

Goal: To achieve our ambitious goals, we align across disciplines, leverage efficiencies, and seek new resources, which frees us to think beyond traditional boundaries.

WE WILL:

- ▶ Build a physical, virtual, and process infrastructure for change that cuts across all elements of our mission and all aspects of our plan including the implementation of business and academic practices that are effective, efficient, and entrepreneurial and...
- ▶ Advance our distinctiveness in interdisciplinarity, diversity, sustainability, and location and...
- ▶ Practice diversity and inclusiveness intentionally, consistently, and systematically.

BY PURSUING THESE STRATEGIES:

- ▶ Redesigning the University to encourage collaboration and interdisciplinarity
- ▶ Optimizing our campus resources across all locations and our virtual reach
- ▶ Fostering engaged university citizens
- ▶ Utilizing the tenets of Inclusive Excellence across all academic, financial, and structural domains, and prioritizing social, cultural, and intellectual diversity as part of our institutional culture
- ▶ Creating processes and structures that encourage and support global opportunities
- ▶ Growing and leveraging fundraising capacities and relationships
- ▶ Developing new revenue sources by removing barriers to entrepreneurial activities

SUPPORTED BY SPECIFIC STEPS:

- Implement RCM as a transparent and transformational budgeting model
- Align the University's resources with the Never Settle priorities
- Create decision making processes that leverage RCM and Never Settle
- Hire, nurture, and retain a diverse, outstanding faculty, appointed professionals, and classified staff making diversity an institutional-wide competitive advantage
- Recognize and support non-tenure track faculty within department teams
- Strategically align a dynamic IT environment to support university goals and strategies
- Build a culture of ethics, integrity, and accountability
- Invest in interdisciplinary initiatives that address local issues with global applications
- Make our actions and scholarship in environmental sustainability and adaptation a competitive advantage
- Enhance UA reach through improved and cohesive marketing/branding
- Improve business processes to facilitate relationships
- Modify Promotion and Tenure to support Engaging, Innovating (including interdisciplinary research), and Partnering
- Develop and nurture the UA's campuses and locations as a competitive advantage
- Report progress on diversity and inclusion during milestone presentations

WITH SUCCESS MEASURED BY:

- Widespread integration and demonstrated use of RCM as a budgeting decision tool
- Space productivity and efficiency
- Rate of entrepreneurial activity
- Faculty and staff retention
- Increased diversity
- Improved sustainability rankings

OUR 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.

OUR 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, and forge novel partnerships to positively impact our community.

OUR SETTING

The University of Arizona in Tucson is a land-grant doctoral research university. Our research and development expenditures place us among the nation's top public universities, and we have membership in the Association of American Universities.

We offer a broad array of programs leading to degrees from the baccalaureate through the doctorate. We have a total enrollment of over 40,000 full-time and part-time students. As a land-grant university, we maintain programs in production agriculture, mining, and engineering, and serve the state through our cooperative extension services, technology transfer, economic development assistance, distributed education, and cultural programming.

The University provides distinguished undergraduate, graduate, and professional education; excels in basic and applied research and creative achievement; and promotes activities that advance Arizona's economy.

OUR VALUES

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

NEVER SETTLE

**Because We're Thinkers and Doers,
Always Moving Forward, Upward.**

neversettle.arizona.edu



THE UNIVERSITY OF ARIZONA

ENGAGING

Goal: UA graduates leaders who increasingly represent the population of our state, nation, and global landscape and who, through a tailored learning experience, have the skills to apply their knowledge to the challenges of society and the world.

WE WILL:

- ▶ Integrate effective and steadfast support of our diverse student body with new modes of thinking, teaching, and learning and...
- ▶ Design an accessible and extraordinary learning experience, tailored to each student and...
- ▶ Provide each student unprecedented opportunities to apply knowledge through real-world experiences and...
- ▶ Prepare students to lead in an increasingly diverse and interconnected world.

BY PURSUING THESE STRATEGIES:

- ▶ Implementing a 100% Engagement program for all UA undergraduates requiring an applied knowledge experience prior to graduating
- ▶ Graduating culturally conscious students who understand the power of diversity and inclusiveness in collective problem-solving
- ▶ Preparing students to lead thoughtful, intellectually curious, productive, and personally satisfying lives within an inclusive global society
- ▶ Progressing students from all parts of our student community efficiently through their courses of study to achieve their academic goals—
Recruit > Retain > Graduate > Career
- ▶ Providing students with a dynamic educational experience utilizing cutting-edge teaching and discovery techniques as well as fostering cultural competencies
- ▶ Strengthening students academically to be the most sought after for graduate and professional programs

SUPPORTED BY SPECIFIC STEPS:

- Deploy effective and innovative early academic intervention strategies and support
- Promote and leverage relationships with business, industry, civic, global partners in continual growth and assessment of 100% Engagement
- Enhance student research experiences
- Utilize technology and innovation in teaching and learning
- Inspire research leading to continual improvements in teaching and learning outcomes
- Expand online programs to support quicker time to degree, transfer opportunities and overall access/success
- Explore and evaluate implementing competency-based credits
- Expand masters programs in support of dynamic workforce needs
- Provide appropriate academic and co-curricular support through assessment of all segments of UA's student population
- Regularly assess the student campus climate to inform programming and support for various student populations ensuring an inclusive environment

WITH SUCCESS MEASURED BY:

- Number of degrees
- 1st to 2nd yr. retention
- 6 yr. graduation rates for undergraduates
- Time to graduation (including 4 yr. grad. rates)
- Increased enrollment and graduation of diverse populations
- Online degrees
- Arizona community college transfers
- Student and employer feedback
- Student engagement rate
- Student employment outcomes including economic success

INNOVATING

Goal: UA advances scholarly and research activities to find better answers to the world's grand challenges that deliver public impact and benefit.

WE WILL:

- ▶ Expand our research and creative inquiry to not only discover new knowledge and create new ideas but also to...
- ▶ Develop and enable new technologies that support economic development and competitiveness and...
- ▶ Innovate new ways of knowing, seeing, and doing that will ensure our continued leadership in serving Arizona and the world.

BY PURSUING THESE STRATEGIES:

- ▶ Promoting and building upon core strengths to address grand challenges for the state of Arizona and the world
- ▶ Collaborating boundlessly to increase local-to-global impact
- ▶ Leveraging diverse perspectives to drive innovation and discovery
- ▶ Engaging new strategic partners in the research enterprise to accelerate innovation
- ▶ Improving institutional infrastructure to speed new discovery, knowledge, and application
- ▶ Strategically attracting, educating, and engaging first-rate doctoral students in a variety of disciplines
- ▶ Improving recognition for collaborative and interdisciplinary research and scholarship in the promotion and tenure process
- ▶ Expanding economic development in our region through commercialization of research ideas

SUPPORTED BY SPECIFIC STEPS:

- Invest in UA's strategic research, scholarly, and clinical strengths
- Advance the development of externally funded centers and institutes
- Enrich the connection of UA with industry and other organizations to foster private-public partnerships
- Enhance core research facilities with shared access to large-scale equipment and specialized expertise, and increase research development capacity
- Streamline administrative processes and reduce researcher burden
- Attract funding for and investment in UA start-up companies

WITH SUCCESS MEASURED BY:

- Total sponsored research expenditures
- Awards >1M + >1 College PIs
- Research honors and awards
- Business and nonprofit sponsored research expenditures
- Core research facility services usage
- PhD degrees awarded
- Professional and STEM masters degrees
- Invention disclosures transacted
- Exclusive licenses/options
- Intellectual property income

PARTNERING

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

WE WILL:

- ▶ Partner with businesses, community groups, other academic institutions, and governments, enhancing local and global collaborations to support meaningful teaching, discovery, and public service outcomes and...
- ▶ Create mutually beneficial partnerships that are novel, diverse substantive, and entrepreneurial.

BY PURSUING THESE STRATEGIES:

- ▶ Expanding our land-grant mission for the 21st century to include strategic global partnerships
- ▶ Aligning our output with workforce and knowledge needs, in our region and around the world
- ▶ Developing, expanding, and sustaining community, academic, industry, and government partnerships, locally and globally, via innovative programs that include new financial models
- ▶ Increasing university and state capacities in critical and emerging fields such as health sciences, STEM, education, and cultural competence
- ▶ Enhancing high school and community college partnerships to reinforce student pathways to higher education
- ▶ Leveraging relationships with UA Alumni to support overall university goals

SUPPORTED BY SPECIFIC STEPS:

- Develop transformational funding support through novel partnerships
- Prioritize community engagement, outreach, and the development of partnerships by removing internal process or perception barriers
- Expand the roles of community and business partners in the development of academic goals
- Position the UA to serve as a preferred consultant in projects world-wide
- Provide more opportunities for employers, educators, and families to become deeply involved in UA through events, roundtables, and boards
- Expand number of firms presenting internship opportunities
- Expand global academic opportunities including dual degree programs

WITH SUCCESS MEASURED BY:

- Service expenditures
- Number and value of academic, industrial, and community partnerships
- Number and value of global partnerships
- Number of student internships
- Number of graduates staying in Arizona to work
- Economic impact