

November 2019



STRATEGIC PLAN

Progress Report

Dear Regents,

I am very proud of the University of Arizona's strategic plan, which emerged from a year-long process engaging more than 10,000 stakeholders, including students, faculty, staff, and community members. The strategic plan articulates a bold vision for the University of Arizona as a leading global land-grant mission in the Fourth Industrial Revolution.

Fulfilling our role in achieving the Arizona Board of Regents' goals for higher education in Arizona, the plan's foremost priority is to create an environment for individualized student success that provides opportunities and resources of a world-class research university. As we move forward with the implementation of this new strategic plan, I am even more excited for the university's future than when we first presented it to the Arizona Board of Regents in 2018.

This plan is a roadmap for the next five to 10 years, and we have prioritized major initiatives to help seize key opportunities. We are doubling down on student success with support that ranges from advancing our scholarship and financial aid options through new programs like the Pell Pledge Grant to redesigning the physical spaces where students learn and the curriculum and courses our faculty create to engage them. We are building on our faculty's longstanding research success with startup incubation and commercialization activities, expanding our cultural impact with the launch of Arizona Arts, expanding our reach with Global's microcampus initiative and international student support, and transforming our operations and infrastructure for institutional effectiveness. Our newly articulated core purpose—Working together to expand human potential, explore new horizons and enrich life for all—is our North Star as an institution. Our newly articulated set of values: integrity, exploration, inclusion, compassion, adaptation and determination, provide a common vocabulary and guideposts for each employee and student at Arizona to bring our core purpose to life. Together, our purpose and values help ensure our daily work is fully aligned with the strategic plan, and that we advance the mission of our university as a community.

The strategic plan is shaping the university's impact for those we serve—our students, the people of our state, and communities throughout our region and across the world—as we actively work to fulfill our promise as a leading global institution in the Fourth Industrial Revolution.

ROBERT C. ROBBINS
President

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OVERVIEW: STRATEGIC PLAN

Through the implementation of the strategic plan, the University of Arizona will develop innovative, adaptive learners and disruptive problem solvers who are prepared to lead meaningful lives and improve society in the Fourth Industrial Revolution economy.

The plan is comprised of five pillars representing the key strategic goals for the university. A strategic plan for health sciences was developed subsequently and integrated into the overall campus plan.



Wildcat Journey

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



Grand Challenges

Tackling society's biggest challenges by enabling discoveries to 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 institution.

STRATEGIC PLAN INITIATIVES

LAUNCHED INITIATIVES ARE RED | PRE-LAUNCH INITIATIVES ARE BLUE

WILDCAT JOURNEY	GRAND CHALLENGES	ARIZONA ADVANTAGE	ARIZONA GLOBAL	INSTITUTIONAL EXCELLENCE
<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> 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 UArizona 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) 	<ul style="list-style-type: none"> 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 UA Study Abroad Sites (4.3A1) Unique and Affordable Experiences Abroad (4.3A2) Early University Program at UArizona-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 UArizona Presence, Research and Educational Activities Abroad (4.2A2) Arizona Health Sciences Global and Online (UAHS 1.5) 	<ul style="list-style-type: none"> 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)

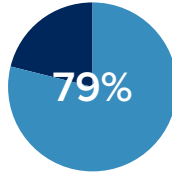
STRATEGIC PLAN PROGRESS

65% Launched, 35% Pre-launch

○ Launched Initiatives % of Initiatives Launched ○ Pre-Launch Initiative



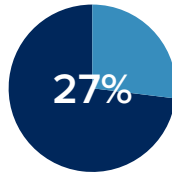
The Wildcat Journey
15 launched, 4 pre-launch



Many Wildcat Journey initiatives have launched and projected goals in key areas (e.g., average SAT/ACT scores, HS GPA, graduation in top 10% of class and number of National Merit Finalists) have been surpassed while maintaining access and diversity. The retention rate for first-time full-time students increased from 81.2% to 83.2%. Four health sciences initiatives will launch by Q1 2020.



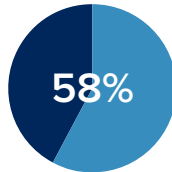
Grand Challenges
3 launched, 8 pre-launch



Progress continues in the area of space science and technology (including a vision for the Arizona Space Institute) and key hires that will help us retain our leadership in space science research and education. Betsy Cantwell, SVP for Research and Innovation, joined the university and is leading the charge to improve integration of efforts to pursue large-scale opportunities in environmental, data and network science and health research.



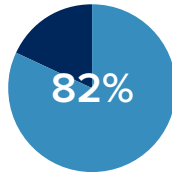
Arizona Advantage
7 launched, 5 pre-launch



The unique brand and diverse assets of place and people of the University of Arizona have come into sharper focus through innovative thinking around inclusion and diversity. Momentum and enthusiasm are palpable around campus for an elevated role for the arts and higher visibility for border studies, Hispanic, Native American and evidence-based multicultural programs that engage students and faculty, alongside a deepened commitment to community outreach, service and impact.



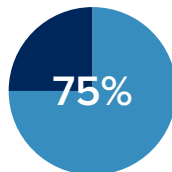
Arizona Global
9 launched, 2 pre-launch



Substantial progress has been made toward establishing new microcampuses, opening the Global Center and increasing access to study abroad programs. Most of the Arizona Global initiatives have been launched and are on track or ahead of their annual targets. A global health science initiative will launch by Q1 2020.



Institutional Excellence
9 launched, 3 pre-launch



The groundwork has been laid and the layers are being built to collect our resources and bring the strategic message to campus. The Trellis platform (the university's CRM solution) is installed with encouraging adoption rates for the first prototype applications. We will enter into an agreement with TEP to ensure 100% of the university's purchased electricity needs are met by renewable resources by the end of 2020.



Wildcat Journey

Student success is the heart of the strategic plan. From recruitment and initial enrollment to timely graduation and career placement, we build on the deep and powerful legacy of the University of Arizona to prepare students from all backgrounds with the skills and mindsets to lead and prosper in the 4IR. We adapt to the future needs of our students and state to drive economic development and well-being in a rapidly changing world.

PILLAR PROGRESS

WILDCAT JOURNEY

- Strategically Recruit Prospective High-potential Undergraduate Students
- Aid Without Anchor
- Financial Aid for Retention
- Financial Aid Top Up Pilot
- Arizona Community College Partnerships for Transfer Enrollment Growth
- Develop a Prospective Transfer Student Portal
- Design a New Gen Ed Curriculum
- Dramatically Scale Innovative Learning Spaces
- Old Chem Building Renovation
- Analytics Engine
- Intervention Playbook
- One Team
- Wildcat Living
- Creating Our Story
- Bear Down Network
- Curriculum of Tomorrow/Personalized Learning Journey
- Interprofessional Education (IPE) Portfolio
- Minimize the Debt Burden
- Technology Solutions for Health-Health Sciences Design School

WILDCAT JOURNEY

Prepare diverse, high-achieving students to lead and prosper in the 4th Industrial Revolution.

DESCRIPTION

Student success is the heart of the strategic plan. From recruitment and initial enrollment to timely graduation and career placement, we build on the deep and powerful legacy of the University of Arizona to prepare students from all backgrounds with the skills and mindsets to lead and prosper in the 4IR. We adapt to the future needs of our students and state to drive economic development and well-being in a rapidly changing world.

By 2025, the university will:

- Significantly increase the number of first-generation Arizona residents on campus;
- Notably increase the number of enrolled students who graduated in the top 10% of their class;
- Raise the first-year persistence to 90% and measurably improved the well-being of all students;
- Develop and implement a new, distinctive general education curriculum;
- Dramatically improve teaching practices and performance at all university campuses.

Summary of Progress:

Many Wildcat Journey initiatives have launched and projected goals in key areas (e.g., average SAT/ACT scores, HS GPA, graduation in top 10% of class and number of National Merit Finalists) have been surpassed while maintaining access and diversity. The retention rate for first-time full-time students increased from 81.2% to 83.2%. Four health sciences initiatives will launch by Q1 2020.

Highlights:

- UA Arizona welcomed its most academically prepared incoming class.
- UA Arizona realized a 9.7% growth in transfer students.
- Retention rate, 4-year graduation rate and 6-year graduation rate all increased;
- A new Gen Ed first-year course was piloted and additional pilots are slated for Spring 2020.
- In April 2019, The Bear Down Network alumni platform went live and now boasts nearly 5,000 members, already exceeding its year-end goal by more than 1,500 members.
- Plans for four initiatives focused on health sciences curriculum and student success have been developed and will launch by Q1 2020.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

***Strategically Recruit
Prospective High-Potential
Undergraduate Students*** (1.1A1)

Owners: Kasey Urquidez & Dani Rollins

To maintain excellence in the 21st century, we must effectively respond to changing demographics and educational trends, while recruiting and enrolling a diverse and high-potential student body. To do this, we will increase investments in Enrollment Management staff, operations and marketing to assist in addressing pipeline issues and to attract the best and brightest students in Arizona and from around the world. We will employ targeted recruitment strategies that increase overall academic quality, number of applicants and yield rates, while retaining our commitment to access.



STATUS: LAUNCHED

Many of the 2025 academic goals have been achieved, including average SAT/ACT scores and enrollment of students from the top 10% of their high school class and 3.75+ GPA. To continue to achieve these high standards, Enrollment Management has hired additional team members for the National Recruitment team. President Robbins accompanied recruiters for visits with students and counselors in TX, CA and AZ.

HIGHLIGHTS

1. The average HS GPA for the 2019 class is 3.51, up from 3.44 for the 2018.
2. The average SAT score for the 2019 class is 1262, up from 1229 for the 2018 class, exceeding the 2025 goal of 1253.
3. The percentage of students in the top 10% of their high school class is 41.4% compared to 30.7% for the 2018 class, exceeding the 2025 goal of 40%.
4. The number of National Merit Scholars increased by 82.5% and the number of National Hispanic Scholars increased by 42.4%.
5. In AY 2019-2020, Arizona realized a 9.7% growth in transfer students with the majority of students coming from Arizona community colleges.

CHALLENGES & OPPORTUNITIES

1. Expansion of EAO's program College Academy for Parents (low-income, underrepresented, first generation high school sophomores/families) will help to build capacity for the enrollment pipeline.
2. Growing National Merit and National Hispanic Scholar enrollment to 150 by 2025 will make the university a national leader. Creating a high-ability recruitment team will help us meet these goals.
3. Timing of the funding and approval for new hires created challenges for hiring and onboarding of recruitment staff, meaning that impacts won't likely be felt until at least 2020.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Aid Without Anchor (1.1A2)

Owners: Kasey Urquidez & Helen Horetski

We will ensure students are prepared for long-term financial success, in part, by strategically utilizing financial aid staff to work with students, address their questions and needs as well as educate them about potential implications. This strategy ensures student success from initial enrollment to graduation with a particular emphasis on the FTFT cohort, academic quality and diversity metrics.



STATUS: LAUNCHED

Project is on track. Positions are filled and we are training new staff. Additional resources have led to an increase in service to both students and campus partners, as is evidenced by our best opening of school yet in Fall 2019, with lesser wait times than prior years.

HIGHLIGHTS

1. Native American Outreach Counselor – a new position providing strategic outreach to Native American communities, building relationships and sharing information.
2. Fall opening – the best opening of school we have seen, with lower wait times and fewer escalations. We have also been able to reduce our processing timelines.
3. Most academically prepared incoming class, as well as increased retention of first-to-second year students – at least partially attributable to the financial aid programs and support we have instituted.

CHALLENGES & OPPORTUNITIES

1. Some of the new roles do not yet have “best practices.” We are making sure that we consider all strategic planning goals and principles as we keep developing these positions.
2. We are building our Financial Literacy program to reach out to as many students as possible, and are currently looking at possible vendors to partner with to make the biggest impact.
3. We have to be very mindful of progress as some of the outcomes are still years in the future.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Financial Aid for Retention (1.1A4)

Owners: Kasey Urquidez & Cynthia Demetriou

We will strategically utilize financial aid by taking a holistic approach to ensure student success and long-term financial success. With particular emphasis on the FTFT cohort, and the expansion of the Arizona Assurance cohort, the initiative provides funding for financial aid staff and financial wellness counselors to educate and work with students to address their financial questions and needs.



STATUS: LAUNCHED

We hired the financial aid and financial wellness counselors. We've made great progress on policies that will facilitate the awarding of financial aid for the Balance Forgiveness and Last Mile programs. We are in the last phase of implementation for the Arizona Assurance program that will offer better aid and support to low-income Arizona residents starting Fall of 2020.

HIGHLIGHTS

1. Hired new staff and finalizing new policies on awarding Last Mile and Balance Forgiveness funds to help students with small Bursar balances.
2. We've begun helping students by offering both small awards and by counseling those who would not have otherwise been able to continue at Arizona.
3. The updated Arizona Assurance program will offer more financial aid and support services/resources to low-income Arizona residents who qualify.

CHALLENGES & OPPORTUNITIES

1. Balance Forgiveness and Last Mile are new programs and do not yet have "best practices." We are trying to consider all strategic planning goals and principles as we maximize access and support to students.
2. We have an opportunity to help more students as we spread the word and look for proactive ways to identify students who are not persisting because of small balances.
3. We have to be very mindful of progress as some of the outcomes are still years in the future.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Financial Aid Top Up Pilot (1.1A6)

Owners: Kasey Urquidez & Helen Horetski

This pilot program is focused on increasing the number of high-achieving, domestic non-resident students and Pell-eligible resident students (Arizona) who enroll, by offering “top up” financial aid merit awards following initial merit aid awards offered in the fall. The pilot will check validity of data analytics for enrollment, financial aid and net tuition revenue.



STATUS: LAUNCHED

When Enrollment Management determined that the intent of the program was not achieved, the funds were redirected to the Pell Pledge Grant Program. This new financial aid award for all Arizona resident, Pell-eligible University of Arizona first-year students covers the cost of base tuition for four years (or eight consecutive semesters).

HIGHLIGHTS

1. The Top Up program was piloted. Because it did not achieve the desired goals, the program will not continue.
2. An alternative program, The Pell Pledge Grant, was created instead. The Pell Pledge covers the cost of tuition by filling in the difference between a student's base tuition and all other gift aid (scholarships, grants) a student receives is more consistent with the institutional goals.
3. The Pell Pledge Grant will be available beginning with the Fall 2020 semester.

CHALLENGES & OPPORTUNITIES

1. We are phasing in the The Pell Pledge Grant beginning with the new class of 2020 first-year students, so current students are not eligible.
2. Many students will be eligible for either the Pell Pledge Grant or Arizona Assurance so it will be important to have clear communications about the features of each program.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Arizona Community College Partnerships for Transfer Enrollment Growth (1.1B1)

Owners: Kasey Urquidez & Dani Rollins

We will build strong and lasting relationships with the Arizona Community College system by establishing a presence on all campuses, communicating regularly and effectively with leadership and advisers, providing consistent and concise reports that track current and future transfers, and developing clear and purposeful pathway partnerships between the colleges and the university. Success will be measured by an increase in enrolled students, increased Bridge participants, and growth in the degree pathways between AZCC's and the university.



STATUS: LAUNCHED

Provost Folks and Enrollment Management leadership plan to capitalize on the momentum that began during a meeting with Dr. Karla Fisher, district provost of Maricopa County Community Colleges, at the end of October. Numerous meetings with Dr. Dolores Duran-Cerda, provost of Pima Community College, are underway and smaller teams continue to meet to increase the number of transfers from Pima Community College.

HIGHLIGHTS

1. The overall growth of new transfers for Fall 2019 was 9.7%.
2. The Arizona Community College growth for Fall 2019 was 4.9%.
3. Several “firsts” have been implemented. Among the newest initiatives are the Community College Day for statewide community college advisers which was held on Oct. 21 and a joint Strategic Enrollment Management Committee between Arizona and Pima which will meet regularly to explore ways to improve the transfer student experience.

CHALLENGES & OPPORTUNITIES

1. Opportunities for increased STEM pathways in Phoenix have achieved more momentum with the arrival of Dean Hahn, College of Engineering.
2. The university's continued presence in Maricopa County is showing our commitment and follow through. Not only do we have more staff serving students, we also are actively working to connect academic partners to build pathways.
3. ASU's MAPP (Maricopa to ASU Pathways Program) system is well established and offers direct interface access to community college advisers who use the tool in their advising appointments with students.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Develop a Prospective Transfer Student Portal (11B5)

Owners: Kasey Urquidez & Darcy Van Patten

We will develop a robust prospective transfer site to centralize resources, provide point-in-time information and allow students to learn more about course transferability and degree exploration. The transfer portal will serve transfer, prospective and current students with transfer credit, and community college partners in the advisement of future transfer students. Users will have the ability to create an account to save information, access to a complete list of available degree pathways, and the ability to see how specific courses will transfer. The long-term goal is to provide direct integration to community college student information systems in the state of Arizona and beyond.



STATUS: LAUNCHED

The project to develop a prospective transfer student portal launched in Sept. 2019. The team is working to improve the current degree search website with an improved look, updated content and streamlined data integrations. Phase 1 of the transfer portal will be released at the end of fall and will include a full replacement of the A-Z degree list on the Arizona.edu site.

HIGHLIGHTS

1. Draft design developed through multiple workshops with campus partners, Pima and Maricopa community colleges, and prospective students.
2. A large-scale, cohesive content curation project with the colleges is on track for completion by Jan. 2020.
3. Development is underway for the first deliverables due at the end of fall.

CHALLENGES & OPPORTUNITIES

1. The curriculum complexity at the University of Arizona causes challenges in articulating transfer work systematically.
2. Much determination of how courses apply to a degree program occurs at the academic adviser level. This is particularly true of popular transfer degrees such as the Bachelor of Applied Science because of the 2+2 nature of the programs.
3. There is legitimate concern that showing prospective students a degree completion progress percentage based on a system evaluation will underestimate the degree progress and potentially deter potential students from applying to Arizona.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Design a New Gen Ed Curriculum (1.2A1)

Owner: Elliott Cheu

We will transform the General Education curriculum to prepare students for a changing and complex world, confronting global issues and learning how to solve difficult and multidisciplinary problems. The new Wildcat Core will be comprised of three components: one-unit first-year course, thematic Grand Challenge courses and 4IR skills courses. The vision is to prepare students for their future studies and provide a common Arizona foundation for successful careers.



STATUS: LAUNCHED

A collaborative team ran a pilot of the first-year course with nearly 80 students enrolled. Outcomes for the students in this course will be compared with the outcomes for several different baseline groups. We have also engaged in faculty focus groups to generate input on the future directions of the Gen Ed program. Pilot courses are planned for the spring 2020 semester, and a new e-portfolio system will help assess student work.

HIGHLIGHTS

1. A pilot for a new first-year course, taught in small sections and designed to help students navigate the university was successfully developed and launched.
2. Focus groups for faculty, students, advisors and other key stakeholders groups have been conducted to gather input for the new Gen Ed program.
3. An e-portfolio system for assessment of student work was acquired. The goal is to use the system throughout the general education curriculum to track students' growth and development as writers.

CHALLENGES & OPPORTUNITIES

1. The working groups agreed that it was important to include Provost Liesl Folks in decisions regarding the design for the new general education program. Therefore, the hiring of the director for general education was postponed thus impacting progress on the development of the new office and new curriculum.
2. Faculty buy-in is essential for the transition to the new program to be successful.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Dramatically Scale Active, Collaborative Teaching and Learning Spaces (1.3B1)

Owners: Lisa Elfring & Tina Deemer

We will renovate and transform centrally located classrooms and other facilities across campus. Active and collaborative learning strategies result in increased student learning, engagement and development of workplace-relevant skills. Although many evidence-based teaching strategies can be implemented in any physical setting, there is no doubt that the physical layout of the classroom can impact student engagement and the use of instructional strategies.



STATUS: LAUNCHED

Several classrooms in buildings undergoing deferred maintenance renovations have been transformed into collaborative learning spaces. The team is now focused on the renovation of the Old Chemistry Building, which will commit approximately 2/3 of the space to evidence-based teaching and learning.

HIGHLIGHTS

1. We converted a former art gallery in the Student Union into an entry-level math emporium. The inviting space encourages students to tackle difficult problems and appreciate the value of learning from their peers.
2. Classrooms in the Steward Observatory are now student-friendly environments. A turn-and-talk layout in one of the rooms directs attention to the front for fantastic displays of the universe before students spin and collaborate with their peers to discuss important grand challenges.

CHALLENGES & OPPORTUNITIES

1. The demand for collaborative learning spaces continues to grow and the complexities of scheduling the spaces for the diverse needs of the faculty who wish to teach in the spaces remain a significant challenge.
2. The Office of Instruction and Assessment (OIA) continues to provide important professional development opportunities to promote evidence-based teaching and learning strategies which are essential for the rooms to be used effectively.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Old Chem Building Renovation (1.3B2)

Owners: Mike Herman, Tina Deemer
& Vicente Talanquer

We are building an innovative teaching hub with the highly-visible renovation of the centrally located, historic Old Chemistry building. Although many evidence-based teaching strategies can be implemented in any physical setting, there is no doubt that the physical layout of the classroom can impact student engagement, learning and the use of instructional strategies. Building renovations will also address deferred maintenance, life safety, accessibility, code upgrades and sustainability.



STATUS: LAUNCHED

Three preliminary steps are in progress. PD&C is currently in fee negotiations with the Design-Build team that was selected by the Search Committee for the RFQ process. Planning for relocation of existing Old Chem building occupants is underway, including identification of spaces to relocate equipment and personnel for the Chemistry and Biochemistry departments and assessment of classroom locations and scheduling. Focus group sessions in late fall provided the opportunity to gather feedback from a variety of faculty, students and advisors across campus regarding collaborative learning.

HIGHLIGHTS

1. The Design-Build team was selected from the RFQ process.
2. We've identified a space to replace the large lecture room in the Old Chem building.
3. We've identified some replacement spaces for Chemistry labs and administrative offices.

CHALLENGES & OPPORTUNITIES

1. Finding space for the NMRs that are currently located in the lower level of the Old Chem building has been challenging, due to the space requirements and expense of moving this equipment.
2. Renovating an existing historic building in the center of campus provides an opportunity to think creatively to address programming, accessibility, and sustainability.
3. The balance between research and education in the building brings about the opportunity to discuss overlaps and synergies that exist with the two missions of the university that are often silo-ed.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Analytics Engine (1.4A1)

Owners: Cynthia Demetriou & Jen Ludwig

We will catalog the existing student success and retention infrastructure, establish benchmarks and best-practices for student success support, and create a long-term strategy for investing in and expanding upon these practices. The current infrastructure for student success programming is both centralized and decentralized at various scales, causing inconsistent practices that result in gaps that impact the quality of the student experience. The Analytics Engine will provide a suite of tools for early warnings and student notes to overcome these gaps.



STATUS: LAUNCHED

The Analytics Engine is a suite of early warning and predictive analytic systems that enable the university to better understand where students need support and to guide targeted interventions. At census, the Fall 2018 First-Time Full-Time cohort was 5,992 students. Of these students, we retained 4,986 into their second year giving us a final 1-Year Retention rate of 83.2% compared to 81.2% for the 2017 cohort. Implementing predictive analytic systems helps us to meet students where they are, and provide appropriate interventions and support on their path to degree completion.

HIGHLIGHTS

1. Launching the Creative Inquiry for Student Success grant program to help teams design and execute a creative inquiry to better understand and address retention challenges at Arizona.
2. Finalizing a model and framework for the Student Success Lab to advance collaborative research and analytics by creating a hub of activity between undergraduates, graduate students and faculty.
3. In the process of hiring an instructional innovation specialist.

CHALLENGES & OPPORTUNITIES

1. We have the opportunity to plan for the long-term sustainability of this work by implementing and gathering Development Case Statements as part of each sub-initiative owners' Assessment Plan.
2. We have the opportunity to increase data collection and reporting across campus to better understand student needs and gaps in support at Arizona.
3. The Analytics Engine involves implementing completely new initiatives, which require a robust infrastructure to ensure success.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Intervention Playbook (1.4A2)

Owners: Cynthia Demetriou & Jen Ludwig

To reach our ABOR goals and establish Arizona as a leader among our peer group specifically and public research universities in general, we have developed a comprehensive, campus-wide plan and infrastructure to support student success. This initiative will improve process and programming in the following ways: increase access to mental health services; grow the already successful First Cats programming; improve support of students in academic jeopardy; implement “Last Mile” grants to students who are close to graduating but are not enrolled; reinvest in Arizona Assurance Scholars Program; expand Supplemental Instruction in the Think Tank; and grow the Writing Center, among others.



STATUS: LAUNCHED

We are building interventions to support students across a wide range of needs and improve outcomes. Efforts include increasing access to mental-health resources, providing additional tutoring services and expanding the support for first-generation college students. Since implementing, minority student retention rates are up from 78.49% to 81.29% and Pell-eligible retention rose from 75.41% to 78.96%. Additionally, students who were underprepared in math are making huge gains through the Schedule for Success program from 62.24% (2017 cohort) to 68.85% (2018 cohort).

HIGHLIGHTS

1. Sub-initiative Assessment Plans including timelines and KPIs have been submitted.
2. Success stories that provide updates on progress and the positive impact we’re having on Arizona students are being shared regularly.
3. The hiring process for positions dedicated to supporting students on their path to degree completion is underway.

CHALLENGES & OPPORTUNITIES

1. The process of integrating new programs with pre-existing programs can be challenging.
2. We have the opportunity to further engage faculty members by implementing Faculty Partners and a Faculty Advisory Group to work with sub-initiatives owners.
3. We have the opportunity to strengthen our communications strategies.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

One Team (1.4A3)

Owners: Roxie Catts & Jen Ludwig

To improve student success, we will shore up advising services in the colleges by assigning the most talented and experienced advisors to work with students in transition or in academic jeopardy and reducing advisor caseload in key areas. Wayfinders (first-year advising experts) from each college will provide additional programming for students with similar academic and career interests. Retention will help guide proactive advising practices, outreach campaigns and monitor academic programs. New advisor and support staff training will help to ensure a consistent and high-quality student experience campus-wide.



STATUS: LAUNCHED

The Wayfinders program successfully launched for Fall 2019. Advisors interacted with over 2,800 students in the first five weeks of the semester. Recruitment of the Retention Specialists is underway, focusing on areas with the greatest potential gains. The outline for the training program for advisors has been developed with plans to launch in Jan. 2020.

HIGHLIGHTS

1. The new Retention Specialists program which responds to colleges need for timely access to student data to better inform programming and practices, has received broad and strong support among the colleges. Discussions with UAIR, key stakeholders and pillar owners are essential in the establishment of a collaborative working group.
2. A group of enthusiastic, inspiring college-representative group of advising experts have joined the Wayfinders team, already impacting thousands of students.
3. The Advising Resource Center is building a new onboarding program to reduce redundant programs in the colleges. An online reference guide and advisor mentor program will supplement the onboarding program.

CHALLENGES & OPPORTUNITIES

1. By coordinating Retention Specialist efforts, we have an opportunity to build a more comprehensive understanding of student data and better communicate the potential positive impact for students and the institution.
2. Our biggest challenge and opportunity with the Wayfinders Program is building program awareness so that Wayfinders have optimal exposure to new students.
3. Building advising capacity to reduce student caseload is a strong signal of support to all of the colleges, but it is important to consistently remind colleges that the goals for these strategic investment funds must always focus on the specific goals as defined in the KPIs.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Wildcat Living (1.4B2)

Owner: Amanda Kraus

As part of the Wildcat Living initiative, we will engage all residents in a first-year success curriculum that offer supports at critical university milestones. The residential curriculum will introduce students to Arizona culture and traditions, and proactively address issues that contribute to retention, such as financial health, study skills and involvement.



STATUS: LAUNCHED

A curriculum focused on personal growth, connection, responsibility and cultural understanding has been developed to support students in their transition to college. While practicing and honing important life skills, students explore their place in the world and how they connect with and contribute to their communities.

HIGHLIGHTS

1. The four pillars for Wildcat Living are areas on which the residential curriculum activities and interactions are focused.
2. Residential Education staff will create thoughtful and deliberate strategies to support student development and learning.
3. Engagement plans directly connect strategies to pillars and learning outcomes of Wildcat Living to provide detailed instructions for staff who are implementing the strategy.

CHALLENGES & OPPORTUNITIES

4. As with any new program, it takes time to develop content, educate staff who are implementing the strategy and establish the procedures to ensure successful implementation.
5. The academic calendar is an important constraint that must be considered as the new curriculum is implemented.
6. The professional and student staff have varied experiences and comfort levels with serving in their new roles.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Creating Our Story (1.6A1)

Owners: Steve Moore & John Denker

This initiative addresses the need to create a common purpose and define our core values. To achieve this goal, broad collaboration is required among students, faculty, staff, donors, alumni and community members. The purpose statement and core values are the “north star” of the university brand and corresponding brand positioning (i.e., brand/advertising theme and campaign). This initiative works in conjunction with 5.1B Living Our Core Values to create a shared sense of values that aligns our sense of purpose as members of the university community.



STATUS: LAUNCHED

The University of Arizona partnered with The Purpose Institute to identify and articulate the institution's purpose statement and core values, which were added to the existing institutional mission and vision statements. The three-phase process occurred throughout Fall 2018 and early Spring 2019, and consisted of in-depth interviews with Arizona leadership and on-campus ideation labs and focus groups. The purpose and values of the institution were shared across various meetings and communications beginning in late Spring 2019.

HIGHLIGHTS

1. Launched the official ‘Purpose and Values’ webpage alongside the existing mission and vision statements: <https://www.arizona.edu/purpose-values>
2. Haley Rushing, co-founder and chief purposologist at The Purpose Institute, briefed more than 400 Arizona marketers and communicators on the purpose and values and the process used to articulate them.
3. The institutional purpose and values have been integrated into campus culture in several ways: Mall banners, business cards, CatCard, bifold, email signatures, portable banner and Stadium video played at home football games.

CHALLENGES & OPPORTUNITIES

1. **Adoption Rate:** University entities with different core functions may feel greater or lesser alignment with one or more of the general institutional values, and helping all units see themselves in the purpose and values will be important for adoption.
2. **Many Missions, One Purpose & Value Set:** Many colleges, divisions and departments develop independent purpose and value statements, and it will be important to ensure alignment with the broader institutional purpose and values.
3. **Resources:** With a single purpose and set of values, Arizona constituents from prospective students through alumni donors are likely to feel more connected to the university. Resources to reinforce our purpose and values will help drive prospects to commit, propel students to become alumni and inspire alumni to give.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Bear Down Network (1.6B5)

Owners: Melinda Burke & Quinn Miller

We will strengthen lifelong university connections by growing the alumni network through increased communication, meaningful programming and valuable experiences. These efforts will build affinity, support and giving to the university. To support our alumni worldwide, we launched the Bear Down Network, an exclusive online hub where we provide relevant content through the Bear Down Network to engage alumni in a varied menu of campus and national programming with specific focus on career, mentoring and events participation.



STATUS: LAUNCHED

The Bear Down Network launched on April 22, 2019, focused on raising alumni awareness and increasing membership on the platform. There are nearly 5,000 members on the network as of October 14, 2019. Current students are now being invited to join and connect with a meaningful number of alumni mentors. The Alumni Association continues to communicate and raise awareness for the Bear Down Network through campus partner channels and a robust communications plan.

HIGHLIGHTS

1. Official launch was on April 22, 2019. Today, includes nearly 5,000 Wildcat alumni, students, faculty and staff. This exceeds the initial goal of 3,500 members by December 2019.
2. Network usage continues to increase with 74% of members willing to help Wildcats, 670 posts to the network feed, 4,860 likes on feed posts, and 468 private messages through the network since launch.
3. Collaboration with university colleges and units has resulted in network groups for eight colleges, three campus units and two career clusters with Student Engagement and Career Development. Additional partnerships are in development.

CHALLENGES & OPPORTUNITIES

1. Reaching critical mass is challenging yet necessary in order to demonstrate a unique value add for the network.
2. There are delays from the developers to launch new features that improve the network and its capacity to engage alumni and students in meaningful ways.
3. Various issues come with a new technology platform, requiring continuous testing and collection of user feedback.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Curriculum of Tomorrow/Personalized Learning Journey (UAHS 1.1/1.2)

Owner: Kevin Moynahan, MD

We will expand our Bilingual Medical Distinction track to increase the number of students with Spanish proficiency, expand Community Service and Rural Health Distinction tracks, and offer a new Health Care Disparities curriculum in partnership with Tucson's Commitment to Underserved People clinics. As a result, the Arizona Health Sciences colleges will be a significant force in alleviating our state's health care disparities, including access to care in rural communities and having providers that understand the cultures and speak the languages of our patients.



STATUS: PRE-LAUNCH

A detailed plan has been prepared and a comprehensive review of the initiative has been completed by key administrators and support personnel. The business case is being revised in order to reflect the investments required to meet the initiative goals. Plans are in place to conduct an assessment of existing resources across all Arizona Health Sciences colleges.

GOALS

Make Arizona Health Sciences students leaders in a new wave of innovative and responsive practitioners:

1. Create new courses and programs based on big data and emerging technologies (AI, VR, EMR).
2. Expand Bilingual Medical Spanish track.
3. Create interactive courses on health care issues and disparities unique to Arizona.
4. Utilize competency-based assessments to determine degree completion.
5. Expand involvement with Underserved People clinics and Rural Health Professions Project sites throughout Arizona.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Interprofessional Education (IPE) Portfolio (UAHS 1.3)

Owner: Dan Derksen, MD

The University of Arizona will be the nation's most advanced innovator in lifelong interprofessional health education and practice by harmonizing learner experiences across the five Arizona Health Science colleges and Arizona through longitudinal, online, onsite and community-based activities. This includes revamping onsite IPE, expanding community-based activities, and developing new interprofessional degree offerings.



STATUS: PRE-LAUNCH

1. We've prepared a detailed plan and a comprehensive review of the initiative has been completed by key administrators and support personnel.
2. The Arizona Simulation Technology and Education Center has been moved to its new location in the Health Sciences Innovation Building, and plans are in place to enhance capital equipment and to expand the personnel within the Center.
3. Planning is underway to launch the search for a vice manager of the Clinical Skills Center Teaching Clinic.

GOALS

Bolster onsite IPE activities through a new Arizona Simulation Technology & Education Center, expand experiential, community-based IPE in underserved sites through existing campus programs, and support learners with continued online IPE, degree and certificate programs:

1. Increase onsite IPE learner contact hours.
2. Reduce PCP FTE shortages in Arizona.
3. Increase participation in community-based IPE sites and clinical rotations.
4. Expand IPE continuing education offerings.



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Minimize the Debt Burden (UAHS 1.4)

Owner: Heather Carter, EdD

We will design, adopt and promote new loan financing and scholarship options to help make health education more affordable and easier to navigate, including reducing curricular barriers to degree completion that increase student debt. Endeavors within this initiative will help to provide new online resources for financial literacy.



STATUS: PRE-LAUNCH

1. We've prepared a detailed plan and a comprehensive review of the initiative has been completed by key administrators and support personnel.
2. We're gathering baseline data regarding debt for current students.
3. Preliminary planning for the hiring of an administrator of student financial stewardship is currently underway.
4. Plans are in place to begin mapping financial literacy requirements and offerings across all of the colleges within Arizona Health Sciences.

GOALS

Minimize the debt burden and ensure that our students graduate financially literate by designing, adopting and promoting new loan financing and scholarship options to help make health education more affordable and easier to navigate:

1. Explore opportunities to create income share agreements for UArizona Health Sciences students.
2. Leverage resources to help students navigate existing loan, grant and scholarship programs with employers and organizations in the health care sector.
3. Provide high-quality financial literacy coursework and programming.
4. Create an Arizona Health Sciences Financial Aid webpage that provides online resources for financial literacy (e.g., professional guidance, online modules).



INITIATIVE PROGRESS

THE WILDCAT JOURNEY

Technology Solutions for Health- Health Sciences Design School (UAHS 5.1B)

Owner: Kasi Kiehlbaugh, PhD

The Center on Advanced Technologies will develop facilities and curricula that engage undergraduate, graduate and professional students in all majors in the design of solutions for health care challenges. By building a design school that will provide an engaging and productive innovation “playground” that includes equipment and knowledgeable staff, we will develop critical skills and competencies in health sciences design thinking content and courses.



STATUS: PRE-LAUNCH

1. We've prepared a detailed plan and a comprehensive review of the initiative has been completed by key administrators and support personnel.
2. The team has begun recruiting for positions to obtain key staff for curricula development and delivery.
3. Makerspace ventilation renovations needed to provide an innovative space with proper equipment is underway.

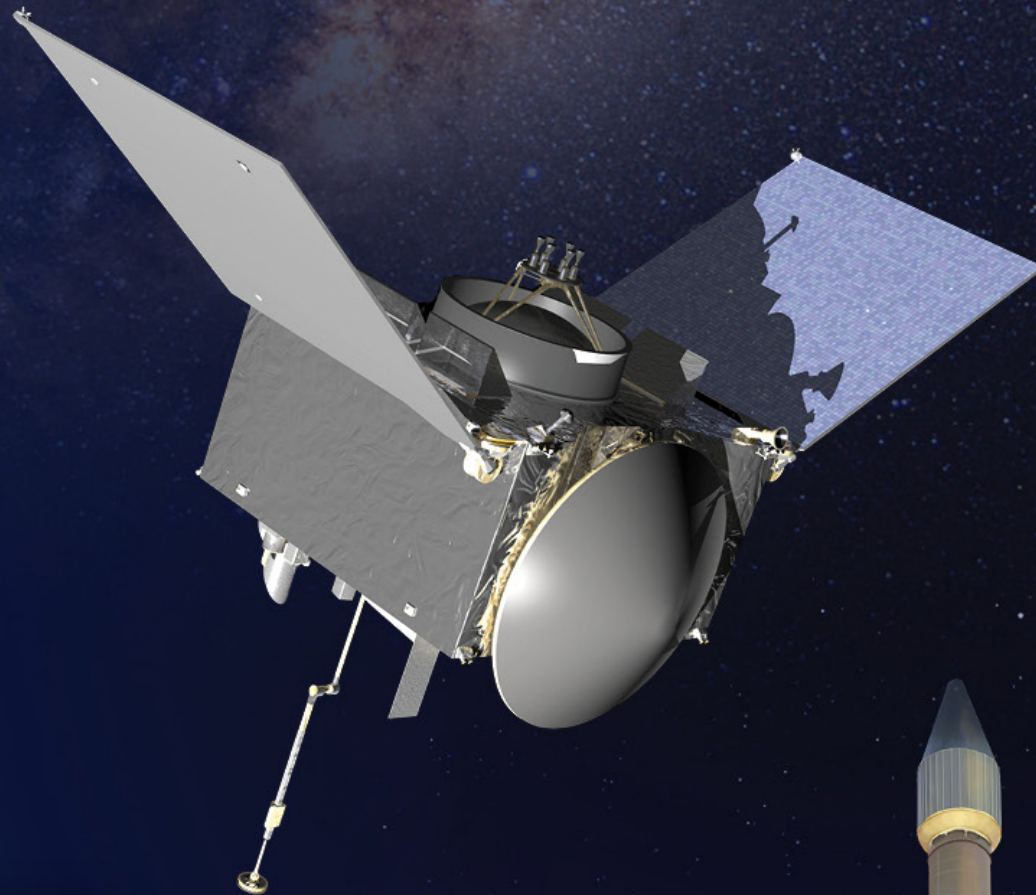
GOALS

1. Develop facilities and curricula that engage undergraduate, graduate and professional students in all majors in the design of solutions for health care challenges.
2. Engage faculty and enroll 100 students a year from at least six different colleges by 2023.



Grand Challenges

We are well-positioned to leverage the advancements of the 4th Industrial Revolution and our existing strengths in collaborative research to expand educational opportunities and address critical societal challenges. We will fundamentally shape the future in the areas of space, human and intelligent systems as well as in health and the natural and built environment.



PILLAR PROGRESS

GRAND CHALLENGES

- The University of Arizona Space Institute
- Defending Our Planet
- Preeminence in Environmental Research and Education
- Startup of Building a Changing World
- Quantum Technologies and Convergence in the 4IR
- Explore Feasibility of a College of Data, Computing and Network Sciences
- Transdisciplinary Center to Advance Precision Health
- Comprehensive Chronic Pain and Addiction Center
- Cognitive Health Span Extension
- Personalized Defense
- Technology Solutions for Health - Center on Advanced Technologies for Health

GRAND CHALLENGES

Inspired by the 4th Industrial Revolution – a time of augmented intelligence and the fusion of the digital, physical and biological worlds, we will tackle society's biggest challenges.

DESCRIPTION

We are well-positioned to leverage the advancements of the 4th Industrial Revolution and our existing strengths in collaborative research to expand educational opportunities and address critical societal challenges. We will fundamentally shape the future in the areas of space, human and intelligent systems as well as in health and the natural and built environment.

By 2025, the university will:

- Be ranked in the Top 25 for total R&D expenditures;
- Advance the technology of intelligent systems and human engagement with these systems including quantum networks;
- Focus on the future of the earth by shaping resilient natural and built environments;
- Maintain our rankings in space science and technology through space exploration and earth dynamic observations;
- Become a top 25 ranked university for health sciences;
- Bring together scholars from across the university to develop new frameworks to address problems.

Summary of Progress:

Progress continues in the area of space science and technology (including a vision for the Arizona Space Institute) and key hires that will help us retain our leadership in space science research and education. Betsy Cantwell, SVP for Research and Innovation, joined the university and is leading the charge to improve integration of efforts to pursue large-scale opportunities in environmental, data and network science and health research.

Highlights:

- We hired two individuals from Jet Propulsion Laboratory (JPL) that are well-poised to lead future NASA space missions.
- We are moving forward with initiatives related to quantum networks and are competing for prestigious research centers funded by the National Science Foundation, the Department of Energy and other federal agencies.
- We have held workshops focusing on the built environment to understand our strengths in this area, identify external partners and form teams to expand our research portfolio.
- We are forming an interdisciplinary UArizona Space Institute and will appoint a short-term director.
- Plans for five initiatives focused on health sciences research have been developed and will be launched by Q1 2020.



INITIATIVE PROGRESS

GRAND CHALLENGES

The University of Arizona Space Institute (2.1A)

Owners: Tim Swindle & Buell Jannuzi

The University of Arizona annually ranks No. 1 in space science funding nationally. To maintain that success, we will need to improve our infrastructure by establishing an Arizona Space Sciences Center with a project design and management group that will attract and retain engineers and finance experts capable of designing major projects and an enhanced proposal preparation group, and by building facilities that can accommodate the major projects we undertake.



STATUS: LAUNCHED

Faculty, staff and other key stakeholders are developing ideas for a University of Arizona Space Science Institute that will enable the university to remain No. 1 in space science funding and a leader in space science research.

HIGHLIGHTS

1. A multidisciplinary group of faculty and staff produced a white paper outlining the vision for the University of Arizona Space Institute (UArizonaSI). We've further developed ideas on how to initiate the activities of UArizonaSI.
2. An interim Executive Council for UArizonaSI has been established, and is meeting regularly.
3. A job description for the program manager for UArizonaSI has been approved by the interim Executive Council and will soon be posted.

CHALLENGES & OPPORTUNITIES

1. Hiring the correct person as the inaugural program manager will be challenging, but crucial to successfully launching UArizonaSI.
2. Finding a way to get the needed funding delivered to project development groups is crucial but challenging, because there are fluctuations in the amount of funding needed, on both an annual time frame and on shorter time frames, and some opportunities appear with limited time to respond.
3. Matching our vision to the budget available and/or finding a way to generate a larger budget that matches our vision will be a challenge.
4. Finding a way to get the needed funding delivered to project development groups is crucial but challenging, because there are fluctuations in the amount of funding needed, on both an annual time frame and on shorter time frames, and some opportunities appear with limited time to respond.
5. Matching our vision to the budget available and/or finding a way to generate a larger budget that matches our vision will be a challenge.



INITIATIVE PROGRESS

GRAND CHALLENGES

Defending Our Planet (2.1D)

Owner: Kim Ogden

Space is congested, contested and competitive. We will retain our leadership in developing space technologies that will monitor and protect planet Earth from man-made and natural space threats. Arizona will be the lead university to discover a majority of all hazardous near-Earth asteroids larger than 140 meters that are capable of destroying cities and create the first non-military catalog of all artificial objects larger than 20 centimeters in geostationary orbit to safeguard our nation's security using a next-generation autonomous ground-based survey telescope network in combination with space-based telescopes.



STATUS: LAUNCHED

Hiring Dr. Amy Mainzer and Dr. Riley Duren supports our commitment to remaining a leader in space science research and education. Mainzer is the principal investigator of the proposed NASA Near-Earth Object Camera, or NEOCam, a next-generation space telescope that would fulfill a mandate from the U.S. Congress to discover nearly all of the space rocks that could pose a significant threat to Earth.

HIGHLIGHTS

1. Amy Mainzer, leading scientists in asteroid detection and planetary defense, and Riley Duren, expert in spaceborne instruments and mission formulation and implementation, have joined the University of Arizona.
2. The NEOCam team is working closely with NASA to streamline and make necessary changes to the proposed mission such that it can be fully funded and implemented.

CHALLENGES & OPPORTUNITIES

1. Efforts to secure full-funding from NASA to support the NEOCam mission are underway.
2. A report by a National Academies committee concluded that a space-based infrared telescope, such as NEOCam, is the best way to meet the goal to identify all of the potentially hazardous near Earth objects at least 140 meters in diameter. The report may help build the case for funding the mission.



INITIATIVE PROGRESS

GRAND CHALLENGES

Preeminence in Environmental Research and Education (2.2A)

Owners: Andrew Comrie & Raina Maier

We will build upon our eminence in the field and achieve economies of scale by improving coordination of our environmental research and educational assets. To be an innovative, bold and cross-cutting unit that serves, we will coordinate and promote all environmentally oriented people and programs on campus.



STATUS: PRE-LAUNCH

We are consolidating the findings and conclusions of at least four major environmental research studies to identify the critical functions necessary to meet the university's strategic plans and societal needs for resilient living. Workshops are underway in the built environment initiative to further scope our priorities. Primary objectives are to achieve economies of scale in program administration, to create disruptive impact from improved coordination and leveraging of research objectives, and to sharpen the focus on strategic objectives for improved societal resiliency at scale.

HIGHLIGHTS

1. Research, Innovation and Impact (RII) aims to secure funding for grand challenges and the services of a seasoned adviser to guide the integration of our scientific and technical capabilities.
2. RII will soon hire an interim director to drive that integration to completion and to build the administrative structure and business model(s) for the effort.
3. With this adviser, the interim director, relevant deans and faculty advisers, RII will work to specify which, if any, research core configurations can optimize the costs and productivity among the critical disciplines.

CHALLENGES & OPPORTUNITIES

1. The amount of expertise across campus in the environmental fields is tremendous but widely distributed, which sometimes diminishes the ability to achieve important integration to pursue large-scale funding opportunities.
2. The curricular pathways in environmental fields of study are numerous, which can be challenging for students who are uncertain about their specific interests.



INITIATIVE PROGRESS

GRAND CHALLENGES

Startup of Building a Changing World (2.2D2)

Owners: Barbara Bryson & Andrew Comrie

We will be the first to develop a robust university-wide ecosystem supporting research, teaching, and service for the built environment, defining a new fully integrated discipline leveraging knowledge and research from all colleges. This capacity development effort will be built upon existing strengths such as public policy, environmental sciences, transportation, optical sciences, management, planning, data sciences, public health, geography and materials.



STATUS: LAUNCHED

We're conducting campus-wide conversations about research goals through two workshops and a university symposium. At Workshop #1, the outcomes included five proposed grand challenges that we are refining and seven proposed research projects that are being prepared for seed funding. Competition grants exceeding \$22K for the first round were distributed before the end of the fiscal year. By the end of the year, we will include a networking project by Adam Henry to track Built Environment research activity at the university. Workshop #2 was held in Oct. 2019 and the symposium is scheduled for Dec. 2019.

HIGHLIGHTS

1. Workshop #1 had 40 participants representing eleven colleges.
2. Three projects developed within the workshop were submitted for seed funding exceeding \$22K.
3. Workshop #2 was held on Oct. 25 and the symposium will be on Dec. 12, 2019.

CHALLENGES & OPPORTUNITIES

1. Workshop #2 happened to be scheduled on a day with many competing events in our colleges and other units. We are expected a light turnout.
2. The symposium will be a major challenge and opportunity. External speakers and student participation should be great. We have a great multi-college planning team.
3. We will submit a proposal for the opening of the D.C. Center to showcase "Building a Changing World" to D.C. constituents. Research in the built environment should be of interest to NIH, NSF, DOD, Homeland Security, etc.



INITIATIVE PROGRESS

GRAND CHALLENGES

Quantum Technologies and Convergence in the 4IR (2.4A)

Owner: Nasser Peyghambarian

Researchers from engineering, science, social sciences, humanities, law and business are coming together in a common space as a focal point for strategic thinking and creative innovation in quantum science and engineering. Together, they will investigate social impacts of quantum technologies and intelligent systems on human behavior, cyber security, privacy, hacking, and the effects of these technologies on people to people connections, communication, environment, computing, sensing, creation of jobs and trade.



STATUS: LAUNCHED

Researchers from Optical Sciences and Engineering have demonstrated for the first time that classical nonseparability, which is fundamental to quantum computing, can be applied to acoustic waves, not just light waves, offering more stability. Quantum computing has the potential to provide secure communications, better resolution for remote sensing and bio-imaging, and real-time information for applications such as personalized medicine. Faculty at Arizona strive to explore a convergent research approach for this emerging technology.

HIGHLIGHTS

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

CHALLENGES & OPPORTUNITIES

1. Opportunities are announced monthly for large-scale funding opportunities for quantum. The challenge is putting the right teams together quickly and finding the bandwidth to submit competitive proposals.
2. The distributed nature of colleges and units in higher ed makes it inherently difficult to identify everyone who may have an interest in participating on the project.
3. The shift from a primary focus on the advancement of technology to create revenue toward a focus on the creation of societal value from innovations that benefit society in a sustainable fashion requires a shift and a different mindset.



INITIATIVE PROGRESS

GRAND CHALLENGES

Explore Feasibility of a College of Data, Computing and Network Sciences (2.5A1)

Owner: Brian Ten Eyck

We will integrate network science with data and computing science, including artificial intelligence, machine learning, natural language processing and IoT while considering social, ethical and legal questions. To capture the nexus between research and education, we will mobilize researchers across disciplines who share a passion for data science; deepen our partnerships with both industry and government agencies; and challenge students at all degree levels to explore new, innovative domains of expertise.



STATUS: PRE- LAUNCH

Earlier this year, President Robbins formed a task force charged with exploring how to create a distinctive capability for the university in data science. This task force, comprising faculty and staff well-versed in their particular disciplines and representative of all pertinent parts of campus, met weekly for two months. Their findings have now been shared with the president, the deans, and the new provost and SVPRII.

HIGHLIGHTS

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

CHALLENGES & OPPORTUNITIES

1. It is essential to resolve academic policies where needed to allow the Academy to host the BSDS (and other new degrees), and coordinate the minor.
2. Defining the funding model for the Academy, with an eye toward establishing purpose-built pathways for students and a fully integrated ecosystem to support researchers is a primary focus.
3. We must establish a dedicated Corporate Relations function to build robust programs and partnerships with Industry, leveraging the Forge where appropriate.



INITIATIVE PROGRESS

GRAND CHALLENGES

Transdisciplinary Center to Advance Precision Health (UAHS 2.1)

Owner: Myra Muramoto, MD

We will build upon our precision health biorepository research programs by creating a Transdisciplinary Center to Advance Precision Health. The center will provide a broad-based and sustainable infrastructure to connect, enable and support transdisciplinary approaches to precision health across research, education, community engagement and services to develop preventative approaches for sustained wellness, earlier diagnoses and tailored treatments at individual and population levels to meet challenges of the 4th Industrial Revolution.



STATUS: PRE-LAUNCH

1. Detailed plans for this initiative have been prepared, and a comprehensive review of the initiative has been completed by key administrators and support personnel.
2. Across the university, investigators have submitted a minimum of 10 precision health proposals utilizing biorepository samples and/or data from Healthy AZ, the All of Us Research Program, and/or the University of Arizona Biorepository Collection.
3. Preparations are underway for the addition of transdisciplinary faculty focused on precision health.

GOALS

Consolidate biorepository data into a registry, perform clinical and community-based projects and integrate center activities with the Arizona Genetic Counseling Graduate Program:

1. Generate new applications of existing data and create a Primary Care Precision Health Registry.
2. Create new interdisciplinary, transdisciplinary teams and programs that integrate natural sciences, social sciences and the humanities.
3. Innovate, build, deliver and evaluate novel interventions, applications and conceptual models in precision health.
4. Create new and/or strengthen existing mutually beneficial partnerships with community health organizations to jointly advance precision health efforts.



INITIATIVE PROGRESS

GRAND CHALLENGES

Comprehensive Chronic Pain and Addiction Center (UAHS 2.3)

Owner: Todd Vanderah, PhD

To lead the state in addressing the current opioid epidemic, we will create a Comprehensive Center for Chronic Pain and Addiction that is the nucleus for treatment, research, trials, drug discovery, technology, education and legislation to predict, prevent and contain addiction crises. The university will conduct new research on comprehensive behavioral therapies as addiction treatment, develop early screeners for individuals at risk and develop novel non-addictive pain medications and medications to help those who suffer from addiction.



STATUS: PRE-LAUNCH

1. Detailed plans for this initiative have been prepared, and a comprehensive review of the initiative has been completed by key administrators and support personnel.
2. Preliminary efforts to identify collaborators for the team are underway.
3. One re-formulated compound has been submitted for an IRB and IND to be tested with chronic pain patients.
4. Thirty active grants are in progress, including grants to NIH, DOD, NSF and private foundations.
5. Work is underway to set up a Drug Discovery Lab.
6. We've started the search process for hiring physicians for chronic pain and addiction.

GOALS

Become a leader in drug discovery, detection, treatment and prevention for chronic pain and addiction. This Center addresses the opioid-epidemic, future addiction crisis, the aging population that is stricken with chronic pain, and the need to develop and enrich our chronic pain and addiction clinical research. Four sub-initiatives include:

1. Lead in an alternative pain management drug discovery.
2. Explore new treatment and rehabilitation approaches.
3. Work with prescribing providers of controlled substances to prevent substance use disorder and reduce the morbidity and mortality.
4. Build preventative approaches and tools to screen at-risk individuals.



INITIATIVE PROGRESS

GRAND CHALLENGES

Personalized Defense (UAHS 4.1)

Owner: Janko Nikolich-Žugich, MD, PhD

Personalized Defense addresses issues related to infection, immunity and inflammation caused by microorganisms. We will work toward establishing collaboration channels between different university departments, institutes and centers by creating an Immune-Microbe Interface in Health and Disease (IMIHD) interest group. IMIHD will incentivize faculty by granting additional resources to hire more postdocs, jump-start collaborations, support microbiome infrastructure and position Arizona as a revolutionary real-time point of care leader for inflammatory diseases.



STATUS: PRE-LAUNCH

1. Detailed plans for this initiative have been prepared and a comprehensive review of the initiative by key administrators and support personnel has been scheduled.
2. Working groups hold regular meetings to discuss budgetary items and earmarking of the initiative across departments/units.
3. We're holding consultations with primary and joint faculty across the university to establish future collaboration opportunities.

GOALS

Mobilize the university community to collaborate on issues related to infection, immunity and inflammation caused by microorganisms. We will:

1. Create an Immune-Microbe Interface & Disease (IMIHD) interest group to invite cross-collaboration.
2. Recruit faculty from strong industrial backgrounds to foster commercialization.
3. Create infrastructure and bioinformatic support for high-resolution host, mapping the interactome microbe to provide revolutionary real-time point of care in 10 years for inflammatory diseases.
4. Identify immune responses to inform new avenues of basic research on causes of disease development, and develop improved diagnostic and prevention techniques.



INITIATIVE PROGRESS

GRAND CHALLENGES

***Technology Solutions for
Health- Center on Advanced
Technologies for Health*** (UAHS 5.1C)

Owner: Jennifer Barton, PhD

We will connect researchers across health sciences disciplines and beyond to develop an array of technologies and digital solutions like wearable sensors for disease monitoring and other health applications. Cross-discipline team meetings will occur in a Design Center as we create structural incentives for innovation.



STATUS: PRE-LAUNCH

1. Detailed plans for this initiative have been prepared and a comprehensive review of the initiative by key administrators and support personnel has been scheduled.
2. We're outlining programming for faculty, trainees and industry that helps build collaboration around 4IR Health Sciences Design.
3. We're assessing drafts of the Close-Loop Sensing Lab physical space needs and staffing needs.

GOALS

Develop a dynamic facility for Closed-Loop Sensing that engages internal and external constituents to develop the next generation of advanced technologies for health.

1. Provide staff and financial support to pilot projects engaging students, investigators and industry partners.
2. Outfit and staff the Closed-Loop Sensors Lab.
3. Increase the number of disclosures, patents, licenses and startups from Internal ICORE and Closed-Loop Sensor Lab investigators.



Arizona Advantage

We build upon the assets of our unique location and cultural diversity to drive social and economic impact in the 4IR era. We leverage our remarkable differentiators to reinforce our commitment to equity and inclusion and to fuel innovation, technological commercialization, entrepreneurship, cross-cultural literacy and corporate partnerships. New outreach and collaboration centers are the catalyst for partnerships, recruitment and more.

PILLAR PROGRESS

ARIZONA ADVANTAGE

- Strengthen Commitment to Equity and Support of Diverse Communities
- Institutionalize Commitment to Hispanic Advancement
- Senior Leader and Center for Native American Advancement & Tribal Engagement
- Making the Arts Central to the UArizona Experience
- Signature Annual Event
- The Phoenix Center for Collaboration and Outreach
- The D.C. Center for Collaboration and Outreach
- The Bay Area Center for Collaboration and Outreach
- Cross-Border Collaboration and Partnerships
- Border Lab
- Innovation Ecosystem
- New Generation Model of Healthy Aging

ARIZONA ADVANTAGE

Advance our land-grant mission to drive social, cultural and economic impact.

DESCRIPTION

We build upon the assets of our unique location and cultural diversity to drive social and economic impact in the 4IR era. We leverage our remarkable differentiators to reinforce our commitment to equity and inclusion and to fuel innovation, technological commercialization, entrepreneurship, cross-cultural literacy and corporate partnerships. New outreach and collaboration centers are the catalyst for partnerships, recruitment and more.

By 2025, the university will:

- Be the leading national model for equity and inclusion strategies in higher education;
- Rank among the top ten universities for Hispanic enrollment, retention, research and Native American advancement;
- Be the destination of choice worldwide for cross-border studies;
- Set the national standard for high-impact models of university-community partnerships;
- Develop a singular, distinctive model for integration of arts/creativity on and off campus;
- Operate high-impact hubs of UArizona innovation in Washington DC, Phoenix and Silicon Valley.

Summary of Progress:

The unique brand and diverse assets of place and people of the University of Arizona have come into sharper focus through innovative thinking around inclusion and diversity. Momentum and enthusiasm are palpable around campus for an elevated role for the arts and higher visibility for border studies, Hispanic, Native American and evidence-based multicultural programs that engage students and faculty, alongside a deepened commitment to community outreach, service and impact.

Highlights:

- Searches are underway for two key leadership positions for Hispanic and Native American advancement
- A \$2 million seed gift from a private donor was secured to launch a capital campaign for a new Native American Center on campus.
- The appointment of a new Vice President for the Arts set in motion several shifts in strategy and organizational capacity (including a new Facilities Master Plan), to elevate and integrate the arts in all aspects of university life.
- An 11-year lease for a strategic site on Pennsylvania Ave and renovation work are on track to open a UArizona Washington DC Center for Outreach and Collaboration in March 2020.
- Three new research partnerships and two agreements for micro-campus in Mexico are in progress between the university, Mexican universities and key corporate partners.
- We've developed an initiative focused on healthy aging that will launch by Q1 2020.



INITIATIVE PROGRESS

THE ARIZONA ADVANTAGE

Strengthen Commitment to Equity and Support of Diverse Communities (3.1A)

Owner: Debi Chess

We will create engaging and empowered campus environments that inspire creativity, enhance our ability to think critically and challenge us to approach some of society's most complex problems without hesitation and enriched by diverse perspectives. This paradigm shift of engaged inclusion will support institutional transformation. The imperative for this work is not just about the future of higher education and the university, it is about leading the way toward a society that taps into the talents, wisdom and strengths that all individuals and communities possess to solve our greatest problems.



STATUS: PRE-LAUNCH

Emerging initiatives represent a shift from staff support in centers, now budgeted in DEIT. New initiatives include research identifying demographic shifts, enabling Arizona to proactively meet the needs of constituents; messaging centering the university's diverse cultural assets; making accessible cultural competency tools for students, staff and faculty to develop skills necessary to thrive in the 4IR; and cultivating resources to leverage initial investments.

HIGHLIGHTS

1. The new team is redefining strategic initiatives that capitalize on the foundation of previous work and that are aligned with our core commitment to diversity.
2. The current initiatives require engaging stakeholders in a system-thinking process that will 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.
3. These initiatives will advance 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.

CHALLENGES & OPPORTUNITIES

1. The scope of the new initiatives are interconnected and linked to many other strategic plan initiatives.
2. Diversity, Equity, Inclusion & Title IX will play a significant role in institutionalizing these initiatives into operational roles embedded in the overall policies and procedures of the university.
3. An innovative component of 3.1A is a revenue generation and long-term resource cultivation strategy that allows these initiatives, if proven successful, to continue beyond the initial three-year funding period.



INITIATIVE PROGRESS

THE ARIZONA ADVANTAGE

Institutionalize Commitment to Hispanic Advancement (3.1B)

Owners: Marla Franco & Andrea Romero

As one of three HSI R1 institutions in the nation affiliated with the Association of American Universities, we will lead in diverse hiring practices, externally funded research and evidence-based culturally relevant teaching and learning. Efforts to optimize this trifecta of attributes will be driven by a faculty cluster hire, implementation of best practices in diverse hiring, and increasing faculty capacity to serve Latinx students. We will hire an assistant/associate vice provost for faculty development to work with the initiative co-owners to develop, implement and sustain these activities.



STATUS: LAUNCHED

We've posted the recruitment notice for the AVP for Faculty Development position. Review will begin in late fall by the search committee, which includes Dr. Francisco Moreno (chair), Dr. Anna O'Leary, Dr. Frans Tax, Dr. Gary Rhoades, Dr. Guadalupe Lozano and Dr. Jefferey Brooks. This hire is anticipated to being as early as Jan. 2020. Our priority is to hire an individual with experience in diverse faculty hiring and Hispanic Serving Institution goals to serve Latinx students. Thus, they will be able to devote time and energy to build the relationships necessary for the cluster hire, which requires buy-in of colleges/departments in order to begin the process in Fall 2020.

HIGHLIGHTS

1. Putting select Excelencia in Education strategies into practice, creating Hispanic Serving identity through faculty hiring.
2. Attended an inaugural convening hosted by the American Association of Hispanics in Higher Education (AAHHE) and the National Academies of Sciences, Engineering, Medicine.
3. Selected to host a town hall on Minority Serving Institutions, titled American's Underutilized Resource for Strengthening the STEM Workforce (Spring 2020).
4. Arizona was one of nine U.S. institutions to be awarded the inaugural Seal of Excelencia due to demonstrating intentional impact and success in three core areas that lead to Latino student success: data, practice and leadership.

CHALLENGES & OPPORTUNITIES

1. Our HSI Initiatives have claimed national attention, resulting in opportunities to serve as the institutional host for multiple convenings, including those in collaboration with the (1) National Academies of Sciences, Engineering & Medicine, (2) the U.S. Department of Agriculture (Arizona Prosperity Summit) and (3) HACU (Ascending Leaders Forum). Operational funds to support costs associated with serving as the institutional host are needed (e.g., meeting space costs, funds for a working meal).
2. Diverse faculty hiring has flatlined at Arizona for over 10 years and changing the process and outcomes of hiring will be a challenge.
3. Given that the faculty cluster hire only has funds to cover salary for a few years, it will be necessary to obtain strong buy-in from colleges and departments for the future sustainability of the hires.



INITIATIVE PROGRESS

THE ARIZONA ADVANTAGE

Senior Leader and Center for Native American Advancement & Tribal Engagement (3.1C1)

Owners: Rob Williams & Justin Boro

We will establish a university-level senior executive leadership role for Native American Advancement and Tribal Engagement (Senior Executive Leader) and create the support network for a future Center for Native American Advancement and Tribal Engagement (Center). The Senior Executive Leader will elevate the voice of tribal governments and Native American students and faculty by directly reporting to the university president on all aspects of our land-grant mission. The Center will promote the cultural distinctiveness, contributions and significance of Native peoples by gathering appropriate personnel and financial resources to support the achievement, sustainability and expansion of NA advancement at Arizona.



STATUS: LAUNCHED

Our initiative is on track to complete all major milestones on-budget and on time and we have made significant progress towards our fundraising, graduate recruitment and university partnership KPIs. We are furthering university relationships with tribal leaders, developing collaborative relationships with tribal funders and developing a comprehensive study to inform our strategy for Native American advancement.

HIGHLIGHTS

1. Secured a \$2M anchor donor and prospecting additional major donors for capital campaign to support the creation of a Native American Cultural Center and future School of Indigenous Governance and Development.
2. Established an MOU with the Australia National University (ANU) to send ANU students to attend our event in January in Tucson and negotiating an Inter-Governmental Agreement between the university and the Pascua Yaqui Tribe to support K-12 education and create pipeline programs to send Yaqui students to attend Arizona.
3. Started renovation of Rountree Hall Room 215, converting an underutilized conference room to nearly 1,000 sq. ft. of office and classroom space.

CHALLENGES & OPPORTUNITIES

1. Creating synergy and improving coordination among all the university's colleges and programs to better serve Native students and faculty is a challenge.
2. Our initiative is very comprehensive and bold in scale. Securing the institutional resources needed for success is a significant undertaking.
3. During conversations with tribal leaders, there is a huge opportunity for the university to position itself as a national leader in education for tribal gaming and management and undergraduate programs focused on tribal law and policy.



INITIATIVE PROGRESS

THE ARIZONA ADVANTAGE

***Engaging Arizona:
Making Arts and Culture Central
to the UArizona Experience*** (3.2A)

Owners: Andy Schulz & Sharon Young

We will integrate the arts throughout the university experience and beyond, ensuring that all students, regardless of major, have meaningful experiences in the arts and that the arts play an essential role in realizing our land-grant mission. We will carry these values beyond campus as part of our identity in the work that alumni, faculty, staff and the broader community do to realize transformative impact in the world.



STATUS: PRE-LAUNCH

The team has completed infrastructure changes vital to the success of this initiative. The project charter was intentionally postponed pending the appointment of the new VP for the Arts and the completion of both the Arts Facilities Master Plan and Strategic Plan for the Arts. These endeavors are in the final stages of completion and provide a clearer vision for the initiative as well as the ability to maximize its impact.

HIGHLIGHTS

1. The arts have been elevated in status at the university with the appointment of a Vice President for the Arts who leads this new division. This has brought a new level of excitement around the arts and heightened the interest of key stakeholders.
2. The recently completed Facilities Master Plan for the Arts on campus provides a roadmap to realizing the ambitious goals of this initiative and ties directly into a host of other initiatives.
3. We've organized several prominent events to engage broad communities including a first ever Arizona Arts Block Party and a major celebration for the newly appointed Presidential Scholar David Hume Kennerly.

CHALLENGES & OPPORTUNITIES

1. The scope of this initiative is ambitious and expansive. Thus, the infrastructure required to ensure success is significant.
2. Appointment of a new senior leader for the Arts has brought critical direction to the initiative but also impacted the planning process and created a need to re-evaluate initiative priorities.
3. Baseline metrics critical for tracking the initiative were absent and have required significant coordination to put in place.



INITIATIVE PROGRESS

THE ARIZONA ADVANTAGE *Signature Annual Event* (3.2B)

Owner: Rick Yngve

The TENWEST Impact Festival helps the curious and the impassioned solve the great economic, social, cultural and environmental challenges facing our communities. Through ten days of exhibitions, talks and interactive experiences, national experts and local heroes inspire the ideas and facilitate the connections that will empower us to act. This initiative will scale the university-community partnership with the TENWEST Festival. The model includes an interdisciplinary breadth of tech, arts, education and experiential learning that will increase the global reach and reputation of the University of Arizona.



STATUS: LAUNCHED

The 10-day TENWEST Festival featured many exciting exhibitions, talks and interactive experiences where national experts and local heroes inspired new ideas and facilitated connections. A couple of examples include Marc Folk, Arts Commission, as the keynote speaker for the first annual TENWEST Creative Conference, who discussed leveraging your resources and assets to elevate your cultural identity as a community and a 4th Industrial Revolution and You session, which explored the technologies that are disrupting the workforce - in many positive ways.

HIGHLIGHTS

1. There are over 60 community partner organizations that contributed to the TENWEST Festival this year offering 56 distinct arts and cultural experiences, panels, hackathons, pitch competitions and educational tracks. The festival features close to 300 speakers with 10% coming from other states or countries.
2. Through partnerships with Tucson Meet Yourself, Arizona Insect Festival, and Parents Weekend, TENWEST is expected to reach collective audience numbers of 10-15,000.
3. Prior to the first day of the festival, over 1.5 million social media impressions had been recorded and over 50 organizations committed as sponsors.

CHALLENGES & OPPORTUNITIES

1. The festival fundraising position is still in the approval process. This is a critical position to drive corporate sponsorship and engagement in advance of common Jan. 1 budget year cycles for many regional corporations.
2. Future years of university support are contingent on raising funds to offset the cost of staff positions and university sponsorship dollars.



INITIATIVE PROGRESS

THE ARIZONA ADVANTAGE

The Phoenix Center for Collaboration and Outreach (3.3B1)

Owners: Steve Voeller & Julie Trujillo

The Phoenix Center for Collaboration and Outreach (Phoenix Center) will likely be located in the vicinity of the Phoenix Biomedical Campus. The Phoenix Center will facilitate partnerships throughout the state and the greater Phoenix area, furthering the university's recognition as a leading higher education institution generating solutions for Arizona's most pressing problems. The Phoenix Center will provide the physical space needed to bring our network of expertise to Maricopa County, enabling public and private partnerships in one of the fastest growing metropolitan areas in the nation.



STATUS: PRE-LAUNCH

Through extensive dialog with personnel at Arizona who currently work in the Phoenix area as well as those who aspire to expand their programs in the area, we've established the need for more university facilities in Phoenix. Options for a more significant Arizona presence in downtown Phoenix have been explored. Because space availability at the Biomedical Campus is limited, building on University of Arizona-owned property is a more viable option.

HIGHLIGHTS

1. We've identified opportunities to pursue wide-ranging economic partnerships, alumni engagement, student recruiting, internships, community collaboration and additional health care partnerships supporting the demand for a hub in Phoenix.
2. Planning Design and Construction completed a preliminary review of the options for the Phoenix Center. None of the existing space in the Phoenix Biomedical Campus is suitable to meet the diverse needs of the university community. We are considering options to lease space or build a new facility.
3. Efforts to establish the Washington, D.C. Center for Outreach and Collaboration have progressed providing a model for other centers including the Phoenix Center for Outreach and Collaboration.

CHALLENGES & OPPORTUNITIES

1. Establishing centers in Phoenix and other strategic markets is a new frontier for the University of Arizona.
2. Over the past few years, Phoenix has seen several schools moving into the area including but not limited to Midwestern University, Arizona Christian University (Glendale), Creighton University (Downtown), Benedictine (Mesa) and Ottawa University (Surprise). It is time for the University of Arizona's presence in Phoenix to expand.



INITIATIVE PROGRESS

THE ARIZONA ADVANTAGE

The D.C. Center for Outreach and Collaboration (3.3B2)

Owner: Brew McKenna

We will advance the mission of the university in the nation's capital. The D.C. office will co-locate federal relations, The National Institute for Civil Discourse, RII subject matter experts and the Semester in Washington Presidential Fellowship Program. Additionally, it will provide space for visiting faculty and staff, alumni, donor and stakeholder groups. The robust events program will spotlight university research and education for elected officials, policymakers and influencers to enhance the visibility, reputation and impact of the university.



STATUS: LAUNCHED

The center is scheduled to open in March 2020. The initiative team is overseeing construction, recruiting talent, building administrative infrastructure and developing new programming to activate the space.

HIGHLIGHTS

1. Qualified and selected office space, considering business drivers, market conditions, future expansion, productivity metrics, sustainability goals and cost saving opportunities.
2. Negotiated an 11-year lease for 14,875 sq. ft. of trophy-class space at 1301 Pennsylvania Ave, NW.
3. Designed a space that embodies our Arizona spirit and that will facilitate outreach and collaboration.
4. Drawings are with the city for permitting.

CHALLENGES & OPPORTUNITIES

1. The initiative team will secure local talent to activate the space. The shared services team will include leadership, communications, events, IT and admin support.
2. The ambitious events program will require dynamic content. The initiative team is deploying a campus marketing and communications plan to educate students, faculty and staff on the new resources and opportunities in D.C.
3. The university will need a permit from the D.C. Higher Education Licensure Commission, but we cannot apply until we have an occupancy permit.



INITIATIVE PROGRESS

THE ARIZONA ADVANTAGE

The Bay Area Center for Collaboration and Outreach (3.3B3)

Owner: Ricardo Valerdi

We will leverage the brainpower and wealth of Silicon Valley to increase the university's role in the 4th Industrial Revolution. The university can become an influential player in a variety of industries including artificial intelligence, data science, social media, autonomous vehicles and computer networking. To this end, stakeholders throughout units at Arizona will converge at the Center for Collaboration to advance our goals in student recruitment, alumni outreach, fundraising, technology commercialization, student internships and executive education.



STATUS: PRE-LAUNCH

We've explored options for an Arizona presence in the Bay Area. Based on desirability of location, convenience and intended use, the Presidio, the mid-peninsula and Sunnyvale offer the most viable options for leased building or shared space. A comprehensive plan including example programming, budgets and KPIs was developed by engaging key university members including the foundation regional development director, who has actively engaged local alumni to provide guidance and support.

HIGHLIGHTS

1. The initiative owner, accompanied by several university colleagues, visited a wide selection of commercial buildings (+/- 10,000 sq ft) that would include offices to accommodate a small number of full-time staff and shared space to meet the needs of visiting Arizona faculty, staff, students and alumni who wish to hold meetings, host events or conduct courses.
2. Industry partners, UAventure Fund and Raytheon Corporation, both important university strategic partners, have expressed interest in being co-tenants in the Arizona Center for Collaboration.
3. Throughout the process, we've consulted with the strategic initiative teams that will be enabled by the Bay Area Collaboration Center, including student recruitment and technology commercialization.

CHALLENGES & OPPORTUNITIES

1. The university's limited experience with ventures of this nature makes it challenging to estimate the costs and predict the benefits.
2. The distributed nature of colleges and units in higher ed makes it inherently difficult to identify everyone who may have an interest in using the space.
3. The competition for building relationships with industrial partners is intense. However, we have expertise in many areas such as space, health sciences and the environment, a strong alumni base and membership in the PAC-12 Conference that differentiates us from other institutions.



INITIATIVE PROGRESS

THE ARIZONA ADVANTAGE

Cross-Border Collaboration and Partnerships (3.3C1)

Owner: Justin Dutram

We will be recognized as the leading institution for developing partnerships with Mexico across academic, experiential and private spheres in support of the development strategies of Mexico and the state of Arizona. Strengthening our partnerships with Mexico through innovative approaches, we will collaboratively develop solutions to the grand challenges that impact our shared region. And we will elevate the importance of Mexico's impact on the creation of new knowledge at the university and on the region's social, cultural and economic well-being.



STATUS: LAUNCHED

The Cross Border Collaborations and Partnerships team is implementing actions critical to the initiative's success and is on track after a delayed start to meet KPI's and milestones. Significant work has been undertaken in the four key performance domains, including economic development initiatives, new collaboration development, new financial resources and communications related to the university's engagement with Mexico.

HIGHLIGHTS

1. We launched two newsletters and completed significant work on the Mexico Initiatives website. Feedback from readers is positive and the feedback submitted contributes to new collaboration development.
2. We have developed new collaborations with Mexican institutional partners, joined the Arizona Sonora Interuniversity Alliance, and three new research partnerships have been funded between the university and our Sonoran partners.
3. We entered discussions with the UNAM Foundation and two private foundations, and with two partners for microcampus locations in Mexico. The initiative team has hosted several delegations and created prominent events related to Mexico engagement.

CHALLENGES & OPPORTUNITIES

1. The broad scope of this initiative and the high level of engagement with Mexico transversal to the university create both challenges and opportunities.
2. In terms of communication, there is much work still to be done to raise the profile of the university's work in Mexico which creates opportunities to share deeper stories with a broader audience.
3. Collecting baseline metrics for various indicators has been a challenge, but it also allows for quantitatively demonstrating the importance of the university's relationship with Mexico.



INITIATIVE PROGRESS

THE ARIZONA ADVANTAGE

Border Lab (3.3C2)

Owners: Javier Duran,
Celeste Gonzáles de Bustamante
& Christian Ruvalcaba

We will be a leader in the field of border studies, creating new knowledge and transnational collaborations through The Border Lab. The lab will consolidate and expand existing university research, provide experiential and service-learning opportunities for Arizona and non-Arizona students and articulate an interdisciplinary curriculum at the graduate and undergraduate level. This will position the university as a top destination for students and faculty pursuing border related scholarship in global, binational and regional contexts.



STATUS: LAUNCHED

We have integrated co-owner, Dr. Celeste González de Bustamante from the School of Journalism, to the team. The team is finalizing an agreement regarding owners' supervisory and administrative roles and duties along with a business plan that aligns with the implementation timeline. The results of these final adjustments assure a successful launch and implementation of the initiative.

HIGHLIGHTS

1. Proposed creating a Border Studies major, jointly run between Latin-American Studies and Mexican American Studies, that incorporates experiential learning opportunities and would serve as the 'interdisciplinary track' within the Border Lab.
2. The Border Lab sub-initiative has also begun research into a Journalism and Media Studies track, an Education and STEM track, and a Community Building & Entrepreneurship track.
3. Border Lab Initiative Owner, Javier Durán, is tasked as director the Conflucenter to host a border-focused annual meeting for a prominent international consortium of Humanities Scholars.

CHALLENGES & OPPORTUNITIES

1. The interdisciplinary nature of this initiative challenges faculty from multiple departments to envision and collaborate on interconnected educational tracks and research programs.
2. The initiative owners' experience coordinating interdisciplinary research groups, their ties to faculty and core stakeholders help to enable these cross-disciplinary partnerships.
3. Tracking metrics for KPIs lack thoroughly researched baselines, but core stakeholders agreed to assist in the development of baselines.



INITIATIVE PROGRESS

THE ARIZONA ADVANTAGE

Innovation Ecosystem (3.4A)

Owner: Doug Hockstad

Over the last five years we've grown our commercialization activities. To build on that success, and to create a nationally recognized innovation ecosystem, we will enhance and lead the innovation ecosystem in southern Arizona by fueling innovation, commercialization of IP, entrepreneurship and corporate partnerships. Through a strategically connected portfolio including technology commercialization through TLA, student entrepreneurship and education, physical assets at University of Arizona Tech Parks, including an "innovation hub" at The Bridges, and Arizona Forge incubator concept at Roy Place, we will attract students, faculty, staff, community and industry to this ecosystem.



STATUS: LAUNCHED

We have revamped the KPIs and began revamping our milestones to expand beyond our efforts with TLA. We have also changed the format and content of the Overview/ Ways to Measure Success and updated the business case document. We are awaiting additional funding for this initiative.

HIGHLIGHTS

1. We have organized several prominent events to engage broad communities, including a first ever Arizona Arts Block Party and a major celebration for the newly appointed Presidential Scholar David Hume Kennerly.

CHALLENGES & OPPORTUNITIES

1. The source of funding for the renovations at Roy Place has been difficult to secure due to a variety of reasons including organizational changes. The challenges have been exacerbated by costs for renovations that exceeded original projections.



INITIATIVE PROGRESS

THE ARIZONA ADVANTAGE

Cognitive Health Span Extension (UAHS 3.1)

Owners: Carol Barnes, PhD
& Meredith Hay, PhD

The University of Arizona will develop a strong scientific foundation for the essential knowledge needed to match cognitive health span with human lifespan. Specifically, this initiative will help to understand the neurological changes that occur during normal aging and the links to environmental and genetic factors that drive exceptional cognitive health span, e.g., mapping cognitive outcomes to genotypes and lifestyle, utilize big data techniques and community-based participatory research to determine optimal individual wellness plans.



STATUS: PRE-LAUNCH

1. Detailed plans for this initiative have been prepared, and a comprehensive review of the initiative by key administrators and support personnel is scheduled for Nov. 2019.
2. Preplanning activities have started to expand the MindCrowd website to accommodate a broader user base and expand the demographic diversity of the MindCrowd cohort.
3. The search process for hiring a Program Manager is ready to launch.

GOALS

UArizona will create the Precision Aging Network infrastructure necessary to recruit, collect, analyze and synthesize data from the world's largest, nationally-representative cross-sectional cohort of individuals age 18 years and above:

1. Position the University of Arizona as the global leader in Precision Aging.
2. Leverage big data approaches to apply precision medicine concepts to prolong optimal brain function and cognitive health.
3. Develop of a Precision Aging Cognitive Enhancement system that matches an individual's risk profile with customized intervention strategies to better align cognitive health span with human lifespan.



INITIATIVE PROGRESS

THE ARIZONA ADVANTAGE

New Generation Model of Healthy Aging (UAHS 3.3)

Owner: Kathleen Insel, PhD

We will be the go-to educational organization for healthy aging. This will lead to increases in contracts, grants, partnerships, students and faculty focused on healthy aging, and will position Tucson and Southern Arizona as the premier destination for healthy aging. The efforts of this initiative will result in state-of-the-art, inclusive, safe and supportive senior living oases that engage seniors, researchers, students, health professionals and community members in co-development of solutions for families, communities and society's changing needs.



STATUS: PRE-LAUNCH

1. Detailed plans for this initiative have been prepared and a comprehensive review of the initiative has been completed by key administrators and support personnel
2. We've begun preparation of several grants and proposals.
3. We plan to meet with developers to discover and implement models of healthy aging by including developers, older adults and other stakeholders in creation of the models.

GOALS

1. Explore, discover and evaluate new models for healthy aging.
2. Create an age-friendly university.
3. Establish partnerships with developers of senior living communities.
4. Expand our capacity in aging-focused research, including identifying and testing interventions for social/behavioral lifestyle modifications
5. Expand our capacity in smart and adaptive living environments that consider both environmental factors and health management.
6. Increase the workforce to meet both the opportunities and challenges of our aging population.



Global



Arizona Global

We set the standard for a global university in the 4th Industrial Revolution. We are transforming global education and redefining the international university experience by engaging with communities globally. We are building an expansive network of Arizona Global locations, igniting international projects and expanding access to intercultural experiences for the entire Wildcat community.



PILLAR PROGRESS

ARIZONA GLOBAL

- Global Projects
- Global Presence
- Create Separate Legal Entity to Facilitate UArizona Presence, Research and Educational Activities Abroad
- Global Skills Provider
- Top Destination for Talented and Diverse Students from Around the Globe
- Early University Program at UArizona-Affiliated High Schools Abroad
- Unparalleled Support Infrastructure for International Students
- Arizona Global Center
- Network of Dedicated UArizona Study Abroad Sites
- Unique and Affordable Experiences Abroad
- Arizona Health Sciences Global and Online

ARIZONA GLOBAL

Set the standard for a global university in the 4th Industrial Revolution.

DESCRIPTION

We set the standard for a global university in the 4th Industrial Revolution. We are transforming global education and redefining the international university experience by engaging with communities globally. We are building an expansive network of Arizona Global locations, igniting international projects and expanding access to intercultural experiences for the entire Wildcat community.

By 2025, the university will:

- Launch 20 microcampuses and educate over 10,000 students abroad;
- Be a top 20 destination for international students in the U.S.;
- Become a national model for holistic support of international students;
- Rank first nationally in the number of domestic students who study abroad;
- Lead the world in applying research to solve global challenges.

Summary of Progress:

Substantial progress has been made toward establishment of new microcampuses, opening the Global Center and increasing access to study abroad programs. Most of the Arizona Global initiatives have been launched and are on track or ahead of their annual targets. A global health science initiative will launch by Q1 2020.

Highlights:

- Phase One of the Global Center completed on schedule and all customer facing units of Arizona Global have moved in.
- New undergraduate enrollment of international students increased by 18% this fall over the previous fall, with a median international undergraduate SAT score of 1340.
- Eleven new study abroad sites were launched, including locations in London, Barcelona, Rome, Moscow and Lima.
- UA Global Operations, Inc. (UAGO) a separate, nonprofit legal was established to legally and effectively enable the implementation of the university's global strategic plan.
- Nine microcampuses (Arizona degree-granting locations on the campuses of partner universities) were launched, offering 10 different degrees from nine departments and six colleges. Several additional microcampuses will open in the coming year.
- We've developed an initiative to offer a health sciences option in the global and online domains that will launch by Q1 2020.



INITIATIVE PROGRESS

ARIZONA GLOBAL *Global Projects* (4.1A)

Owner: Erin Chadd

We will lead the world in applying research to solve global challenges by increasing development, capacity building, training and other projects abroad. The university will build stronger connections to international institutions, including government agencies and development banks and create incentives for faculty to grow their global portfolios. We will also grow the university's global footprint and support faculty-led projects, while making strategic decisions informed by faculty and external advisory boards.



STATUS: LAUNCHED

We established the Office of Global Projects as a collaboration between University of Arizona Global and Research, Innovation and Impact (RII). The search for an executive director is ongoing, and we expect to complete this search by December. In the meantime, we have begun the work of the Office of Global Projects by identifying funding opportunities, soliciting participation from Arizona faculty members and applying for millions of dollars in development grants.

HIGHLIGHTS

1. Arizona Global distributed 23 opportunities to faculty members, totaling more than \$125M of potential funding for global projects from the U.S. Department of State, U.S. Agency for International Development and the U.S. Department of Labor.
2. With support from the Office of Global Projects and RII, Arizona faculty members submitted proposals requesting more than \$23M to the U.S. Department of State and the U.S. Agency for International Development for global projects.
3. The search for an Executive Director to lead this office is underway and the position has attracted significant interest from well-qualified candidates. We expect to complete the search by December 2019 and hire additional staff in early 2020.

CHALLENGES & OPPORTUNITIES

1. The Office of Global Projects will better focus efforts to identify funding opportunities for global projects that align with Arizona's expertise and then support faculty and scholars in applying their research and expertise internationally.
2. It will position Arizona as a leader in applied research across borders, ultimately building the credibility, network and track-record that will make it easier to successfully compete for global projects.



INITIATIVE PROGRESS

ARIZONA GLOBAL

Global Presence (4.2A)

Owner: Cristina Castañeda

By 2025, we will launch 20 microcampuses (Arizona degree-granting locations on the campuses of partner universities) and educate more than 10,000 students annually around the world. We will provide global access to high-quality educational programs through innovative microcampus partnerships with international universities that enable the global delivery of University of Arizona academic programs, encourage international collaborative research and global engagement, and expand brand awareness.



STATUS: LAUNCHED

We have launched nine microcampuses with a total of 822 students and several additional microcampuses will open in the coming year. We are working to grow enrollments at existing locations, most of which are new and in early growth stages. The microcampus model remains promising with students, on average, performing well in their coursework and demonstrating high levels of persistence.

HIGHLIGHTS

1. Launched nine microcampuses with 822 students as of Fall 2019, offering 10 different degrees from nine departments and six colleges.
2. To date, 49 microcampus students have transferred to complete their degrees at main campus and 10-percent of the first graduating class from University of Arizona Qingdao at Ocean University of China enrolled at main campus to pursue graduate degrees.
3. Microcampus students are on average performing better than their counterparts on main campus and online, with higher GPAs and an overall retention rate of 95 percent.

CHALLENGES & OPPORTUNITIES

1. This initiative is highly ambitious, requiring significant scaling of our staff, processes and structures – all currently underway.
2. We now operate in 9 countries, a number that will soon expand, necessitating the development of expertise in several legal, cultural and educational environments.
3. We are working to develop a sense of identity among our global students as Arizona Wildcats, regardless of location, and establishing a research network across microcampuses.
4. To ignite research collaboration and strengthen connections between microcampuses, we hosted our first microcampus conference in summer 2019, attended by 13 current or future microcampus partners.



INITIATIVE PROGRESS

ARIZONA GLOBAL

**Create Separate Legal Entity
to Facilitate UA Arizona Presence,
Research and Educational Activities
Abroad** (4.2A2)

Owners: Brent White & Cristina Castañeda

We will establish a separate, non-profit legal entity to legally and effectively enable the implementation of the university's global strategic plan. This entity will operate as a supporting organization for the University of Arizona in carrying out global activities and operations. Support will include the hiring of global staff, local procurement, collections and transfer of funds abroad, and compliance with tax and other legal requirements in host countries.



STATUS: LAUNCHED

We have incorporated UA Global Operations, Inc. and have established a board of directors. The university and UA Global Operations, Inc. have fully executed an affiliation agreement establishing the terms and standards upon which UA Global Operations, Inc. will provide services to the university. UA Global Operations, Inc. is now fully operational and has begun its work in assisting the university in international recruitment, the establishment of microcampuses and the execution of other global projects.

HIGHLIGHTS

1. Hired an associate vice president for finance and global operations with many years of international experience, including as a director of finance at multiple U.S. embassies, and a new associate general counsel for global, with significant international and higher education experience. Filling these roles has been critical in executing this initiative and ensuring the success of UA Global Operations, Inc. moving forward.
2. The university and UA Global Operations, Inc. have fully executed an affiliation agreement establishing the terms and standards upon which UA Global Operations, Inc. will provide services to the university and UA Global Operations, Inc. is now fully operational.
3. UA Global Operations, Inc. is currently negotiating agreements with independent contractors around the world for recruitment of international students for main campus and microcampuses.

CHALLENGES & OPPORTUNITIES

1. Establishing this entity allows the University of Arizona to effectively navigate the complexities and legal challenges inherently associated with operating abroad.
2. The entity also mitigates risks to the university, while at the same time allows the university to establish a sustained global presence that, prior to date, has not been possible.



INITIATIVE PROGRESS

ARIZONA GLOBAL

Global Skills Provider (4.2B)

Owners: Joe Carella & Chris Gast

The University of Arizona will prepare individuals in a variety of industries, government and in a range of professions so that they can thrive in this transforming world. We will do so by providing training to the world through large-scale, impactful, training initiatives. We will differentiate ourselves by convening and partnering with relevant and critical stakeholders, meeting the needs of professional communities across the globe and using the most appropriate learning media, exponential learning methods and by advancing their learning networks.



STATUS: PRE-LAUNCH

A program jointly developed by the James E. Rogers College of Law and the Mexican Foreign Ministry successfully delivered an online course to more than 75 members of the Mexican diplomatic corps. Additional programs will be implemented when competing demands subside and personnel and resources to support new programs become available.

GOALS

1. Provide professional-level education to students worldwide
2. Create a positive impact in the communities and lives of participants
3. Disseminate Arizona research on a global scale
4. Expand our alumni base
5. Become an influencing authority on skills development
6. Create large-scale interventions while developing personalized learning paths



INITIATIVE PROGRESS

ARIZONA GLOBAL

Top Destination for Talented and Diverse Students From Around the Globe (4.2C1)

Owner: Stephanie Adamson

The University of Arizona will be a top 20 destination for international students in the U.S. We will draw first-year, transfer and graduate students from diverse recruitment avenues, including an Early University Program (EUP) at Arizona-affiliated high schools worldwide, our network of microcampuses and through sustained and highly visible marketing in top markets for international students. We will also involve faculty, alumni and current students in recruiting a globally diverse student body.



STATUS: LAUNCHED

The Arizona Global recruitment model now supports recruitment, marketing and admission counseling for undergraduate and graduate enrollment at every Arizona location around the world. This includes the main campus in Tucson, as well as microcampuses.

HIGHLIGHTS

1. Despite declining international student enrollment in the U.S., we increased the number of incoming international students in Fall 2019 as compared to Fall 2018. New undergraduate enrollment increased by 18% over the previous fall.
2. International Admissions conducted a Global Tour where we hosted in-person events for admitted students and their parents in 20 cities around the world, yielding a significant portion of student attendees.
3. Objective metrics for the incoming undergraduate international class improved substantially, with the median international undergraduate SAT score up by 140 points to 1340.

CHALLENGES & OPPORTUNITIES

1. The university faces increased competition nationally for a shrinking pool of international students. To counter this trend, we will leverage innovative pipelines such as EUP, which will incentivize high school students around the world to attend our main campus and microcampuses.
2. We also have the opportunity to attract transfer and graduate students to main campus from our microcampuses, particularly as our network continues to grow.



INITIATIVE PROGRESS

ARIZONA GLOBAL *Early University Program at UArizona-Affiliated High Schools Abroad* (4.2C2)

Owner: Chris Johnson

We will develop high school pipelines to encourage international students to enroll at the Arizona main campus and microcampuses. Through the Early University Program (EUP) at Arizona-affiliated high schools worldwide, students will earn up to 30 University of Arizona credits while in secondary school. The program will employ a flipped model of instruction, with materials delivered online and supplemented by local facilitators. We will provide curriculum, faculty of record and an opportunity for recent Arizona graduates to act as on ground facilitators through a program called “Teach for the Globe.”



STATUS: LAUNCHED

We have signed an agreement with a partner in China for multiple high school locations and negotiations are underway in multiple countries. We are collaborating with Arizona Online to develop a set of scalable, high quality general education courses that will prepare international high school students for college in the United States. We are also developing a “Teach for the Globe” program with the College of Education to train graduates to teach at Arizona-affiliated high schools participating in EUP.

HIGHLIGHTS

1. Signed an agreement with a partner in China for multiple Arizona-affiliated high schools and are in discussions with additional potential partners in multiple countries.
2. Through a committee process, we identified an appropriate set of course offerings for EUP and are working in collaboration with Arizona Online to produce these courses. We anticipate launching the first courses of EUP in Spring 2020.
3. The Global Education minor for the Teach for the Globe program is progressing through the committee process. Participating students will receive training in flipped classroom and active learning pedagogy; intercultural competence; and best practices for teaching second-language learners – preparing graduates to teach at Arizona-affiliated high schools worldwide.

CHALLENGES & OPPORTUNITIES

1. EUP will create opportunities to boost enrollment at our main campus and microcampuses and to advance University of Arizona brand affinity worldwide.
2. General education courses developed for EUP can also be used at microcampuses as part of an “American Degree Program” and could possibly be deployed domestically to students at Arizona high schools in order to prepare more Arizona students for college.



INITIATIVE PROGRESS

ARIZONA GLOBAL

Unparalleled Support Infrastructure for International Students (4.2C3)

Owner: Joanne Lagasse-Long

We will become a national model for holistic support of international students. We will offer a concierge-level of support that addresses the special cultural, academic, social, financial, career, mental health, and immigration issues that international students often face as they integrate into our community. By co-locating International Student Services with International Admissions in the Global Center, international students will experience seamless support from first point of inquiry through graduation.



STATUS: LAUNCHED

International Student Services (ISS) has moved to the Global Center and has established streamlined student support with International Admissions. ISS is directly involved with key initiatives on campus to improve information-sharing and early intervention, resulting in an improved retention rate of international students. With several searches in progress, ISS is working to reach a student to support staff ratio of 250:1.

HIGHLIGHTS

1. Created a Global Wildcat Welcome team to greet students at the airport, direct them to free shuttles and accompany them to destinations. Our team was also available 24/7 via cell as students first arrived in Tucson.
2. Merged domestic and international student orientation for both undergraduate and graduate students, creating opportunities to immediately integrate students as part of their onboarding to campus.
3. We also hosted multiple orientation sessions to better accommodate the varied arrival schedules of our international students.

CHALLENGES & OPPORTUNITIES

1. We are developing a new survey to assess international student satisfaction and to provide baseline numbers as we strive to reach our goal of 95-percent student satisfaction.
2. This survey will enable us to better understand the needs of international students as a group, and as population groups from different countries or regions.
3. This will also enable us to tailor our support to meet specific needs of different populations of international students.



INITIATIVE PROGRESS

ARIZONA GLOBAL

Arizona Global Center (4.2C4)

Owner: Erin Chadd

We will create a Global Center to centralize international activities and services on campus, deliver unparalleled support for international students and provide a hub for global engagement. The Global Center will include: International Student Services, International Faculty & Scholars, International Admissions, Study Abroad, Passport Services, Global Travel and international food options. It will eventually be the heart of an International Village with internationally themed dorms, language floors, expanded student services, conference facilities and guest housing.



STATUS: LAUNCHED

We have completed Phase One of the Global Center on schedule and moved in all customer facing units of Arizona Global, as well as a new computer lab and academic support office. The Request for Qualifications for Phases Two and Three are currently open for all additional renovations, including creating an international food court, coworking space, common areas for student study and interaction, outside eating areas and performance spaces, and an international market.

HIGHLIGHTS

1. Housing International Admissions and International Student Services in the same space has helped to streamline operations between the two units, leading to a seamless experience for incoming international students.
2. Events such as parties, coffee hours and free yoga are attracting activity to the Global Center and familiarizing students with our global services.
3. With the inclusion of Arizona Study Abroad and on-site passport services, domestic students are increasingly visiting this space, contributing to intercultural connections and a diverse, inclusive community.

CHALLENGES & OPPORTUNITIES

1. The former Park Student Union building is dated and needs substantial deferred maintenance, but renovations present an opportunity to create a community center in an area of campus currently lacking this kind of space.
2. The International Village will require raising additional funds but would differentiate Arizona in recruiting globally minded students.



INITIATIVE PROGRESS

ARIZONA GLOBAL

Network of Dedicated UArizona Study Abroad Sites (4.3A1)

Owner: Lisa Turker

We will rank first nationally in the number of domestic students who study abroad. We will ensure the study abroad experience is accessible and seamless, encouraging more students to participate. And we will establish a network of study abroad sites and maximize our existing programs to allow students to earn credit through integrated curricular paths where they earn Arizona credit, pay Arizona tuition and receive financial aid – greatly increasing the affordability and attractiveness of studying abroad.



STATUS: LAUNCHED

We have launched 11 study abroad sites and implemented policy and structural changes needed to position this initiative for success, including allowing students to use their institutional financial aid when studying abroad on University of Arizona programs or at our university sites. We are now focusing efforts on recruiting students to our new study abroad sites and working with colleges and departments to develop integrated curricular pathways that allow students to study abroad while advancing seamlessly toward graduation.

HIGHLIGHTS

1. Launched 11 study abroad sites in fall 2019 and expect to launch one to two more by year's end. Our sites include popular study abroad destinations such as Barcelona, Rome and London.
2. Students may now use financial aid for Arizona study abroad programs and sites, just as they may when studying on main campus. This is a major step toward making study abroad an accessible financial option for all students.
3. We introduced new models to incentivize colleges and departments to encourage students to participate in study abroad programs and are working with colleges and departments across campus to create seamless curricular pathways for students that allow them to earn University of Arizona credit while studying abroad.

CHALLENGES & OPPORTUNITIES

1. Our new study abroad sites, located on the campuses of partner universities, provide opportunities for immersive cultural exchange as Arizona students study alongside their local peers.
2. The centrally managed site model also encourages broad participation from colleges by providing a ready platform for offering study abroad opportunities to their students, without the costs of setting up their own programs.
3. To be successful, this model requires articulating numerous courses at each site to provide a seamless curricular experience for students. We are working to standardize and increase the efficiency of this articulation process.
4. To meet ambitious enrollment goals, we must also develop strong recruitment, implementation and fundraising strategies.



INITIATIVE PROGRESS

ARIZONA GLOBAL *Unique and Affordable Experiences Abroad* (4.3A2)

Owner: Harmony DeFazio Davies

We will maximize successful Arizona study abroad programs to make a seamless experience for students, encouraging more students to participate and making the university the national leader in study abroad. National (and Arizona) trends show that students prefer short-term study abroad options. This initiative will maximize shorter duration programs, while also strengthening exchange programs and providing opportunities for career-oriented international experiences. Additionally, we will focus on removing barriers through fundraising and addressing institutional policies and procedures that currently disincentivize study abroad participation.



STATUS: LAUNCHED

Students can now study abroad at University of Arizona locations at partner universities across the world and pay their regular Arizona tuition. Participants may also register and be billed for international health insurance in a fashion similar to the way that they normally obtain student health insurance. A variety of courses at each destination, including those taught by on-site Arizona faculty, partner university courses, and Arizona i-courses are available for students to select.

HIGHLIGHTS

1. In the past, students were not able to use financial aid for study abroad. Recent changes to the study abroad program allow students to use financial aid for Arizona study abroad programs and sites.
2. Allowing students to use financial aid for study abroad is a major step toward making it accessible for more students.
3. New strategies to encourage students to participate in study abroad programs and create seamless curricular pathways for students that allow them to earn University of Arizona credit while studying abroad improves accessibility for students who historically do not pursue study abroad opportunities.

CHALLENGES & OPPORTUNITIES

1. The new centrally-managed study abroad model, with sites located on the campuses of partner universities, encourages broad participation from colleges by providing a ready platform for offering study abroad opportunities to their students, without the costs of setting up their own programs.
2. To meet enrollment goals, numerous courses must be articulated at each site to provide a seamless curricular experience for students consistent with the overall goal to make study abroad a more viable option for all students.



INITIATIVE PROGRESS

ARIZONA GLOBAL *Arizona Health Sciences* *Global and Online* (UAHS 1.5)

Owners: Carol Gregorio, PhD
& Douglas Taren, PhD

We will advance Arizona Health Sciences offerings into the global and online domains and bring the world closer together by defining the future of health care education, research and practice. Specific components include the creation of new online, blended and microcampus program offerings as well as the expansion of international research opportunities for students. Ultimately, these activities will lead to increased enrollment in Arizona Health Sciences micro-campus, online and competency-based degree programs.



STATUS: PRE-LAUNCH

1. Detailed plans for this initiative have been prepared, and a comprehensive review of the initiative has been completed by key administrators and support personnel
2. Online partnership opportunities are being identified and evaluated.
3. Planning is underway to host an informational session with stakeholders from across health sciences.
4. Preparations have started to launch the search for a marketing coordinator for the Arizona Health Sciences online and global programs.

GOALS

We will develop robust online and micro-campus programs that increase the accessibility and impact of Arizona Health Sciences programs and expand clinical, research and translational expertise:

1. Work with University of Arizona Global and Biocommunications to provide cohesive branding for Arizona Health Sciences global and college-level marketing initiatives.
2. Establish new microcampus programs and courses in collaboration with Global.
3. Support student-centered, international research projects.
4. Increase enrollments in Arizona Health Sciences online and micro-campus programs.



Institutional Excellence

We will operate as a best-in-class place to learn, research and work by living our values within a culture where innovation is encouraged and incorporated. We will deploy strategic cultural and physical infrastructure initiatives to unlock the full potential of the entire community, enhancing the UArizona experience.



PILLAR PROGRESS

INSTITUTIONAL EXCELLENCE

- Our Best Work Environment
- Living our Core Values
- Business Process Pilot
- Trellis (CRM)
- Data Warehouse
- Contract Management
- The Living Strategic Plan
- Large Scale Renewable Energy Options
- Budget & Planning Platform
- Campus Master Plan to Complement Strategic Plan Initiatives
- Technology Solutions for Health-Collaborative to Increase 4IR Health Sciences Research
- Health Analytics Powerhouse

INSTITUTIONAL EXCELLENCE

Live our core values and support a culture of innovation to enable high-impact learning and work practices.

DESCRIPTION

We will operate as a best-in-class place to learn, research and work by living our values within a culture where innovation is encouraged and incorporated. We will deploy strategic cultural and physical infrastructure initiatives to unlock the full potential of the entire community, enhancing the UArizona experience.

By 2025, the university will:

- Create our best work environment through a participatory process that includes internal assessment, review of results and implementation of specific action items;
- Create opportunities to ingrain our core values into the daily lives of students, staff, faculty and alumni;
- Implement an institutional CRM strategy to increase information-sharing across campus and improve the efficiency and effectiveness of engagement activities;
- Achieve 90% satisfaction for faculty, students and staff based on interactions with respect to academic and administrative services.
- Create a Campus Master Plan tightly aligned with the strategic plan and implement steps toward achieving carbon neutrality.

Summary of Progress:

The groundwork has been laid and the layers are being built to collect our resources and bring the strategic message to campus. The Trellis platform (the university's CRM solution) is installed with encouraging adoption rates for the first prototype applications. We will enter into an agreement with TEP to ensure 100% of the university's purchased electricity needs are met by renewable resources by the end of 2020.

Highlights:

- UArizona executed a contract with Tucson Electric Power, which, pending approval from the Arizona Corporation Commission, will secure renewable energy to cover the entirety of the university's purchased electricity needs for 20 years starting in Jan. 2021.
- The Campus Master plan team gathered input from over 500 Campus community participants and assembled vital planning information related to campus uses, conditions and trends.
- A University Profile dashboard that will provide access to high-level institutional data at different aggregation levels in a user-friendly format will be released to campus before the end of the year.
- The Trellis platform is installed with encouraging adoption rates for the first prototype applications to improve the student experience.
- Plans for initiatives to improve access to reliable data and increase 4IR research in the health sciences have been developed and will launch by Q1 2020.



INITIATIVE PROGRESS

INSITUTIONAL EXCELLENCE

Our Best Work Environment (5.1A)

Owners: Andrea Romero & Sara Knepper

This initiative is designed to continually assess and improve the work environment of faculty and staff at Arizona. This began with implementation of the Organizational Health Index (OHI) survey, followed by praxis workshops to reflect on the data and generate action ideas. An internal assessment will be created and implemented, followed by an ongoing cycle of praxis workshops, reporting, action committees, and action work, to continually strive towards our best work environment.



STATUS: LAUNCHED

The OHI was implemented in Fall 2018, which produced a useful set of data on workplace climate. Challenges with the tool and results led to praxis workshops for increased faculty and staff engagement and a deeper dive into the data in Spring 2019. We've shared our preliminary report (Summer 2019) with campus leadership. Next steps include hiring administrative support and finalizing action committees.

HIGHLIGHTS

1. Held 19 praxis workshops in Spring 2019 in 13 locations across multiple modalities. 297 participants reflected on OHI data and planned for future action steps toward our best work environment.
2. The increased faculty and staff engagement was an important step toward improving our university work environment.
3. Our preliminary report (Summer 2019) analyzed praxis workshop data, providing future directions toward establishing action committees and an internal assessment team.
4. This report was shared with spring praxis workshop participants and with campus leadership in Fall 2019, inviting participating in action committees.

CHALLENGES & OPPORTUNITIES

1. This initiative is ambitious, expansive and iterative, which has resulted in administrative challenges to keep it moving forward.
2. A lack of administrative support posed a challenge in making timely progress toward action committee creation and beginning action work; this challenge is currently being addressed through a staff hire.



INITIATIVE PROGRESS

INSTITUTIONAL EXCELLENCE

Living Our Core Values (5.1B)

Owners: Chris Kopach & Praise Zenenga

We will engage our campus community in the adoption of the Arizona core values: Integrity, Compassion, Exploration, Adaptation, Inclusion and Determination. We will create opportunities to ingrain these values into the daily lives of our students, faculty and staff and advise on the integration of these values across collaborations with our local community, statewide partners and beyond.



STATUS: PRE-LAUNCH

The initiative start was delayed, pending the need for several other initiatives to solidify. We have since defined and developed marketing, audiences and strategy, and are now moving forward to develop our charter with clarity to prevent rework of initiative committees.

HIGHLIGHTS

1. Develop a sub-initiative team that will have key stakeholders from across campus and beyond. The co-chairs represent the business affairs and academic sides of campus along with additional members from the Office of the Provost, Purchasing, students, Human Resources, Greek Life, Residence Life, Recreation Center, Alumni and Facilities Management.
2. We added Tanya Terranova, executive assistant in Facilities Management, to the team to support efforts with entering all information and updates into WAVE. She has a marketing degree from the University of Arizona and also will be working with our Marketing Department on several other efforts related to our initiative.
3. Twice a year, Chris Kopach and his team are invited to a class on the University of Arizona's Heritage and Traditions. The team reviewed the six core values at the most recent presentation.
4. Started a Monthly Employee Recognition Program with a video, to addresses the new values and how they play into our service culture.

CHALLENGES & OPPORTUNITIES

1. The launch of the core values by Marketing and Communications in late Spring 2019 was an essential predecessor for this initiative, allowing extra time to develop detailed plans that include milestones and Key Performance Indicators to measure progress.
2. Reaching outside the university to broaden our Living Our Core Values will result in multiple key stakeholders. One opportunity that will take place soon is related to Requests for Qualifications and Requests for Proposal, as our values will be a standard requirement for all doing business with the university.
3. The Annual Employee Recognition Program will be reviewed to add criteria for incorporating our values into faculty and staff daily lives and reward successes.



INITIATIVE PROGRESS

INSTITUTIONAL EXCELLENCE

Business Process Pilot (5.2A1)

Owner: Tammy Strom

We will replace the current University Travel Authorization 'paper' form with an efficient and timely digital solution to provide improvement in university business as well as overall efficiencies across campus. The dependencies of this initiative will rely on technology options to support the success of the form and the information provided on the form for both business units and central administration. The Travel Authorization form provides business units and central administration with valuable information on a traveler's business travel. Should personal travel be included, it allows the business units to ensure only business expenses are incurred by the university. We'll take the revised form and incorporate a software product to electronically route for approval to avoid printing and obtaining signatures.



STATUS: LAUNCHED

We replaced the current University Travel Authorization 'paper' form with an efficient and timely digital solution to provide improvement in university business as well as overall efficiencies across campus. The Travel Authorization form provides business units and central administration with valuable information on a traveler's business travel.

HIGHLIGHTS

1. This strategic initiative is complete and effectively replaced the University Travel Authorization 'paper' form with an efficient and timely digital solution.
2. Piloted in Oct. 2018 and launched Feb. 2019.
3. Drives institutional excellence by improving a paper Travel Authorization form to a digital electronic approval process to enable end users to easily prepare and route for approval.
4. Increases institutional compliance with University Travel policy for travelers to be approved to be in travel status away from their duty post as well as approved for funding of the business travel.



INITIATIVE PROGRESS

INSTITUTIONAL EXCELLENCE

Trellis (CRM) (5.2A2)

Owner: Darcy Van Patten

Constituent Relationship Management (CRM) is an organizational strategy aimed at increasing and improving interaction, outreach and engagement with the university's students, alumni, industry partners and other strategic constituents. Supported by a shared technology platform, our branded CRM software program, Trellis, will provide a comprehensive view of constituents to deliver a modern, personalized digital experience. Trellis promises to strategically advance the university in multiple areas, including student success, advising and engagement, marketing and communications, alumni relations, community and government relations, and more.



STATUS: LAUNCHED

We've scaled our project team sufficiently and development has been underway since February 2019. Trellis launched its first product in Aug. 2019 with two additional products in Beta (Trellis Social and Trellis Advise). Since formally launching the initiative in Jan. 2019, we have conducted 40 information gathering and design thinking workshops reaching over 500 stakeholders and constituents. Our representative program governance has been convening since April and is actively engaged in program prioritization and decision processes.

HIGHLIGHTS

1. Trellis Progress is live. It is a comment-based early progress report that helps faculty and TAs provide students feedback when they can still course correct, plus connect them to resources like Think Tank, SALT Center and academic advisers.
2. The beta version of Trellis Advise is used by 40% of undergraduate advisers so far. It streamlines the experience for students and advisers for scheduled and drop-in appointments, notes and communications.
3. Trellis Social is a social media management and listening tool that enables more effective marketing and helps us keep an ear to the ground in terms of public sentiment.
4. The first phase of Master Data Management (MDM) is complete. It will allow for the sourcing and defining of clean, consistent and reliable data across multiple systems of record.

CHALLENGES & OPPORTUNITIES

1. CRM is an organizational strategy. Successful delivery of the CRM will require thoughtful and occasionally difficult decision making on the way we share information across silos
2. Expectation management is critical. The strategy of the Trellis initiative is to deliver value to campus at speed and scale; the focus in the early stages of the program will primarily be on product delivery that provides maximum benefit to a broad audience.



INITIATIVE PROGRESS

INSTITUTIONAL EXCELLENCE

Data Warehouse (5.2A3)

Owner: Ravneet Chadha

We will expand and enhance our data warehouse to collect, curate and make a broad range of institutional data available to all levels of campus users, especially senior leadership. As part of the initiative, new reporting tools and ways to deliver intuitive, customized, high-level data to decision makers will be established, accompanied by stronger communication and training. These enhancements will include process, outcome and programmatic data, setting the stage for the university to make data-informed strategic decisions.



STATUS: LAUNCHED

This initiative was recently approved and funded. We are actively recruiting talent to fill roles within the initiative and have started working on framework for several parts of the initiative including integrating IPEDS data into the data warehouse, creating University Profile, establishing a rankings model, and increasing communication and awareness of our products/services to the campus community.

HIGHLIGHTS

1. We will release a University Profile dashboard to campus before the end of the year. University professionals will soon have access to a high-level overview of data relating to the institution at different aggregation levels (university, college or department) in a user-friendly format.
2. We hired a communications specialist to establish regular communication with our campus customers, increasing awareness of services and new products as they are made available.
3. We hired a data scientist who serves a key role in the institution's ability to develop strategic analytics. Work has already started on a rankings model, which will impact our ability to better understand and ultimately make changes to improve rankings.

CHALLENGES & OPPORTUNITIES

1. The specialized expertise needed for this initiative can be difficult to recruit to Tucson. We will hire a recruiter to help build this team.
2. We do not have sufficient office space. With more hires planned imminently, we have already reached capacity and are actively seeking additional space.
3. We have established a new Data Request Form as customer communication platform. As a result, we have seen an increase in the number of ad-hoc requests which has led to a new challenge of managing volume while maintaining a quick turnaround.



INITIATIVE PROGRESS

INSTITUTIONAL EXCELLENCE

Contract Management (5.2A4)

Owners: Yvonne Lorch & Laura Lukomski

We will increase efficiency, transparency and access to pertinent data through a shared contract management and storage system. A workgroup of representatives from across campus will develop and run a two-step pilot project for enhanced contract management. The first step is selection, training and implementation of a centralized contract storage system that all involved university parties will be able to access. If this first step of the pilot is successful, it will pave the way for the larger next step – contract workflow redesign.



STATUS: LAUNCHED

We have formed a working group representing six (larger volume offices) of the 15 contracting offices and one regulatory office to plan and implement this initiative. Meeting weekly, the working group developed a road map and has been busy laying the foundation of the initiative with plans to start a pilot by Dec. 2019. In the upcoming month, we will start socializing the initiative with the remaining contracting and regulatory offices.

HIGHLIGHTS

1. Completed the project charter and identified three key stakeholder groups, each with an engagement plan: Contracting Offices, End Users/Responsible Parties and Compliance/Regulatory Offices.
2. Defined the key contract management storage and retrieval requirements with the expectation that we'll finalize the requirements through our upcoming town hall with all contracting and regulatory offices.
3. We will select the contract system tool from the existing university software library. We are assessing Office 365 SharePoint and DocuWare and have completed a successful Proof of Concept (POC) of Office 365 SharePoint.

CHALLENGES & OPPORTUNITIES

1. Although users may be resistant to changing their contract management process and/or storage tool, so far, we're excited by the collaboration we have seen.
2. We are pursuing central funding for the tool support and will form a governance structure around the process and tool implementation to ensure ongoing consistency and benefits.
3. DocuWare upgrade is occurring in November; if delayed, it could impact our pilot timeline if that tool is selected.



INITIATIVE PROGRESS

INSTITUTIONAL EXCELLENCE

The Living Strategic Plan (5.3A)

Owner: Jane Hunter

The Living Strategic Plan supplements existing infrastructure to ensure that current and future initiatives are sufficiently supported for maximum success. Through a program to provide seed funding for current and new initiatives, we will strengthen the long-term viability of the strategic plan in response to new conditions, situations and environments. These processes and tools help to develop and deepen a sense of ownership of the strategic plan by the university community as we encourage the creation of new ideas and cultivate a culture of entrepreneurship and institutional responsiveness.



STATUS: LAUNCHED

The Living Strategic Plan (LSP) supports the essential infrastructure necessary to ensure successful implementation of the strategic initiatives. The SLP provides pillar owners who promote collaboration across initiatives with tools like program management software that tracks progress of the initiatives against Key Performance Indicators (KPIs). This support allows teams to collaborate and act on real-time insights.

HIGHLIGHTS

1. Selected a diverse mix of campus leaders to serve as pillar owners for the implementation phase of the strategic plan. These pillar owners are devoted to a campus-wide perspective to promote collaboration across pillars and initiatives.
2. The program management platform that was adopted during the early stages of the strategic plan has been selected for the implementation phase to support efforts to track initiatives, measure their impact, drive accountability and achieve sustainable results.
3. Conducted Strategic Networking Events in Fall 2019 to promote engagement and encourage collaboration between initiative teams and their stakeholders.

CHALLENGES & OPPORTUNITIES

1. While diversity is one of the university's greatest strengths, it creates some interesting challenges and opportunities.
2. To achieve the desired transformation set forth by the strategic plan, it is important that everyone involved with the implementation of the strategic initiatives consistently strives to find ways to engage all stakeholders in a manner that meets their individual needs.



INITIATIVE PROGRESS

INSTITUTIONAL EXCELLENCE

Large Scale Renewable Energy Options (5.4A1)

Owner: Trevor Ledbetter

We will enter into an agreement to ensure 100% of the university's purchased electricity needs are met by renewable resources by the end of 2020. Several on-campus solar demonstration sites will compliment this effort, and together will eliminate 100% of the university's scope 2 greenhouse gas emissions (emissions that result from the production of electricity purchased by the university from Tucson Electric Power). This represents a reduction in the university's carbon footprint by nearly one third.



STATUS: LAUNCHED

The initiative team executed a signed contract with Tucson Electric Power in Aug. 2019, which, pending approval from the Arizona Corporation Commission, will secure renewable energy to cover the entirety of the university's purchased electricity needs for 20 years starting in Jan. 2021. The ACC's approval is expected in 4-6 months and both on-campus solar installations should be complete by Dec. 2020.

HIGHLIGHTS

1. We are the largest U.S. institution of higher education to execute a deal with a local utility to entirely offset our scope 2 emissions, or those associated with electricity, heat or steam purchased from a utility provider.
2. We'll source energy from Wilmot Energy Center in southeast Tucson as well as the Oso Grande Wind Project in western New Mexico.
3. On-campus solar demonstration sites are planned to complement the ENR2 Rooftop Agrivoltaic Project, spearheaded by the Office of Sustainability, as well as the new Student Success District.

CHALLENGES & OPPORTUNITIES

1. The execution of a deal at this scale and scope was ambitious, requiring the coordinated and collaborative efforts of numerous Arizona and TEP leaders, however, the partnership formed here will pay dividends well into the future on many fronts.
2. Adequately advertising this partnership and Arizona's step forward in this space has proven to be challenging to date, but once the ACC has approved the deal and the agreement is in place with green energy flowing to main campus, this should become easier.



INITIATIVE PROGRESS

INSITUTIONAL EXCELLENCE

Budget & Planning Platform (5.5A)

Owner: Garth J Perry

We will adopt a common budget and planning platform that will empower units by simplifying their planning processes and by allowing flexibility to capitalize on strategic opportunities as they emerge. These include linking budgets to the overall strategic plan. The software platform will also facilitate the bi-directional nature of planning between central administration and Responsibility Center Units (RCUs) and allow for timely and informative insight and decision-making support by all levels of university leadership.



STATUS: LAUNCHED

Kaufman Hall-Axiom and the Office of Budget and Planning have completed all required design and contract agreements and have begun the development process of rolling out three modules from Oct. 2019 through Feb. 2020. Implementation of this Phase One project, a new All Funds Planning process, has involved a broad campus constituency and will broaden further as testing, training and meet “go live” dates in the coming months.

HIGHLIGHTS

1. Completed proof-of-concept initiatives—Request for Proposal, Vendor Selection, Design Document, and built and tested module one of three. These are all part of Phase One implementation of a new All Funds planning process designed to support integrated financial planning and communication between all levels of university leadership.
2. Formed a campus ambassador group of 50+ financial professionals as a dual-purpose campus engagement and change management effort, designed to enhance user adoption and participation in design.
3. Initiated a series of report automation projects designed to enable the Office of Budget and Planning staff to shift future efforts away from compilation work to more value-added analytical and predictive work.

CHALLENGES & OPPORTUNITIES

1. High demand for a variety of use cases that can be enabled by this new platform (commitment planning and tracking, capital project management, strategic initiative planning and tracking, departmental program planning, and automated budget allocation tools, among others) has resulted in an opportunity to form oversight and strategy committees to support and prioritize Phase Two, Three and Four development efforts over the next 3-5 years, resulting in new campus collaborations and increased transparency into newly forming budget and planning processes.



INITIATIVE PROGRESS

INSTITUTIONAL EXCELLENCE

Campus Master Plan to Complement Strategic Plan Initiatives (5.5B)

Owner: Bob Smith

This cross-cutting, multidisciplinary effort will provide a comprehensive physical framework plan (campus master plan) to facilitate the strategic growth and success of all university/campus stakeholders, while most closely focusing on facilitating the priorities established in the strategic plan. We will enable the campus environment to support the strategic plan pillars by providing for the physical context within which the university's learning, research, social and cultural initiatives can occur.



STATUS: LAUNCHED

The Master Plan Initiative has been progressing as scheduled and is roughly 40% complete. Key efforts include preliminary studies conducted by the university's Planning, Design & Construction staff to conduct a number of studies to provide a fast and efficient start to the planning process, including reviews of campus gateways, transportation, garages, utilities, housing, campus edges, sustainability, Athletics Facilities, and public-private partnerships.

HIGHLIGHTS

1. An extensive outreach effort with 18 Focus Groups, the Masterplan Steering and Operations Committees, has gathered input from over 500 Campus community participants.
2. An extensive data gathering effort has assembled vital planning information related to campus uses, conditions, and trends. This information has been analyzed and tested and will be critical to future planning phases.
3. The Masterplan team has worked closely with the Office of Strategic Planning Initiatives and Pillar and Initiative owners to assure full alignment of the Masterplan with the Strategic Plan.

CHALLENGES & OPPORTUNITIES

1. The greatest challenge has been assuring that all stakeholders and campus community members have effectively participated in providing input and critical reviews of the work as it is proceeding.
2. We believe that we are meeting this challenge to date but must confirm our exhaustive efforts to assure that this is achieved.



INITIATIVE PROGRESS

INSITUTIONAL EXCELLENCE

Technology Solutions for Health-Collaborative to Increase 4IR Health Sciences Research (UAHS 5.1A)

Owner: Holly Moye

We will create an advisory with consolidated research and translation services and develop programming and tools that will increase 4IR health sciences research by creating an environment to facilitate the exchange of resources and expertise.



STATUS: PRE-LAUNCH

1. Detailed plans for this initiative have been prepared and a comprehensive review of the initiative has been completed by key administrators and support personnel.
2. We've begun baseline collecting of data for health science related services, disclosures, patents and publications.
3. We've started the review of database options of an all faculty/facility/services searchable intelligent data analytics tool.

GOALS

1. Create a collaborative that connects researchers and inventors across campus to enable organic health science-focused collaboration, innovation and idea generation.
2. Host Health Sciences related research services and convening events.
3. Facilitate multi-college health sciences related 4IR projects.
4. Increase the number of health sciences disclosures, patents and publications.



INITIATIVE PROGRESS

INSITUTIONAL EXCELLENCE

Health Analytics Powerhouse (UAHS 5.3)

Owner: Nirav Merchant, MS

We will establish the roadmap and infrastructure to reliably and securely collect key data sets and data streams from partner institutions and collaborations. This initiative will centralize data science services, technology and staff for interdisciplinary communities of practice to use data science and analytics methods and increase their expertise in health. With more access to advanced analytics, Arizona Health Sciences is poised to pursue new leading-edge programs, generate inventive pilot programs and bolster future grant submissions.



STATUS: PRE-LAUNCH

1. Detailed plans for this initiative have been prepared and a comprehensive review of the initiative has been completed by key administrators and support personnel.
2. We are refining the business case in order to reflect the investments required to meet the goals of this initiative.
3. Details on KPIs and milestones are being reviewed by key contributors.

GOALS

1. Establish the Arizona Health Sciences Office of Data Services, which will streamline access to unique and high value data sets, minimizing the burden on individual researchers for obtaining and utilizing data from multiple sources. This will also make Arizona Health Sciences a leader in responsible data stewardship.
2. Establish a Controlled Research Computing Environment, a secure, compliant and flexible data analytics environment.
3. Create focused research working groups (RWG) and services that comprise subject matter and data science experts focused on pragmatic use of key enabling analytics techniques and technologies that have translational value for health sciences researchers.
4. Establish an analytics ecosystem for new sensors, instrumentation and devices that have strategic value for groups of Arizona Health Sciences researchers.



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