



THE UNIVERSITY  
OF ARIZONA

# 2018 Strategic Plan



# OUR PROMISE

- 
- A photograph of a person climbing a tall, narrow rock formation. At the top of the rock, another person is holding a flag with the University of Arizona logo. The background shows a vast landscape with mountains and a city under a blue sky with clouds.
- Develop **innovative, adaptive learners** who will lead meaningful lives and improve society in a 4IR economy
  - **Invest in discovery, research, and innovation** to tackle the world's biggest challenges
  - Leverage **Arizona's unique assets and diversity** as a competitive advantage and be an integral member of our local and global communities

# STRATEGIC PILLARS

1

## THE WILDCAT JOURNEY:

Driving Student  
Success for a Rapidly  
Changing World

UA will support a diverse and high potential student body, providing students with an integrated support ecosystem, the skills and mindsets to lead in the 4<sup>th</sup> Industrial Revolution Economy, and a degree that launches them to achieve their hopes and dreams

2

## GRAND CHALLENGES:

Tackling Critical  
Problems at the Edges  
of Human Endeavor

UA will be a preeminent research institution that fully leverages 4<sup>th</sup> Industrial Revolution advancements to lead in the areas of space, natural and built environments, health, and humans & intelligent systems, and Data, Computing, & Network Science

3

**THE ARIZONA  
ADVANTAGE:** Advancing  
our Land Grant Mission  
to Drive Social, Cultural,  
and Economic Impact

UA will become a leading HSI and AIANSI institution and arts and humanities destination that fully embraces collaboration to fuel social impact, cultural development, and economic growth

4

**UA GLOBAL:**  
Engaging the World

The UA will set the standard for a global university in the digital age

5

**Institutional Excellence:** Ensuring UA lives its values and innovative culture to enable an efficient, high performing academic and administrative enterprise

## CONTEXT

---

Automation and digital transformation are fundamentally transforming the workforce.

Emerging jobs place a premium on capabilities less at risk of automation: collaborative teamwork, creativity, critical thinking, emotional competence, and effective communication.

As a result, higher education must either respond to a higher bar for student success, or risk being irrelevant.

Disruptive forces will bring new opportunities and challenges to our state, shifting and magnifying how UA will serve the social, cultural and economic needs of students and our communities.

The University will need new ways to ensure that these groups are well-positioned for success, with the capacity for growth and resilience.



## GOALS (1 of 2)

### Student Body

By 2025, we will transform our student body:

- Increase the percent of enrolled Pell Grant recipients from 33% to **38%**
- Increase the percent of enrolled students with 3.75+ unweighted, core GPA from 25% to **32%**
- Increase the share of students in the top 10% of their high school class from 32% to **40%**
- Increase average composite ACT from 25 to **27**; Increase average SAT from 1228 to **1248-1253**
- Recruit **150+** National Merit Scholars each year (from 40/year today) and **150+** National Hispanic Scholars (from 96/year today) by 2025

### Engagement

Double the number of engaged alumni (e.g., service, advocacy, giving) and increase alumni giving rate to **12%** by 2025

## GOALS (2 of 2)

### Persistence and Completion

By 2025, we will:

- **Close the achievement gap** in graduation rates between all Pell Grant recipients and non-Pell Grant eligible students (currently 7% difference), and lead nationally in Pell-recipient degree completion.
- Increase our first-year to second-year retention rate from 81% to **91%**
- Increase our 4-year graduation rate from 49%-**61%**
- Increase our 6-year graduation rate from 65%-**75%**

### Active and Student-Centered Teaching & Learning

- All UA students will graduate with a **common foundation of competencies and skills** to help them succeed in the 4IR
- Increase the share of faculty teaching courses through active or applied teaching to **20%** of the faculty by 2020 and to **40%** by 2025

### Outcomes

By 2025, **90%** of students will be employed or enrolled in graduate school within 6 months of graduation



# Pillar 1 Initiatives (1 of 2)

**1.1 Pathways to Arizona:** Development of the Student Pipeline, Financial Aid, and Enrollment Supports

**1.1A Advanced Analytics for Enrollment:** Build a diverse, high-potential student body through targeted recruiting and financial aid strategies that drive student application rates and yield rates

**1.1B Access and Opportunity for Transfer Students:** Enhance pipelines and pathways for transfer students to be successful at UA

**1.1C Paving a Path for Graduate Students:** Develop post-baccalaureate and ambassador programs for underrepresented students; critical graduate initiative

**1.2 The Wildcat Core:** UA's Forward-Thinking General Education

**1.2A Envision a new General Education model:** Develop a new core curriculum that focuses on guiding students to solve Grand Challenge problems in the 4IR

**1.2B Build support and retention strategies into critical first and second-year courses:** Increase student success (i.e., reduce DEW rates<sup>1</sup> and increase performance) in first and second-year courses indicative of future academic success by strengthening curriculum, increasing coaching and accountability for teaching, and incorporating retention interventions

**1.2C Formalize General Education Structure:** Create a structure to ensure a high-quality General Education program, promote an integrated system of undergraduate academic and student success programs, support BGS majors and undecided students, and facilitate the creation of interdisciplinary courses and degrees

**1.3 Learning-Forward UA:** The Disruptive Teaching and Learning University

**1.3A The Accelerator for Active, Immersive, and Student-Centered Teaching and Learning:** Define, support, and scale research-based teaching practices (e.g. active learning) and innovative technology to enhance instruction

**1.3B Dramatically scale active, collaborative teaching & learning spaces** by renovating existing and creating new classrooms that support the use of evidence-based teaching methods. Include spaces in non-traditional environments such as libraries, maker spaces, incubators, and museums

# Pillar 1 Initiatives (2 of 2)

- 1.4 Speedway to Success:** Increase completion through an integrated infrastructure that supports students at the right time with the right intervention

## 1.4A Arizona Analytics, Advising, and Achievement:

- **Analytics Engine:** Build or implement a suite of early warning and predictive analytic systems that enable UA to understand where students need support and to guide targeted interventions
- **Intervention Playbook:** Build interventions to support students across a range of needs and improve student outcomes (e.g. sense of belonging, first-year initiatives, mental health)
- **One Team:** Build an engaging network of our most experienced faculty and advisors to introduce, connect, and support students, especially as they begin their Wildcat journey. One Team leverages the tools in Analytics Engine to monitor academic progress and deliver interventions with campus partners

**1.4B “First Year Foundations”:** Implement connected programs and structures to build sense of belonging and strong foundation for first-year students (e.g. Residential Renaissance, College Journey Kick-Off)

- 1.5 Career Launchpad for the 4IR:** Scale Direct Pathways to Employment

**1.5A Expand career coaching services:** Provide personalized pathways for every UA student through a mix of centralized and college specific services.

**1.5B Open pathways to high-paying, high-growth fields for students of any major** by offering employer-approved training and applied projects to develop mastery of digital, analytical, and consultative skills with direct applicability in the workforce. Offer opportunities in modalities that allow students to participate concurrent with their academic curriculum and during breaks in the academic calendar. Link students who complete these programs directly to relevant industry recruitment efforts

**1.5C Develop experiential learning opportunities** to help students and alumni understand what a new job or career would look like (e.g. micro-learning opportunities, 2-week internships)

- 1.6 UA for Life:** Strengthen student & alumni value proposition to boost engagement & giving

**1.6A Red Thread Initiative:** Define and build through every program the “red thread” of Wildcat identity (refreshed UA story) across student and alumni experience (e.g., in freshman orientation, Gen Ed, campus signage, marketing awareness campaigns)

**1.6B Alumni Engagement Initiative:** Create new programs and opportunities for UA alumni to engage with the university through networking, continuing professional development, service, advocacy, and giving



## CONTEXT

---

UA is well-poised to shape the future through existing strengths in research and faculty.

We already are a leader in space, optical, and environmental sciences, housing some of the world's largest telescopes, the one-of-a-kind Biosphere 2 research facility, and globally recognized faculty and research centers.

We have a unique partnership with Banner Health, one of the country's largest health-care systems, positioning us to tackle pressing health challenges in our communities.

We are building a culture founded on interdisciplinary collaboration and are committed to do together what no individual department or faculty member can do alone.

We are ready to promote a research methodology that examines the differential impacts of science and technology research upon diverse human communities. We pledge to do this research in an ethical and morally responsible way.

## GOALS (1 of 2)

### Funding

**Top 25** ranked university in total R&D expenditures by increasing our current spend of \$622M to \$800M

### Space University

**#1** ranked in Space and Planetary Science and Technology in the world with research investments of \$100M a year

### Health University

**Top 25** ranked Health Science funding by 2030

### Physical Sciences

**Top 3** ranked Physical Sciences funding by 2025 by increasing our research investments from \$125M to \$160M

### Social Sciences

**Top 20** ranked Social Sciences funding by 2025 by increasing our research investments from \$23M to \$30M



## GOALS (2 of 2)

### Capabilities

**90th** percentile in research productivity across network science, machine learning, artificial intelligence, and digital computation

### Talent

Recognized leader in attracting and retaining star faculty that represent academic excellence within their respective disciplines and also integrates **diverse and inclusive** backgrounds to research areas

### Impact

**10** signature partnerships with the public and private sector (Northrop Grumman, Gates Foundation) by 2025

# Pillar 2 Initiatives (1 of 3)

## 2.1 Space Technology, Development, and Defense for the 4IR

**2.1A The overall theme, vision, and initiatives will be enabled by:**

- **“Arizona Space Center”:** Research center that maintains continuity of technical talent to operate world-class space missions and application research
- **Establish graduate programs** in the areas of space situational awareness, in situ resource utilization, space business and space law
- **Retain and attract 10+ key hires** to support the Arizona Space center and space research goals and augment UA’s commitment to excellence, diversity, and inclusion

**2.1B Space Exploration and National Defense:** Advance human and non-human space exploration (e.g., autonomous vehicles, 3D printing, health in space, hypersonics)

**2.1C What’s out there?** Understand the origins and existence of life in space (e.g., astrobiology, exoplanet search and characterization)

**2.1D Defending our planet:** Develop space technologies in service of monitoring and supporting Earth (e.g., automated space object data base management, remote sensing)

**2.1E The Business of Space:** Define the future of security, governance, and business models for space development (e.g., asteroid mining, rocket / payload technology)

## 2.2 Future Earth: Shaping a Resilient Natural and Built Environment

**2.2A The overall theme, vision, and initiatives will be enabled by:**

- **Building upon eminence in the field by strengthening the Institute of the Environment or Establishing a College of the Environment:** UA will have an innovative, bold and cross-cutting unit that serves, coordinates and promotes all environmentally-oriented people and programs on campus. This structure will also integrate and enhance key research labs within the institute such as Biosphere 2
- **Retain and attract 8+ key hires** to support the new unit and environmental research goals and augment UA’s commitment to excellence, diversity, and inclusion

**2.2B Future Earth:** Predict and plan for future Earth (e.g., Earth systems predictive modeling, link climate models to built environment models)

**2.2C Adaptation to Variable Climates in a Changing World:** Adapt and build resilience to extreme climates leveraging our strengths in the social, natural and physical sciences (e.g., water planning and policy, ecosystem carbon management)

**2.2D Building a Changing World:** Define design needs and solutions to create a sustainable, renewed, and purposefully designed built environment in the 4IR (e.g. livable cities for the 4IR, built environment lifecycle, trillion sensor future and IoT in built environment, automated construction, cloud infrastructure)



# Pillar 2 Initiatives (2 of 3)

## 2.3 Healthier Communities, Aging and the Brain, and Resilient Humans

**2.3A Health, wellbeing, and quality care for all:** Pursue health equity by scaling innovations in health care access, research and delivery (e.g. access to precision medicine for all, innovations to tackle substance misuse and addiction, One Health)

**2.3B Aging for life:** Dramatically improve health, happiness, and quality of life during our older years (e.g. neuroscience research to extend the cognitive healthspan, on-campus senior community and 'living lab' to set the new paradigm for healthy aging)

**2.3C Unlock human resilience:** Adapt the body's immune system and our behavioral, social and physiological protections (e.g. exploration of the immune microbe interface, preventative and therapeutic approaches for chronic diseases through precision nutrition, study and application of social and behavioral drivers of resilience)

## 2.4 Humans, Society, and Intelligent Systems

**2.4A The overall theme, vision, and initiatives will be enabled by:**

- **Establish "4<sup>th</sup> Industrial Revolution Institute"** that supports faculty and researchers from technology areas (including CoE, OSC, CoS) to work with their colleagues from across campus and disciplines
- **Retain and attract 9+ key hires** to support the 4th Industrial Revolution Institute and its cross-disciplinary research goals and augment UA's commitment to excellence, diversity, and inclusion

**2.4B Technology for Humans and Intelligent Systems:** Advance the technology of intelligent systems (e.g., connected and autonomous agents) and human engagement with these systems (e.g., AR/VR, motion tracking)

**2.4C The State of the World in the 4IR:** Explore implications and opportunities of the 4IR on individuals (e.g., finding meaning, advancing human potential) and societal and geopolitical relationships (e.g., multilingualism, poverty, inequality, border issues, humanics)

**2.4D Digital Privacy and Cybersecurity 2.0:** Define future for law, privacy and security in an increasingly digital world

**2.4E Creative Competencies in the 4IR:** Apply visual literacy, design thinking, creative expression and to solve emerging, critical human challenges

**2.4F Digital Health:** Develop an array of technologies and digital solutions that advance disease prevention, detection, and treatment while preserving long-term physical and mental well-being

# Pillar 2 Initiatives (3 of 3)

## 2.5 College of Data, Computing, and Network Science

### 2.5A College of Data, Computing, and Network Science:

Launch a distinctive, world-leader that integrates network science with data and computing science, including artificial intelligence and machine learning. The college will support other Pillar 2 research grand challenges such as the future workforce, climate change, and precision healthcare for all. We will attract top research talent while training students to thrive in the 4IR

- Build upon existing research and faculty excellence by attracting star faculty and founding college dean; cultivate existing institutes (e.g. CyVerse, D7, TRIPODS) and build new centers of excellence
- Launch degree and certification programs, exposing students through real-world application and partnerships with industry leaders
- Explore a hybrid model for dual-appointments in industry and academia, allowing top talent to advance our application of data and technology while training a new generation of thinkers, researchers, and industry leaders

## 2.6 University-Wide Research Engine Enablers

**2.6A Graduate Stipends for research:** Expand the number of graduate students and increase stipend supporting university-wide research efforts

**2.6B Expanding administrative support for research:** expand the number of administrative staff that provide research support activities (e.g. RDS proposal writers or compliance officers for health related research)

## CONTEXT

Advancements in the 4IR will transform systems and blur lines between sectors. These changes will affect social structures and create new ways to lead meaningful lives. Creative problem solving will be essential to drive these changes and maximize their positive impact across diverse populations.

As Arizona's only land grant institution, UA can build on its unique location and people to drive social, cultural, and economic impact in a 4IR era. UA has a special mission as a Hispanic Serving Institution (HSI) to ensure that Hispanic students and communities flourish in the 4IR. Equally, UA has a special obligation to serve the 22 federally recognized tribal nations that have lands within the external boundaries of Arizona. The University will foster appropriate programs and engagement with these sovereign governments and serve the needs of their students. Our obligations to the Hispanic and Native communities are enhanced by our overall commitment to diversity and inclusion. We need to create innovative structures to deliver academic programs to benefit all students in the communities we serve.

Embracing and developing creativity is critical for success in the 4IR. Creativity is rooted in a set of teachable competencies that are learned and reinforced in the university experience and increasingly required by all sectors of the 21st Century economy. In addition to workforce preparedness, creativity has the power to shape intangible values – inspiration, empathy, inclusion, resiliency – that are imprinted on students, faculty and the larger community. Arts, culture and humanities are central to the develop of creativity and UA is uniquely positioned to leverage these as a cornerstone to advance creativity-based education, innovative research and community engagement that celebrates the diverse richness of this borderlands region.

Universities play an important role in fostering innovation and collaboration to further economic development. As we see increasingly blurred lines between educational institutions and industry, we bear a key responsibility to build mutually beneficial partnerships that advance innovation, entrepreneurship and economic growth in our region and beyond.



# Pillar 3: The Arizona Advantage

## GOALS

### Communities Defining our Core

**Top performing** HSI and AIANSI AAU university across key educational attainment and relevant research indicators:

- **75%** 6-year graduation rate for Hispanic students (from 60% today) by 2025
- **Close retention gap** for Native Students (from 70% today to 91% by 2025)

### Destination Arizona

**200K+** attending an annual UA grand challenge themed event

### Arts and Culture for the 4IR

Raise **\$150M** for a new arts center that will galvanize a unified UA arts and culture district and “invite the world to Tucson”

### Innovation and Partnerships

Become the **premier** innovation center in the Southwest, consistently placed among the **top 5** research institutions on key commercialization metrics (e.g. invention disclosures, licenses, startups) and a **top 25** UBI incubator program

# Pillar 3 Initiatives (1 of 2)

## **3.1 Communities Defining our Core:** Elevating the prominence and impact of our diversity, talent, and heritage

**3.1A Strength the impact and visibility of UA's commitment to equity and support of diverse communities and groups** through institutional structures, programs, and spaces (e.g. strengthening cultural centers), with the goal of promoting a vibrant, empowered, and inclusive campus

**3.1B Institutionalize commitment to Hispanic advancement** through appropriate structures that will support the UA in becoming a premier destination for Hispanic learners, scholars, and partners with the goal of promoting a more vibrant and empowered Hispanic community in Arizona and beyond

**3.1C Institutionalize commitment to Native American advancement** through appropriate structures that will operationalize active partnerships between the University and Tribal Nations, identify and promote Tribal interests, maximize resources and opportunities for Native American students, recruit and retain Native American faculty, and build programmatic and research capacity in ways that honor tribal sovereignty and the needs of tribal communities

## **3.2 Engaging Arizona:** UA's Forward-Thinking General Education

**3.2A Make Arts & Culture Central to the UA Experience:** UA will be the first institution to foreground arts and culture as a cornerstone of redefining the land grant mission for the 21st century. We will expand the physical and operation infrastructure, content, programming, partnerships and events to position UA as an international arts and culture destination and driver for regional economic development

**3.2B Signature Annual Event:** Scale annual event to increase reach and reputation in programs and research

**3.2C Center for Creative Strategies:** Create a central hub for multidisciplinary teams to engage in design thinking frameworks to solve pressing problems for community and industry partners. Students from campus-wide colleges will gain future skills in creativity, complex problem-solving, empathy, critical thinking, resiliency, collaboration and innovation

# Pillar 3 Initiatives (2 of 2)

**3.3 Arizona's Partnership Platform:** Creating opportunities for social, cultural, educational, and economic impact by strengthening and deepening our ecosystem of partnerships

**3.3A Collaboration Redefined:** UA will champion an integrated fabric for private and public sector partnerships that promotes an unprecedented, symbiotic two-way flow of intellectual creativity and human capital. Embarking on collaborative research and projects with UA will be a seamless, enriching experience that makes UA the preferred higher education partner

**3.3B UA Centers for Collaboration and Outreach:** UA will grow or strengthen physical hubs in strategic markets (Phoenix, Washington D.C., The Presidio) to pursue wide-ranging economic partnerships, alumni engagement, student recruiting, internships, community collaboration, health care partnerships, and other targeted strategies

**3.3C Cross-Border Collaboration:** Build bridges with Mexican institutions across academic, experiential, public, and private spheres to facilitate educational, research, and health sciences collaboration

**3.3D: Building on Excellence through Cooperative Extension:** Grow impact across Arizona through Cooperative Extension and put knowledge to use to support economic and community development (e.g. local Veterinary school job placements)

**3.4 Innovation Powerhouse:** Fuel discovery, development, and delivery through collaborative networks and an innovation engine

**3.4A Innovation Ecosystem:** UA will fuel entrepreneurship and innovation through a strategically connected portfolio of physical assets and programs (e.g., the Bridges, Tech Launch Arizona, Center for Innovative Design), attracting students, staff, faculty, the community, and industry to this UA ecosystem

**3.4B Tech Solutions for Healthcare:** Connect researchers across disciplines (e.g., BIO5, Optical Sciences, Design Center) to develop an array of technologies and digital solutions with health applications (e.g., AI, VR, robotics, mobile apps) while creating structural incentives for innovation

**3.4C Clinical Trials Consortium:** Be the catalyst that links health providers and clinical trial sponsors, bridging access between the right patients and the right trials, e.g., partner with innovative startups like Science37 that connect diverse patient groups to cutting-edge clinical trials

## CONTEXT

---

The world is rapidly changing as technology blurs the lines between physical and digital spheres.

We are leveraging technology to transcend boundaries and deliver high-quality education to the world.

We are re-conceptualizing study abroad and the global experience on main campus.

We will lead the world in anticipating and confronting global priorities and issues.

We will predict and respond to the world's educational and research needs and prepare students and scholars to thrive in an interconnected world.

The future is global, and we are ready.



## GOALS

### Global Impact

Reach **\$10m** in annual funding for development projects

### Global Education

Establish **20** micro-campus with **10,000** students – with regional hubs of excellence in Latin America, Africa, the Middle East and Asia by 2025

### Global Engagement:

- Become a **top 10** national research university for students studying, working, or conducting research abroad
- Become a **top producer** of competitive international fellowships (e.g., Fulbright, Luce, Rotary, Marshall, Rhodes, Gates)
- Celebrate and support multilingualism to reach a **75%** multilingual student body

### Global Draw

Increase our international student population to move into the **top 20** of national research universities for percent of international students

# Pillar 4 Initiatives

## 4.1 Global Impact

**4.1A Global Projects:** The UA will lead the world in confronting global challenges. We will establish an Office of Global Projects to pursue development, capacity building, training, targeted research, and other projects abroad and build global consortia around the UA's strengths

## 4.2 Global Education

**4.2A Global Presence:** The UA will provide access to high-quality international education to those who otherwise lack access with 20 micro-campuses and 10,000 global students by 2025

**4.2B Global "Skills Provider:"** The UA will lead the world in providing timely and relevant skills training. By 2025, we will train 200,000 individuals around the globe

**4.2C Global Draw:** Increase share of international students at UA main campus and strengthen our support infrastructure for international students and international exchanges (e.g. enhanced recruitment, UA Global Center, pathway programs)

## 4.3 Global Citizens

**4.3A Global Engagement:** Leverage UA faculty, alumni, institutional partners, and micro-campus network to become a national leader in study abroad and global experiences (e.g. micro-trips, border experiences), with an emphasis on access, inclusion and quality

**4.3B Global Scholars:** Design prestigious, application-only program that would engage students in languages, global research, study abroad, global education, and service. This program would help support UA to maintain and increase number of international fellows (e.g., Fulbright, Luce, Rotary, Marshall, Rhodes, Gates)

**4.3C Multilingual Wildcats:** Develop a series of faculty, staff and student programs to become a global, multilingual university that celebrate and foster the multilingualism in our students, faculty, and staff

## CONTEXT

---

UA must foster a culture that enables the goals and visions in the strategic plan's other four pillars. An underlying foundation to support the university's core functions in teaching, learning, and research will promote a virtuous cycle where innovations are encouraged and incorporated.

While the university attracts top talent researchers and devoted staff, there are opportunities to change how we work in supporting our core mission to better unlock the potential of our employees.

UA's values are not universally known, celebrated, or translated into the actions and accomplishments the university pursues on a daily basis.

Despite world-class research in environmental studies and being located in a region with energy and resource management challenges, UA has yet to realize its full potential in leading sustainability practices.

With the strategic push to pursue goals relevant in the 4IR, UA must provide the latest tools and technology for its people to reinforce this pursuit.

## GOALS

### Values-Driven University

Foster an innovative and high-performing culture as measured by university-wide climate survey. **100%** of Wildcats will be able to articulate how they live the university's values.

### Service Excellence

Provide best in class customer service. **90%** of faculty, students, and staff would recommend UA based on interactions with respective academic and administrative services (e.g., course registration).

### Streamlining Solutions

**100%** student technology adoption and consistent use metrics for UA “student success” suite, with technology driven solutions streamlining academic and administrative services where appropriate.

### Leading Sustainability

Achieve **carbon neutrality by 2040** and significantly reduce energy use, water use, waste output, and increase sustainability practices and learning in our community.



# Pillar 5 Initiatives (1/2)

**5.1 The Values-Driven University:** An inclusive, innovative, high performing, execution-oriented academic and administrative organization that wins with the right culture

---

**5.1A: Reinforce our cultural aspirations:**

Leverage university-wide survey and input to help evaluate UA's culture and shape continuous and targeted actions to reinforce our cultural aspirations

**5.1B Living our core values:** Pursue initiatives that directly align with and reinforce UA's institutional values (e.g. diversity and inclusion) through programs, environments, decision-making structures, and climate

**5.2 Service Excellence:** Power the "UA Academic Mandate" of student and research success through institutional excellence

---

**5.2A Optimize business process and ways of working:** Leverage our expertise to drive service excellence through optimized business processes, functions, and technologies (e.g. data warehouse, CRM)

**5.2B Personal, Digital "U:"** Provide digital solution and a "one-stop" digital experience for students, faculty, and staff

**5.2C Enhance institutional excellence through efficient management of resources:** Explore cost and revenue opportunities to ensure university resources are most efficiently allocated to values and strategy-aligned priorities (e.g. RCM review, evaluation of new revenue opportunities)

**5.3 Perpetual Excellence:** Continuous review and improvement of strategic plan and broader university enterprise

---

**5.3A The "Living Strategic Plan:"** UA will build process or contest to encourage individuals or groups from UA to submit new strategic ideas that would catalyze UA toward institutional goals (e.g. new student retention initiatives) and propel the strategic plan vision. This process will be designed to institutionally support new ideas in the plan, cultivate the entrepreneurial culture at UA, and inspire the UA community after the strategic plan launch.

# Pillar 5 Initiatives (2/2)

- 5.4 Sustainable UA:** Elevate UA as a distinguished university leader in sustainability

---

## **5.4A Sustainability and resiliency throughout UA**

**Operations:** Implement quantifiable environment and climate change mitigation strategies across all campus operations. Among our goals are reduction in energy and water use, waste output, and increase in sustainable goods use. Campus and community outreach will help drive toward our vision to be a world-class model of environmental stewardship through collaboration and innovative partnerships.

**5.4B A campus culture of sustainability and community partnership:** Integrate sustainability values and best practices into daily activities and responsibilities of campus stakeholders. Strengthen community relationships to create practical, place-based solutions to local challenges.

- 5.5 Long range planning:** Creating financial tools and campus master plan to guide long-range planning efforts

---

**5.5A Aligning values and investments:** Use multi-year financial planning enterprise system to facilitate institutional excellence. Initiative scope will include review of financial planning processes and adherence to university values in driving prioritization decisions. A standard budget and planning platform will empower component units by simplifying the planning process and by allowing flexibility to capitalize on strategic opportunities as they emerge. Platform will also facilitate bi-directional nature of financial planning between central administration and responsibility center units (RCUs) of the university.

**5.5B Campus master facilities plan to complement strategic plan initiatives:** Physical planning framework to support the activities of all university stakeholders