</td>
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ENROLLMENT
ARIZONA ONLINE ENROLLMENT
UNDERGRADUATE VS. GRADUATE

<table>
<thead>
<tr>
<th>Year</th>
<th>Undergraduate</th>
<th>Graduate</th>
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<tbody>
<tr>
<td>2016-17</td>
<td>1,004</td>
<td>1,799</td>
</tr>
<tr>
<td>2017-18</td>
<td>1,584</td>
<td>2,040</td>
</tr>
<tr>
<td>2018-19</td>
<td>2,102</td>
<td>2,342</td>
</tr>
<tr>
<td>2019-20</td>
<td>2,724</td>
<td>2,518</td>
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</table>

* ABOR Exclusively Online Enrollment
ARIZONA ONLINE ENROLLMENT: BREAKDOWN

AZ OVER 50%
INT’L LESS THAN 2%
COMMITMENT TO DIVERSITY & ACCESS: STUDENTS OF COLOR % OF ENROLLMENT

40.9%
TOTAL ENROLLMENT
17,810

44.6%
NEW UNDERGRADUATE
4,469

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

<table>
<thead>
<tr>
<th>New Transfers Enrolled</th>
<th>2,487</th>
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</thead>
<tbody>
<tr>
<td>Residents</td>
<td>1,603</td>
</tr>
<tr>
<td>Non-Residents</td>
<td>884</td>
</tr>
</tbody>
</table>

+9.7% from 2018

Source: Census Report 2. Campus Enrollment
RETENTION INITIATIVES
FOCUS AREAS

- First-generation college students
- Pell-recipient students
- New Start
- Undergraduate males of color
- Academic probation students
- Academic advising
STUDENT GRAD JOURNEY
FALL 2012 FTFT COHORT

6,951 Students
ENTRY TERM

5,665 1 YEAR AFTER ADMIT

5,053 2 YEARS AFTER ADMIT

4,685 3 YEARS AFTER ADMIT

1,342 4 YEARS AFTER ADMIT

306 5 YEARS AFTER ADMIT

125 6 YEARS AFTER ADMIT

1,286 Graduating Students

146 1 YEAR AFTER ADMIT

3,093 2 YEARS AFTER ADMIT

1,015 3 YEARS AFTER ADMIT

229 4 YEARS AFTER ADMIT

612 5 YEARS AFTER ADMIT

6,951 Students
ENTRY TERM

5,665 1 YEAR AFTER ADMIT

5,053 2 YEARS AFTER ADMIT

4,685 3 YEARS AFTER ADMIT

1,342 4 YEARS AFTER ADMIT

306 5 YEARS AFTER ADMIT

125 6 YEARS AFTER ADMIT

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ENTRY TERM

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4,685 3 YEARS AFTER ADMIT

1,342 4 YEARS AFTER ADMIT

306 5 YEARS AFTER ADMIT

125 6 YEARS AFTER ADMIT

1,286 Graduating Students

146 1 YEAR AFTER ADMIT

3,093 2 YEARS AFTER ADMIT

1,015 3 YEARS AFTER ADMIT

229 4 YEARS AFTER ADMIT

612 5 YEARS AFTER ADMIT

RETENTION

Attrition
RETENTION AND GRADUATION
FTFT COHORT IMPROVEMENT

Years indicate IPEDS Fall Entry Cohort

RETENTION & GRADUATION
PROJECTED RETENTION WITH ABOR GOALS

RETENTION

ABOR 2015 Goal
Arizona Projection
## FTFT Retention for Peer Fall 2016 Cohort

<table>
<thead>
<tr>
<th>INSTITUTION NAME</th>
<th>FTFT RETENTION RATE</th>
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<tbody>
<tr>
<td>University of California-Los Angeles</td>
<td>97%</td>
</tr>
<tr>
<td>University of Florida</td>
<td>96%</td>
</tr>
<tr>
<td>University of Maryland-College Park</td>
<td>96%</td>
</tr>
<tr>
<td>University of North Carolina at Chapel Hill</td>
<td>96%</td>
</tr>
<tr>
<td>The University of Texas at Austin</td>
<td>95%</td>
</tr>
<tr>
<td>University of Wisconsin-Madison</td>
<td>95%</td>
</tr>
<tr>
<td>Ohio State University-Main Campus</td>
<td>94%</td>
</tr>
<tr>
<td>University of Washington-Seattle Campus</td>
<td>94%</td>
</tr>
<tr>
<td>Pennsylvania State University-Main Campus</td>
<td>93%</td>
</tr>
<tr>
<td>University of California-Davis</td>
<td>93%</td>
</tr>
<tr>
<td>University of Minnesota-Twin Cities</td>
<td>93%</td>
</tr>
<tr>
<td>Texas A&amp;M University-College Station</td>
<td>92%</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign</td>
<td>92%</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>91%</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>86%</td>
</tr>
<tr>
<td>University of Arizona</td>
<td>83%</td>
</tr>
</tbody>
</table>

* IPEDS 2017 Fall Enrollment
# 6 Year Graduation Rate

**Peer Fall 2010 Cohort**

<table>
<thead>
<tr>
<th>Institution Name</th>
<th>6-Year Grad Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of California-Los Angeles</td>
<td>91%</td>
</tr>
<tr>
<td>University of North Carolina at Chapel Hill</td>
<td>90%</td>
</tr>
<tr>
<td>University of Florida</td>
<td>87%</td>
</tr>
<tr>
<td>Pennsylvania State University-Main Campus</td>
<td>86%</td>
</tr>
<tr>
<td>University of Maryland-College Park</td>
<td>86%</td>
</tr>
<tr>
<td>University of California-Davis</td>
<td>85%</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign</td>
<td>85%</td>
</tr>
<tr>
<td>University of Wisconsin-Madison</td>
<td>85%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Institution Name</th>
<th>6-Year Grad Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Washington-Seattle Campus</td>
<td>84%</td>
</tr>
<tr>
<td>Ohio State University-Main Campus</td>
<td>83%</td>
</tr>
<tr>
<td>The University of Texas at Austin</td>
<td>80%</td>
</tr>
<tr>
<td>Texas A&amp;M University-College Station</td>
<td>79%</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>77%</td>
</tr>
<tr>
<td>University of Minnesota-Twin Cities</td>
<td>77%</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>72%</td>
</tr>
<tr>
<td>University of Arizona</td>
<td>60%</td>
</tr>
</tbody>
</table>

*IPEDS 2017 Graduate Rates*
## 4 Year Graduation Rate
### Peer Fall 2010 Cohort

<table>
<thead>
<tr>
<th>INSTITUTION NAME</th>
<th>4-YEAR GRAD RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of North Carolina at Chapel Hill</td>
<td>81%</td>
</tr>
<tr>
<td>University of California-Los Angeles</td>
<td>74%</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign</td>
<td>71%</td>
</tr>
<tr>
<td>University of Maryland-College Park</td>
<td>69%</td>
</tr>
<tr>
<td>University of Florida</td>
<td>66%</td>
</tr>
<tr>
<td>Pennsylvania State University-Main Campus</td>
<td>64%</td>
</tr>
<tr>
<td>University of Washington-Seattle Campus</td>
<td>63%</td>
</tr>
<tr>
<td>Ohio State University-Main Campus</td>
<td>59%</td>
</tr>
<tr>
<td>University of Minnesota-Twin Cities</td>
<td>59%</td>
</tr>
<tr>
<td>University of California-Davis</td>
<td>58%</td>
</tr>
<tr>
<td>University of Wisconsin-Madison</td>
<td>56%</td>
</tr>
<tr>
<td>The University of Texas at Austin</td>
<td>52%</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>51%</td>
</tr>
<tr>
<td>Texas A&amp;M University-College Station</td>
<td>51%</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>51%</td>
</tr>
<tr>
<td>University of Arizona</td>
<td>42%</td>
</tr>
</tbody>
</table>

*IPEDS 2017 Graduate Rates*
BROAD & DEEP COMMITMENT TO STUDENT RETENTION
STRATEGIC PLAN

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

GRAND CHALLENGES
Tackling society’s biggest discoveries that will fundamentally shape the future

ARIZONA ADVANTAGE
Advancing our land-grant mission to drive social, cultural and economic impact

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INSTITUTIONAL EXCELLENCE
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)
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SPACE
COMMUNITY HEALTH
INNOVATION POWERHOUSE

HEALTH RESEARCH
FUTURE EARTH
HEALTHIER COMMUNITIES
DATA & NETWORK SCIENCE

THE UNIVERSITY OF ARIZONA
GOALS

- Innovation Spaces
- Innovation Services
- Global Innovation
- Entrepreneurial Mindset
- Corporate Engagement
VENTURE FUNDS
REGIONAL INCUBATORS

- UA Venture Capital
  - 60 Investors, 7 states (Alumni-led)
  - 5 funded companies in round #1 (5G antennae)
  - 8 funded companies in round #2 (non-addictive 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
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
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.
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.
#SpaceIsWildCountry
INITIATIVE
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
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.
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.
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

**WILDCAT JOURNEY**
- 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
STRATEGIC THEME
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)
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)
STRATEGIC THEME
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)
STRATEGIC THEME
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)
HEALTHY & RESILIENT COMMUNITIES
STRATEGIC PLAN

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**HEALTH RESEARCH**
**4TH INDUSTRIAL REVOLUTION**

**COMMUNITY HEALTH**

**INNOVATION POWERHOUSE**
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DIVERSE COMMUNITY

ARTS & HUMANITIES

OUTREACH

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

THE UNIVERSITY OF ARIZONA
Arizona Arts

ARTS & HUMANITIES
INITIATIVE
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.
INITIATIVE
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
ARIZONA GLOBAL
STRATEGIC PLAN

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INTL STUDENTS
MICRO CAMPUSES
STUDY ABROAD
INITIATIVE
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
TOP 5 COUNTRIES
China
India
Kuwait
Mexico
Saudi Arabia
INTERNATIONAL ENROLLMENT

Source: IPEDS
INTERNATIONAL STUDENTS:
ACADEMIC PREPAREDNESS

SAT Scores
- Fall 2017: 905
- Fall 2018: 1203
- Fall 2019: 1301

Grade Point Average
- Fall 2017: 2.51
- Fall 2018: 3.32
- Fall 2019: 3.96

ACT Scores
- Fall 2017: 22
- Fall 2018: 23
- Fall 2019: 26
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*
Ocean University was our first cohort to graduate

Opened a microcampus in Lima, Peru

Final stages of a new location in Amrita, India
Prepared students with the skills and mindsets to lead in the 4th Industrial Revolution.

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Gifts &amp; Commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$200</td>
</tr>
<tr>
<td>2017</td>
<td>$265</td>
</tr>
<tr>
<td>2018</td>
<td>$317</td>
</tr>
<tr>
<td>2019</td>
<td>$334</td>
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</tbody>
</table>
FUNDRAISING

360 INITIATIVE
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