STATE OF THE UNION
April 15, 2021
We respectfully acknowledge the University of Arizona being on the ancestral, traditional and contemporary lands of the O’odham and Yaqui Tribes. Consistent with the University’s commitment to diversity and inclusion, we strive toward building relationships with Arizona’s Native nations and tribal communities through education offerings, partnerships and community service. Our actions will recognize the past and lay the foundation for all future Indigenous students.
AGENDA

● Highlights

● Advancing Our Research Mission

● WONDER Brand Campaign

● Looking Ahead
HIGHLIGHTS
BY THE NUMBERS

- 46,932 students
- 15,567 employees (faculty 2.6%)
- $750M* research expenditure (FY20)
- 10,847 degrees awarded (2.7%)
- 85.5% one-year retention rate (FA19 entering cohort)
- $620M tuition revenue (3.7%)
THE UNIVERSITY OF ARIZONA

TOP 20
44,097 STUDENTS

TOP 20
$734.4M RESEARCH

ALSO IN THE TOP 20 PUBLIC UNIVERSITIES

Florida
Michigan

Michigan St.
Minnesota

Ohio St.
Penn St.

Texas
Texas A&M

UCLA
Washington

Sources:
Fall 2018 IPEDS Enrollment
FY19 NSF HERD
AWARDS & ACKNOWLEDGEMENTS

#7
BEST ONLINE BACHELOR’S PROGRAM
— U.S. News & World Report

#97
NATIONAL UNIVERSITIES
— U.S. News & World Report

#5
BEST ONLINE BACHELOR’S PROGRAM FOR VETERANS
— U.S. News & World Report

#6
BEST ONLINE BACHELOR’S PROGRAM BUSINESS
— U.S. News & World Report

#8
BEST ONLINE BACHELOR’S PROGRAM PSYCHOLOGY
— U.S. News & World Report

TOP 40
PUBLIC UNIVERSITY
— US News & World Report, 2021
#2 GLOBAL RANKING IN WATER RESOURCES
— Shanghai Ranking Academic Ranking of World Universities

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

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

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

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

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

#8 NIH FUNDING FY20 COLLEGE OF PHARMACY
— Blue Ridge Institute for Medical Research Rankings
## ACADEMIC PROFILE: INCOMING FIRST-YEAR CLASS

<table>
<thead>
<tr>
<th></th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.75 or higher H.S. GPA</td>
<td>31.8%</td>
<td>37.0%</td>
<td>43.5%</td>
</tr>
<tr>
<td>Top 10 Percent</td>
<td>15.9%</td>
<td>19.2%</td>
<td>22.3%</td>
</tr>
</tbody>
</table>

**FALL 2020**

**MOST ETHNICALLY DIVERSE INCOMING FIRST-YEAR CLASS IN HISTORY**

**85.5%**

**HIGHEST FIRST-TO-SECOND YEAR RETENTION RATE EVER**

Source: UAIR Fall 2020 Census Report
WE ARE ARIZONA

UArizona named Outstanding Member Institution of the Year by the Hispanic Association of Colleges & Universities

Partnering with R1 HSIs to establish a national infrastructure aimed at strengthening pathways to the professoriate for LatinX students in humanities and social and behavioral sciences.
FORBES BEST EMPLOYER

- Inaugural appearance on Forbes list of America's Best Large Employers
- No. 1 out of all employers with headquarters in Arizona
- No. 4 in the education subcategory
- No. 16 out of 500 employers overall
GIFTS & COMMITMENTS
PANDEMIC RECOVERY UNDERWAY

*Figures in millions $XXXM
WONDER MAKES US FIND A WAY
COVID-19 RESPONSE

1 TEST 2 TRACE 3 TREAT

- Antibody test leadership within the state
- COVID Watch Arizona App, initiated and led here; adopted by the state
- Pioneered wastewater-based epidemiology
- BIO5 became center for proprietary internal testing infrastructure
- Fall 2021 In-person Reentry Plan
UNIVERSITY VACCINE POD

- Began operating as Pima County POD on 1/19
- State of Arizona POD as of 2/16
- Built to capacity for 24/7 and 6,000 doses per day
- More than 160,000 doses completed
ADVANCING OUR RESEARCH MISSION
#19 AMONG PUBLICS

#34 OVERALL RANK

TOTAL R&D EXPENDITURES (000)

<table>
<thead>
<tr>
<th>Year</th>
<th>R&amp;D Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2016</td>
<td>$604,464</td>
</tr>
<tr>
<td>FY2017</td>
<td>$622,200</td>
</tr>
<tr>
<td>FY2018</td>
<td>$687,066</td>
</tr>
<tr>
<td>FY2019</td>
<td>$734,270</td>
</tr>
<tr>
<td>FY2020</td>
<td>$750,000</td>
</tr>
</tbody>
</table>

ACHIEVED ABOR 2025 GOAL IN FY2020

*FY2020 Internal Estimate

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

GRAND CHALLENGES

2018

SPACE TECHNOLOGY & DEVELOPMENT FOR THE 4TH INDUSTRIAL REVOLUTION

HEALTHIER COMMUNITIES, AGING & THE BRAIN, RESILIENT HUMANS

COLLEGE OF DATA, COMPUTING & NETWORK

SHAPING A RESILIENT NATURAL & BUILT ENVIRONMENT

ADVANCED TECHNOLOGY FOR HEALTH

2021

UAZ SPACE INSTITUTE
- Next Level Astronomy & Planetary Science

CENTER FOR QUANTUM NETWORKS
- Delivering the Quantum Internet

AUTONOMY FOR AG & MINING

CGAPS
- Personalized Defense
- Human Immune Monitoring
- Pandemic Prediction

ADVANCED COMPUTING FOR 4IR TECH

AIR
- Observation Systems for Integrated Water, Energy, Air Quality Monitoring
- Future-proofing AZ Water
- Resilient Buildings
- Adaptable Desert Communities

4IR TECHNOLOGIES
- Advanced Manufacturing for Medicine
STRATEGIC PLAN INITIATIVES
GRAND CHALLENGES - Making Arizona the “Resilient State”

- HEALTH
  - Aging Resilience

- WATER
  - WEST Center Wastewater

- CLIMATE
  - Carbon Mapping

- ENERGY
  - Agrivoltaics
HYPERSONICS

- Systems that travel and maneuver at Mach 5 or faster, more than 3,800 miles per hour
- University of Arizona partnering with Raytheon Missile Systems
- Critical for national defense, and Arizona competitiveness
- State budget request to upgrade wind tunnels at the University
Center for Quantum Networks

- Supported by a five-year, $26M grant from the National Science Foundation
- Building the next generation of the Internet
- Opportunity to develop new companies and train people who stay right here in Arizona

Linran Fan, CQN co-principal investigator and assistant professor in the James C. Wyant College of Optical Sciences at the University of Arizona, working on quantum nanophotonic system design.
SIXTH MIRROR CAST FOR GIANT MAGELLAN TELESCOPE

- Joins three mirrors in production and two completed mirrors
- Viewing power 10 times greater than Hubble and four times greater than James Webb Space Telescope
- 169 articles worldwide
- Completion: late 2020s
SUSTAINABILITY INITIATIVES

UARIZONA/TEP CLEAN ENERGY PROJECT
- Energy to be sourced from (solar) Wilmot Energy Center, SE Tucson and (wind) Oso Grande Wind Project, SE New Mexico (Launch: April 2021)
- ENR2 Rooftop PV+ Project (Complete)

IMPACT
- The single largest utility/university bilateral agreement in North America
- Mitigates 100% of UArizona’s “Scope 2” emissions, reducing total greenhouse gas footprint by nearly one-third
- Fixed energy rates for next 20 years
WONDER BRAND CAMPAIGN
Identify key markets (ZIP Code Clusters)

Understand competitive landscape

Build strategy by listening to Wildcats (100+ participants)

Opportunities For Distinction:
Affordability | Impact | Location

By: Articulating compelling student & faculty stories that emphasize our distinctiveness

BRAND CAMPAIGN APPROACH

KEY AZ MARKET

DRIVE BRAND AFFINITY

CA

TX

POPULATION STEADINESS

DRIVE BRAND AWARENESS
UARIZONA BRAND
OUR SINGLE IDEA

IMAGINATION DRIVES RESOLVE

IMAGINATION:
We embody the idea that the impossible is possible. It’s at the core of how we approach everything from our students to our state and ultimately drives us to explore and innovate.

DRIVES RESOLVE:
We aren’t just committing to, we’re promising to actively engage and cultivate thoughtfully disruptive solutions.

Outward Facing Brand:
WONDER MAKES US
WONDER BRAND STRATEGY: GOALS, TACTICS & CREATIVE YEAR 1

Goals (within key markets):
- Increase Awareness of UArizona
- Increase Consideration

Operationalized by:
- Brand Advertising
- Increased Recruiters

Year 1 (FY20) Creative:
- Focused on the WONDER stories of 2 faculty and 1 current student
Breakthrough creative uses animation to tell six unique stories of Wonder

Story subjects range from a first-year Flinn scholar to grad students and young alumni

Each story subject has a animation style to match their journey
WONDER: A STUDENT’S BRAND JOURNEY

2019 - 2020
Student Population: 1.99M
Media Impressions 76.2M
Investment: $577,766

PAID MEDIA
DIRECT

WONDER.ARIZONA.EDU

Wonder Makes Us Who We Are.
Join others from around the country and
the world who are just as curious and
ambitious as you are. And discover the
wonder at the heart of each and every
one of us - driving us to do the
extraordinary.

Wonder Makes Me...
BUILD

SEARCH

SEED

SOAR

SPEAK

DEGREE SEARCH

Enrollment Marketing & Management
efforts continue through start date

NEW USERS ON ADMISSION FOCUSED
PAGES UP 105% IN TEXAS FYTD
WONDER: RESULTS

500M
Total Impressions
10/15/2020 - 4/1/2021

65
Students required to break even

APPLICATIONS

+21%
From Out-of-State domestic markets YOY

ENROLLMENT

+4,800
Out-of-State prospective students in pipeline YOY

+54%
Texas 2019 vs. 2021

+674
Texas prospective students in pipeline 2019 vs. 2021
LOOKING AHEAD

● Fall 2021 Plans

● Higher Learning Commission Accreditation - Campus visit April 2021

● First ever institutional Sustainability & Climate Action Plan to be released in 2021

● UArizona/TEP Clean Energy Project Launch Spring 2021

● OSIRIS-REx - Target delivery of the Sample Return Capsule September 24, 2023
THANK YOU
BEAR DOWN, VAX UP