ENVISIONING A BOLD FUTURE
– THE OPPORTUNITY FOR THE 22ND PRESIDENT OF THE UNIVERSITY OF ARIZONA –
MISSION
To improve the prospects and enrich the lives of the people of Arizona and the world through education, research, creative expression, and community and business partnerships.

VISION
Through cross-cutting innovations distinctive to the University of Arizona, we will expand the student experience through engagement, advance knowledge through innovations in creative inquiry and collaboration, orchestrate novel partnerships to positively impact our community.

VALUES
Excellence and Integrity
Collegiality and Openness
Interdisciplinarity and Sustainability
Engagement and Societal Impact
Access and Opportunity
Diversity, Inclusion and Shared Decision Making

In 2014, the University of Arizona proudly revealed the full renovation of the iconic building, Old Main, the original university building constructed in 1891. The restoration of the building was undertaken with an important philosophy: the UA’s first building should be returned to its roots as the heart of campus. Designed in a style often referred to as “territorial hybrid,” the extensive renovation preserved the building’s historic features while re-establishing it as a central, open and communal space for students, employees, alumni and friends of the university. Now housed within Old Main are offices responsible for supporting prospective students, freshmen and transfer students, and employees responsible for campus tours. The Office of the President has also relocated to Old Main.
The University of Arizona is one of three innovative, world-class, public universities in Arizona that offer exceptional opportunities for education, discovery and impact. The UA, Arizona State University and Northern Arizona University are significant economic engines for Arizona and last year generated $11.1 billion in total economic impact for the state and 102,000 jobs.

The Arizona Board of Regents provides strategic direction for the public university system and is committed to making sure Arizonans have access to an affordable, high quality public university education. Coupled with our universities’ research capabilities, this builds a brighter future for students, families and the state of Arizona.

The Arizona Board of Regents has forged a new approach to leading these universities by governing them as an enterprise, distinct in its focus on mission differentiation, high performance, long-term competitiveness, transparency and quality assurance. Under this model, student success is the top priority and university presidents are the chief executive officers accountable for the outcomes of their institutions – to educate, discover and impact.

The universities are encouraged to be more entrepreneurial, to develop diverse revenue streams and operate highly differentiated service platforms. The Board is intensely focused on meeting state needs through smart growth of the university system.

With a sharp focus on being performance driven, accountable, transparent and student centered, the results of the enterprise framework have been significant, generating real momentum for public education in Arizona. This framework has been foundational to the development of a new state-funding model to support resident students, an actionable strategic plan with embedded quality markers, key performance metrics and more.

While achievements are notable, there is critical work on the horizon. Guiding support for our new resident-student funding model and postsecondary educational attainment creates key opportunities for our state in terms of workforce development. Further regulatory reform will allow for additional operating flexibility of our university system – allowing us to grow strategically and with more agility. Increasing state-based financial aid, encouraging additional research infrastructure and improving 6-12 outcomes will help to bolster productivity and progress for our enterprise and make Arizona a better place to live and work.

Through all of this transformation, our mission remains focused on students – to educate, discover and impact.
THE OPPORTUNITY FOR THE 22ND PRESIDENT OF THE UNIVERSITY OF ARIZONA

The Board seeks a consummate leader, tireless champion, innovator and visionary.

The University of Arizona is a premier public research university, ranked among the best in the world. Nationally, the UA has been named one of the top public research universities in the nation by U.S. News World Report and the Wall Street Journal. The university is home to the fiercely proud Wildcats, and is ranked among the top colleges in the nation by the Princeton Review for its strong commitment to undergraduate education and research and an outstanding education. The UA is consistently ranked among the top universities in the nation and is a member of the Association of American Universities. The institution benefits the state of Arizona with an estimated $8.3 billion annual economic impact.

The next president must be able to develop a clear vision for the university and possess the ability to implement that vision successfully in today’s changing higher-education market. The position requires the interpersonal and collaboration skills necessary to cultivate and strengthen relationships with multiple stakeholders including: students, faculty, alumni, members of the broader university community; trustees; community leaders; public and private sector partners and more to support the mission of the university and Arizona’s public university enterprise.

The president serves as the UA’s chief executive officer and provides senior administrative leadership for all campus programs, services, operations and activities. The president is responsible for maintaining high visibility within the region and the state, and for working in collaboration with the state’s community colleges, governmental and industry leaders and the Native American community.

The president is expected to be the chief spokesperson and fundraiser for the university. Additionally, it is important that the candidate have the skills necessary to be an effective member of an executive management team comprised of the board president and other Arizona public university presidents, who collectively provide leadership to achieve higher education goals on behalf of the state of Arizona.

Established in 1885, the University of Arizona is a superland-grant university with two medical schools and a continued commitment to produce graduates ready to join today’s workforce and address the challenges of our time. As a premier research university, the UA advances the frontiers of interdisciplinary scholarship and entrepreneurial partnerships and is a member of the Association of American Universities. The institution benefits the state of Arizona with an estimated $8.3 billion annual economic impact.

This individual must have a keen understanding of the numerous academic, business and other opportunities and challenges facing the University of Arizona and higher education in general. The next president of the UA will possess the ability to lead an exceptional faculty and administrative team, as well as more than 40,000 undergraduates and graduate students, in taking the university to new heights.

Photo credit: John de Dios
Scientists at the UA are working to construct mirrors for the Giant Magellan Telescope that promises to revolutionize our view of the universe with a resolving power 10 times greater than the Hubble Space Telescope. The Giant Magellan Telescope will be located on a remote mountaintop in the Chilean Andes.
ARIZONA BOARD OF REGENTS
STRATEGIC PLAN GOALS FOR THE UNIVERSITY OF ARIZONA

Current 2024-25 Goal

EDUCATE

DEGREES AWARDED IN HIGH-DEMAND FIELDS

- 4,347
- 5,131

6-YEAR GRADUATION RATE

- 60.9%
- 75.0%

TOTAL ENROLLMENT (OFFICIAL 21ST DAY)

- 43,626
- 64,250

GRADUATE ENROLLMENT (OFFICIAL 21ST DAY)

- 9,553
- 13,784

PUBLIC SERVICE ACTIVITY (IN $1,000'S)

- $91,656
- $105,200

RESEARCH & DEVELOPMENT ACTIVITY (IN $1,000S)

- $606,219
- $756,600

VAST OPPORTUNITIES FOR A GROWING AND DIVERSE STUDENT BODY

Education is the cornerstone of the University of Arizona’s mission, and a commitment to student success is foundational to ensure students learn, thrive and engage. At the UA, student success is embedded in every decision.

The UA offers more than 150 undergraduate, masters and doctoral degrees through its nearly 50 colleges and schools. Ensuring affordable, accessible education is available to all Arizona residents is a priority. Through the UA’s tuition guarantee program, nearly 80 percent of continuing undergraduate students who are enrolled in the program will see no tuition increase for FY 2017.

ADVANCE EDUCATIONAL ATTAINMENT WITHIN ARIZONA

- Bachelor’s Degrees Awarded: 6,745
- Graduate Degrees Awarded: 9,553
- Average cost of education and related expenses per degree: $76,900
- Education and Related Expenses per Degree: $76,900

DISCOVER NEW KNOWLEDGE

- Research & Development Activity (in $1,000’s): $606,219
- Licenses & Options Executed: 83
- Degrees Awarded in High-Cost/Fields: 4,347

IMPACT ARIZONA

- Public Service Activity (in $1,000’s): $91,656
- Degrees Awarded in High-Cost/Fields: 4,347

THE DISTRICT – TRANSFORMING THE CAMPUS CORE FOR ACTIVE LEARNING

The UA is also embarking on a transformative remodeling of the campus core, an important step in the UA commitment to continuously engage students in dynamic, interdisciplinary learning experiences. The Beaver Down Student Success District (the District) will reinvigorate West Downen Gym, the Main Library, the Science Engineering Library and the Integrated Learning Center into a united hub that empowers innovative spaces to deliver the UA’s world-class academics, research, student support, and success services seamlessly into the student experience. The District will serve as a foundation for the university’s approach to student achievement, and as an engine for achieving recruitment and retention goals by giving students on the path to collaborate, innovate and graduate from day one.

The District continues to foster inclusion and diversity. With gains in diversity, the university also focuses on inclusion and success for underserved populations and ways to empower these students through high-performing retention programs such as the Arizona Assurance program, New Start program and others.

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A PLACE OF FIRSTS
– THE UA TRADITION OF ANTICIPATING OPPORTUNITIES OF THE FUTURE –

The National Science Foundation ranks the UA No. 1 in research activity in astronomy, the No. 3 university recipient of NASA research awards, and in the top 20 public research universities in the U.S. The UA researchers have an amazing history, and the university is creating the necessary conditions for them to continue tackling grand challenges today, while anticipating the future and setting the foundations for continued success.

The research accomplishments of UA faculty do not arise haphazardly. The UA’s success comes in part from knowing and leveraging the strengths of the institution and its faculty for the greatest impact possible. The university has identified seven areas of strength and opportunity for UA research, discovery and innovation to continue. These areas — Defense and Security, Space Systems, Water and the Arid Environment, and four areas of Translational Biosciences: Neuroscience, Health Disparities, Population Health and Precision Health — are supported by the university’s cross-cutting and longstanding excellence in space and optics, the environment and translational biomedical sciences.

Leveraging historical strength and new opportunities in these areas of priority, the university has aggressive ambitions to increase research activity, with a goal of $756 million in total research and development expenditures by 2025. For FY 2015, the UA’s total R&D expenditures were approximately $606 million, an increase of approximately $18 million over FY14. With a tenure track faculty base of approximately 1,560, the UA’s research output was $388,851 in research expenditures per faculty member.

To continue growing research volume, excellence and impact, the UA must anticipate tomorrow’s opportunities. Tactics include implementing an innovative, faculty-driven strategic cluster hiring program, investing in high-capacity instruments and facilities to develop technologies, while advancing new opportunities by enabling research infrastructure that fosters new partnerships and promotes diversification. Finally, the university’s focus on impact drives the creation of new research institutions and centers and a commitment to partnering with industry so that larger populations have access to useful innovation.

DISCOVER

TARGETING LARGE-SCALE COLLABORATIVE CHALLENGES

A greater proportion of the federal agency research budget is being awarded to large-scale collaborative challenges. Tackling these challenges requires convergence among different disciplines, departments and colleges. The UA has a longstanding reputation and process in interdisciplinary inquiry. Building this leadership requires formal infrastructure to be developed through designated institutes and centers, which can be powerful mechanisms to bring researchers together around such topics to enable competitive success. The UA has identified the concepts and implementation steps to launch large-scale institutes and centers, including the Defense and Security Research Institute, Space-Object Behavioral Sciences; Cybersecurity; Health Sciences Research Centers; UA Center for Innovation in Brain Science; Center for Biomedical Informatics and Biostatistics; Authors and Readers Digital Research Center; and the Center for Disabilities in Diabetes, Obesity and Metabolism.

TRANSFERRING KNOWLEDGE TO THE MARKETPLACE

The university connects enterprise with industry, so that larger populations have access to useful innovation. Through the work of Tech Launch Arizona (TLA) and its campus partners, the UA has opened up to resources throughout Arizona and around the world to best understand the market context for new inventions. This year, TLA has increased engagement with faculty across the UA — 50 percent of new invention disclosures came from faculty new to TLA’s commercialization process.
One of 45 comprehensive cancer centers in the country, the University of Arizona Cancer Center was recently awarded a 5-year, $17.6 million grant in federal funding to support its research. Focusing on cancer biology, drug development, cancer imaging and cancer prevention research, the center offers treatment and clinical trials to cancer patients. The center has been continuously funded by the National Cancer Institute since 1978.

The UA is revolutionizing how it connects with the community and the world, forging new partnerships to create knowledge and enhance quality of life.

The university serves the state with two allopathic medical schools and combines them with colleges of pharmacy, nursing and public health all under one administration and focused on one goal to transform the health of all Arizonans. The UA brings together world-class researchers and infrastructure in health sciences and allied fields across campus, leveraging their transdisciplinary expertise to lead a transformational partnership side-by-side with Banner Health. The UA is remaking academic medicine for the changing needs of Arizonans.

The UA is achieving its goal to create a healthier Arizona. At the UA, translational research expedites the discovery of new diagnostic tools and treatments, develops individualized, precision approaches to patient care, reduces health disparities among the Southwest’s indigenous peoples, and improves population health outcomes in terms of length and quality of life.

The continued excellence and impact of the UA’s health sciences enterprise depend upon the interdependence of the colleges of medicine and the university’s health delivery partner, Banner Health. Rooted in the U.S. system of financing health care, medical education, and health sciences research, the UA’s interdependence with Banner creates a virtuous cycle that ensures the continued funds flow necessary to invest in and sustain the academic mission, advance research and student leaders, improve the university’s visibility and stature, and improve patient health and health enterprise margins.

A healthier Arizona requires greater numbers of increasingly qualified health providers, including physicians, nurse practitioners, pharmacists and others. In response to this need, the UA is preparing the health care workforce to serve the next generations of Arizonans. In December 2015, the College of Medicine – Tucson received 6,457 applications, 13 percent more than the previous year, for 115 spots. The College of Medicine – Phoenix received more than 5,000 applicants for a chance at one of 80 spots.

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The footprint of the University of Arizona’s impact begins on its campuses with the education it provides students and extends across the globe. While the Arizona Board of Regents has set goals and metrics to measure the impact of the UA and the state’s public universities, it is a formidable task to capture the true impact and imprint the university has on citizens of the world.

The UA is committed to benefiting the state not only through its graduates that contribute to the economy, but also through community service and outreach programs, such as cooperative agricultural extension services, mentoring, telemedicine, museums, and a host of other offerings.

The UA has an estimated $8 billion into the local economy, supporting county programs statewide and 32 AmeriCorps (75.79 full time equivalents) delivering statewide programs, 400 staff, and other appointed personnel (322.96 FTE) supporting county programs statewide and 32 AmeriCorps volunteers. With offices in all 15 Arizona counties and on five tribal reservations, Arizona’s land-grant institution is reaching the people every day to enhance their quality of life and improve their lives. UA Cooperative Extension operates into communities across the state to help people solve problems and put knowledge to use. Arizona Cooperative Extension provides a link between the university and the citizens of this state. Today’s Cooperative Extension is many things to many people throughout Arizona with 96 faculty and 455 staff and other appointed personnel (322.96 FTE) delivering statewide programs, 400 staff, and other appointed personnel (322.96 FTE) supporting county programs statewide and 32 AmeriCorps volunteers. With offices in all 15 Arizona counties and on five tribal reservations, Arizona’s land-grant institution is reaching the people every day to enhance their quality of life and improve their lives. UA Cooperative Extension operates into communities across the state to help people solve problems and put knowledge to use.

The UA is part of a nationwide educational network of scientists and educators who help solve urban problems and put knowledge to use. Arizona Cooperative Extension provides a link between the university and the citizens of this state. Today’s Cooperative Extension is many things to many people throughout Arizona with 96 faculty and 455 staff and other appointed personnel (322.96 FTE) delivering statewide programs, 400 staff, and other appointed personnel (322.96 FTE) supporting county programs statewide and 32 AmeriCorps volunteers. With offices in all 15 Arizona counties and on five tribal reservations, Arizona’s land-grant institution is reaching the people every day to enhance their quality of life and improve their lives. UA Cooperative Extension operates into communities across the state to help people solve problems and put knowledge to use. Arizona Cooperative Extension provides a link between the university and the citizens of this state. Today’s Cooperative Extension is many things to many people throughout Arizona with 96 faculty and 455 staff and other appointed personnel (322.96 FTE) delivering statewide programs, 400 staff, and other appointed personnel (322.96 FTE) supporting county programs statewide and 32 AmeriCorps volunteers. With offices in all 15 Arizona counties and on five tribal reservations, Arizona’s land-grant institution is reaching the people every day to enhance their quality of life and improve their lives. UA Cooperative Extension operates into communities across the state to help people solve problems and put knowledge to use.

Collaborations at the UA with partners across borders and oceans are fueling innovations that will impact humanity for years to come. According to Nature, the UA is the 17th most collaborative university nationally. The university is extending to reach through new partnerships like a new law degree offered at Ocean University in Qingdao, China, and a growing collaboration with the Universidad Nacional Autónoma de México on a Center for Mexican Studies.

The UA is a key partner in the Giant Magellan Telescope Organizational. When completed, the GMT will be the largest and most optically sensitive telescope in the world. From its remote location in the Andes mountains, it will open a new window on the universe and allow future generations to continue to unlock the secrets of the cosmos.

Scientists at the UA have played a critical role in the project from the beginning. The telescope’s mirrors were designed and constructed at UA’s Stewart Observatory Mirror Lab, which is the only facility in the world that is equipped to construct these complex mirrors. This ground-breaking project is a collaboration between the Carnegie Institution for Science, the UA and eight other institutions, and it is a prime example of all that international partnerships make possible.

Among the many collaborations the UA is pursuing with government, business and institutions of higher education in Mexico, the UA is partnering with the Autónoma de México on a Center for Mexican Studies and the government of the state of Sonora to create...
The UA also offers access to the arts and culture, with collections of Southwestern art and anthropology, contemporary art, photography, poetry and more. The Arizona State Museum offers the oldest and largest anthropology museum in the Southwest; the UA Center for Creative Photography is recognized as one of the world’s finest academic art museums and study centers for the history of photography; and the UA Poetry Center, a leading literary institution and a living archive of poetry, is one of the finest and largest print/digital collections of contemporary poetry in America.

Teledermatology – Impacting the Health of Rural Arizona

Impacting the health of Arizonans with limited access to healthcare professionals, the Arizona Telemedicine Program is creating new paradigms for healthcare delivery over the information superhighway. The Arizona Telemedicine Program is a UA-based, large, multidisciplinary program that provides telemedicine services, distance learning, informatics training, and telemedicine technology assessment capabilities to communities throughout Arizona. The program has received numerous awards at the national level for its research and innovations.

These are just a few examples of how the UA is impacting the community and the world. From making discoveries that impact quality of life, to unlocking knowledge that transforms the future, to exploration in space and simply asking the biggest questions – the UA is impacting the world in which we live, and making it a better place for all.
Never Settle – The UA’s strategic plan, Never Settle, is designed to improve the prospects and enrich the lives of the people of Arizona and the world through education, research, creative expression, and community and business partnerships. This plan was developed to align with the Arizona Board of Regents’ overarching strategic plan for the Arizona public university enterprise. Through cross-cutting innovations distinctive to the UA, the plan identifies opportunities to expand the student experience through engagement, advance knowledge through innovations in creative inquiry and collaboration, and forge novel partnerships to positively impact the community.

**ENGAGING**
Design the Arizona experience so that 100 percent of UA students have the opportunity to engage in integrating and applying their knowledge through real-world learning.

**INNOVATING**
Expand research and creative inquiry to not only discover new knowledge and create new ideas, but also to innovate new ways of knowing and seeing that will ensure continued leadership in interdisciplinary scholarship.

**PARTNERING**
Create novel, substantive and entrepreneurial partnerships with businesses, community groups and governments to support and enhance impact on the local and global community.

**SYNERGY**
UA strategically develops active, mutually beneficial, local, and global partnerships in learning, discovery, and community impact.

**THERE ARE FOUR PILLARS OF THE NEVER SETTLE PLAN**
LEADERSHIP CHARACTERISTICS

The ability to make a lasting contribution to the continued success of the University of Arizona and the capacity to serve as a tireless champion, innovator and visionary on behalf of the UA are among the chief leadership characteristics the Arizona Board of Regents seeks for the next president of the University of Arizona. The following leadership characteristics are considered to be most desirable (order does not imply priority):

- Exceptional business acumen, including the expertise to
  - Recognize the importance of the University of Arizona to the state, its people, and the nation;
  - Cultivate and strengthen relationships with multiple stakeholders, including members of the university community, families, alumni, and business partners; and
  - Develop and implement innovative and interdisciplinary research funding strategies to anticipate and meet those needs through excellence in national and international engagement;

- A commitment to academic values and respect for the
  - Role of faculty and the principles of shared governance as provided in Arizona law;

- Additional leadership qualities that will help the university continue to lead and contribute to the opportunities and challenges at the University of Arizona and to make an immediate and lasting contribution to the continued success of the university;

- The ability to move quickly and thoughtfully to understand the opportunities and challenges at the University of Arizona and to make an immediate and lasting contribution to the continued success of the university;

- An excellent reputation for professionalism, transparency, and ethics among elected officials and community members at local, state, tribal and national levels;

- Academic credentials, including an earned terminal degree and experience comparable to a tenured faculty member at a top-tier research university, although exceptional candidates with outstanding executive experience and achievements outside of academia may also be considered;

- Academic integrity and honesty;

- Exceptional business acumen, including the expertise to develop the strategies, tactics and structures to advance the educational, human, financial, entrepreneurial and capital resources of the University of Arizona;

- Leadership capabilities that will help the University of Arizona to innovate for future success;

- Exceptional executive skills necessary to lead and advance the university’s role in regional economic development and through partnerships with Mexico, Latin America, tribal nations, and other local and global partners;

- A background of progressively responsible leadership positions in higher education (with leadership experience in an R1 research institution preferred) or in a comparable position at a top-tier research institution, experience leading an outstanding senior team and implementing strategic long-range plans in a complex environment;

- A record of success in generating significant financial support from both the public and private sectors;

- Academic credentials, including an earned terminal degree and experience comparable to a tenured faculty member at a top-tier research university, although exceptional candidates with outstanding executive experience and achievements outside of academia may also be considered;

- The ability to retain, recruit, and develop world-class faculty, staff, and students;

- The ability to drive the University’s success in multiple statewide, national and international markets, including markets with other Arizona public universities;

- A commitment to a campus climate that fosters excellence in education, research, the sciences, and creative expression;

- Academic integrity and honesty;

- Exceptional executive skills necessary to lead and advance the university’s role in regional economic development and through partnerships with Mexico, Latin America, tribal nations, and other local and global partners;

- An exceptional ability to represent university and enterprise interests with elected officials and community members at local, state, tribal and national levels;

- Academic integrity and honesty;

- An excellent reputation for professionalism, transparency, integrity and honesty;

- The interpersonal and collaboration skills necessary to cultivate and strengthen relationships with multiple stakeholders, including members of the university community, families, alumni, and business partners; and

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The UA Alumni Association serves more than 260,000 former students living throughout the U.S. and in more than 150 countries. Programs and services are offered to all alumni, including activities through alumni chapters and clubs, communications, travel, membership and special events.

For the University of Arizona to maintain its place among the top tier of America’s research institutions, its alumni must have a strong and engaged presence within the university. Since 1897, the UA Alumni Association has fostered these critical alumni connections and serves all alumni as their “gateway” to the UA.

As a 501(c)(3) organization, the association focuses on key strategic objectives to nurture lifelong relationships with and among current and future Wildcats while offering relevant and customer-focused programs that generate support and loyalty to the university.
Operating under an ambitious development plan approved in May 2016, the University Development Program (UDP) strives to double fundraising over the next eight years. This growth plan to double philanthropic support is unparalleled in the university’s history. It provides the opportunity to enhance relationships with donors, prospects and alumni to advance the university’s mission, aspirations and goals.

The UDP, comprised of multiple components, staff and separate legal organizations, works together as one team. The UA Foundation, a key component of the UDP, is an Arizona 501(c)(3) nonprofit corporation and is governed by a volunteer board of trustees.

ABOUT ARIZONA NOW

Arizona NOW, the campaign for the University of Arizona, has reached its goal of $1.5 billion in gifts and commitments in just six years, nearly two years ahead of schedule. This unprecedented feat was accomplished through the hard work and dedication of many. Most of all, the overwhelming generosity of 100,000 donors brought the university to this milestone. Through Arizona NOW, many friends and alumni made philanthropy an unstoppable force for progress at the UA. They answered the call, and their gifts are expanding access, advancing research, improving instruction, and empowering all members of the university community to fulfill their potential. Four out of six fiscal years during the campaign have been record setting, with 2016 marking the third consecutive year in which gifts and commitments to the UA totaled more than $200 million. Critical investments through endowed funds, which honor donor intent and benefit the university in perpetuity but still lag many UA peers, also rose in 2016, and remain a high priority for the UA.
Athletics at the University of Arizona are steeped in proud tradition. Arizona has finished in the top 30 of the Directors’ Cup standings in all but one year since its inception in 1993, including nine consecutive top 10 finishes from 1994-2003. The Wildcats’ success over the years has resulted in 21 team National Championships, 203 individual National Championships and 125 conference championships, which underscores the level of competitiveness embraced by UA sports programs. Arizona’s talented group of student athletes includes national and conference players of the year, Olympic participants, future professional athletes, and academic award winners. The mission of Arizona Athletics is centered around the holistic development of student athletes – to build academic, athletic and life champions. The Wildcat Way, the driving philosophy of Arizona Athletics, has five key focus areas and represents an everyday way of thinking, doing, living and choosing, while also honoring the UA’s storied history and tradition. Fundamental personal leadership is the cornerstone of the Wildcat Way. The pillars are values and standards used to guide actions and to which each student athlete is held accountable. Expanded opportunities will offer student athletes the chance to contribute, to accomplish and to be things they never thought possible. The motto of the Wildcat Way is I AM, I CAN, I WILL. Student athletes will be prepared not only for the athletic and academic rigors they will face but also for the transition into the real world and beyond.

THE 5 PILLARS OF THE WILDCAT WAY

Engaged
Versatile
Respectful
Innovative
Committed

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The UA men’s basketball program has won one National Championship and 12 conference championships, while reaching 17 Sweet Sixteens, 11 Elite Eights and four Final Fours.

BEAR DOWN ARIZONA!

Words and Music by Jack Lee

Bear Down, Arizona
Bear Down, Red and Blue
Bear Down, Arizona
Hit ‘em hard, let ‘em know who’s who;
Bear Down, Arizona
Bear Down, Red and Blue
Go, go, Wildcats, go;
Arizona, Bear Down
Tucson has been continuously settled for more than 12,000 years. It celebrates a diversity of cultures, architecture and peoples. Yet, it is one of the “Mega-Trend” cities of the 21st century known for its Optics Valley, premier health services center for the Southwest, the astronomy center of the world, home to a premier research institution – the University of Arizona – and a tourism destination.

Historically, the state economy was based on five key industries - cattle, cotton, copper, citrus and climate. While each of these industries remains central to the economy of Arizona, growth in Tucson is now centered on aerospace, transportation and logistics, manufacturing, health care, and leisure and hospitality.

The greater Tucson area serves 35 million people within a 500-mile radius. Its geographic proximity to Phoenix, Mexico, California and other major markets on the West Coast has made it an economic epicenter. Approximately 30 percent of Tucson’s population is Hispanic and the Tucson Hispanic Chamber of Commerce serves as a primary role in ushering trade on both sides of the border, realizing the Hispanic market is the fastest growing ethnic segment in the country. In 2015, U.S. exports to Mexico through Arizona ports rose by 5.9 percent. According to the Office of the United States Trade Representative, trade between the U.S. and Mexico was estimated at nearly $584 billion in 2015, with $267 billion in exports and $316 billion in imports. Tucson was rated a “mini-mecca for the arts” by the Wall Street Journal, and in 2009 was ranked the No. 20 arts destination by American Style Magazine. Tucson is one of the select few cities of its size that boasts its own ballet company, professional theater, symphony and opera company. The city’s natural history and cultural heritage are also on display in more than 30 regional museums.

T Tucson is situated in the Sonoran Desert and is surrounded by five mountain ranges. A trip from the valley floor to the 9,157-foot Mt. Lemmon summit traverses seven of the world’s nine life zones. The city lies between Catalina State Park to the north, Coronado National Forest to the north-west, Saguaro National Park East and West and the Tohono O’odham Nation to the south.

All the exercise options are a great advantage considering that Tucson is a “foodie” destination. It was recently dubbed our nation’s First Capital of Gastronomy by the UN’s Educational Scientific and Cultural Organizations (UNESCO) as part of its Creative Cities Network. The city’s cultural food heritage was recently profiled in The New York Times (“Tucson Becomes an Unlikely Food Star,” Kim Severson, Aug. 23, 2016).

Tucson is the perfect place for the outdoor enthusiast. With more than 380 miles of bike paths, Tucson has been ranked by Bicycling magazine as one of the top cycling cities in the U.S. for several years running and is home to internationally known bicycling events such as El Tour de Tucson. Golf is another popular activity with dozens of regional golf courses. Tucson is the perfect place for the outdoor enthusiast.

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Consistent with the University of Arizona’s strategic plan, Never Settle, the FY 2017 operating budget is reflective of a vibrant, growing university, in which total net revenues are expected to increase by $120.2 million.

Significant changes in total net revenues can be attributed, in part, to the university’s intense focus on research and innovation, which has led to a $98 million increase in grants and contracts over FY 2016, and a growing enrollment that is projected to increase by 1,300 FTE for the fall 2016 semester.

With approximately 800 new traditional students and 500 new online students, the university’s net tuition and fees revenues are expected to rise by $67.4 million, inclusive of a 3.2% tuition rate increase for undergraduate resident students and a 7.2% tuition rate increase for non-resident students entering the Guaranteed Tuition Program in fall 2016.

Major funding initiatives for FY 2017, prioritized by student leaders, shared governance committees and university administration, focused largely on faculty and staff recruitment and retention and addressed critical funding needs of facility operations, infrastructure and information technology.

Improving faculty and staff retention and recruitment is a growing priority. The university is focused on providing consistent annual performance-based salary adjustments for faculty, staff and graduate assistants and equity/market adjustments for the retention of key faculty and staff.

Allocated funds to enhance recruitment efforts aim to meet the needs of increased enrollments through new faculty hires and provide competitive salaries and start-up funding for key faculty/staff vacancies. Additionally, fundraising will provide for growth in the number of development officers and support staff who contribute significantly to returns on investments through development and fundraising activities.

Facilities, infrastructure and information technology represent the second-highest strategic investment for FY 2017. Given the lack of investment from the State of Arizona in recent years due to budget cuts, the current facilities deferred maintenance is estimated to be over $300 million. Allocated funding will be used to improve facilities operation and maintenance, facilities renovation and capital equipment, and IT security and infrastructure.

The continued development of key programs with growing enrollments and online programs is also part of the university’s FY 2017 strategic funding initiatives. Other investments include research support, financial aid, student recruitment and engagement, employee benefits and the Guaranteed Tuition Program.
**University of Arizona Fiscal Year 2017 Budget**

<table>
<thead>
<tr>
<th>FY17 BUDGET ($)</th>
<th>FY16 BUDGET ($)</th>
<th>$ VARIANCE BETWEEN FY16 AND FY17 BUDGET</th>
<th>% VARIANCE BETWEEN FY16 AND FY17 BUDGET</th>
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<tbody>
<tr>
<td>State General Fund Appropriation</td>
<td>253.1</td>
<td>241.3</td>
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<tr>
<td>State Appropriation – Research Infrastructure</td>
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<td>Tuition and Fees</td>
<td>853.5</td>
<td>785</td>
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<td>Less Scholarship Allowance</td>
<td>(212.2)</td>
<td>(211.1)</td>
<td>(1.1)</td>
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<td>Net Tuition and Fees</td>
<td>641.3</td>
<td>573.9</td>
<td>67.4</td>
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<td>Grants &amp; Contracts – Research</td>
<td>638.9</td>
<td>540.3</td>
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<td>Financial Aid Grants (Primarily Federal Pell Grants)</td>
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<td>Private Gifts</td>
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<td>Technology &amp; Research Initiative Fund (TRIF)</td>
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<td>Auxiliary Revenues, Net</td>
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<td>Other Revenues</td>
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<td><strong>TOTAL REVENUES</strong></td>
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<td>All Other Operations</td>
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<td>Scholarships &amp; Fellowships, Net of Scholarship Allowance</td>
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<td>Depreciation</td>
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<tr>
<td><strong>NET INCREASE</strong></td>
<td>109.0</td>
<td>68.1</td>
<td>40.9</td>
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($ Millions)