

A NEW ERA OF DISCOVERY

The opportunity for the 23rd president of the University of Arizona





THE UNIVERSITY
OF ARIZONA

As Arizona's land-grant university and a top-ranking public higher education institution, the University of Arizona is driven to do great things. The university is passionate about transforming the lives of student Wildcats and solving some of the biggest challenges facing Arizona and the world.

Whether leading exploration of the galaxies, improving national security, creating new solutions for global health challenges or addressing critical threats to agriculture, the university is pushing the boundaries of knowledge and innovation.

What makes the university unique is how and where this is accomplished. The U of A lives its purpose, mission and values every day, amid the wonder of majestic mountains and saguaro forests, nestled in the stunning Sonoran Desert near the U.S.-Mexico border. Offering an unparalleled blend of natural beauty and rich cultural experiences, the university is a leader in discovery and has been fueled by wonder since 1885. As the university prepares to welcome the 23rd president, so too will it usher in a new era of wonder, discovery, education and service.

The university's main campus resides on the homelands of the Tohono O'odham Nation and the Pascua Yaqui Tribe. The university is committed to its responsibility of the land it is built on and building sustainable relationships with Arizona's tribes through education offerings, partnerships and community service.



PURPOSE

We work together to expand human potential, explore new horizons and enrich life for all.

MISSION

We continuously improve how we educate and innovate so we can lead the way in developing adaptive problem-solvers capable of tackling our greatest challenges.

SIX CORE VALUES

INTEGRITY

We are honest, respectful and just.

COMPASSION

We choose to care.

EXPLORATION

We are insatiably curious.

ADAPTATION

We are open-minded and eager for what is next.

INCLUSION

We harness the power of diversity.

DETERMINATION

We bear down.



THE OPPORTUNITY FOR THE **23RD PRESIDENT OF THE UNIVERSITY OF ARIZONA**

▶ The Arizona Board of Regents invites applications and nominations for the 23rd president of the University of Arizona. In leading Arizona's land-grant university, the next president must be a visionary and effective leader with the ability to lead the institution through a critical period of transition. As president, this individual will be well-positioned to guide the university through the development of a unifying and powerful vision for the future that will capitalize on the U of A's myriad strengths and passionate community.

Established in 1885 and synonymous with academic and research excellence, the U of A is recognized as a Carnegie R1 institution. As a member of the Association of American Universities with more than \$955 million in research and development activity in fiscal year 2023, the U of A is recognized for advancing interdisciplinary scholarship and entrepreneurial partnerships across the board. With a total **faculty of 3,744** and **staff of 17,929**, the U of A serves more than 40,000 undergraduate students.

The U of A is committed to improving and enriching the lives of the state's citizens through accessible education and training, groundbreaking research and outreach, and engagement programs within the communities it serves. With an estimated economic impact of \$8.3 billion annually, the U of A's reach spans well beyond the campus borders. Driven by a culture of service, principles of diversity and inclusion, and an entrepreneurial mindset embedded in its culture, the U of A empowers researchers and students by removing academic boundaries and connecting diverse minds to focus on big questions and practical solutions to real-world problems.

Through impactful research, accessible education and partnerships with local stakeholders, the U of A addresses challenges faced by citizens across the globe.

As a multi-dimensional research university, the U of A provides students with the opportunity to engage with leading-edge faculty and world-class research opportunities that span the academic spectrum. Students benefit from hands-on experiences and mentorship that prepare them with the skills and mindset necessary to be highly competitive in the workforce and contribute to solving societal challenges. Students also acquire critical collaboration, communication and problem-solving skills both in and out of the classroom through their participation in exciting, immersive experiences.

The University of Arizona Global Campus (UAGC) also offers more than 50 degree programs. Through accelerated online classes, UAGC students hone the skills needed to succeed in their field. UAGC students are part of the U of A's community of students and alumni who support each other from game day to graduation and beyond.

U of A is also closing in on its \$3 billion dollar Fuel Wonder fundraising campaign. Fuel Wonder aims to harness the power of philanthropy and fuel the spirit of wonder that creates a holistic student experience that increases equity and access, advances medical research and scientific breakthroughs that change lives, and sparks creative inquiry that enriches the broader community.

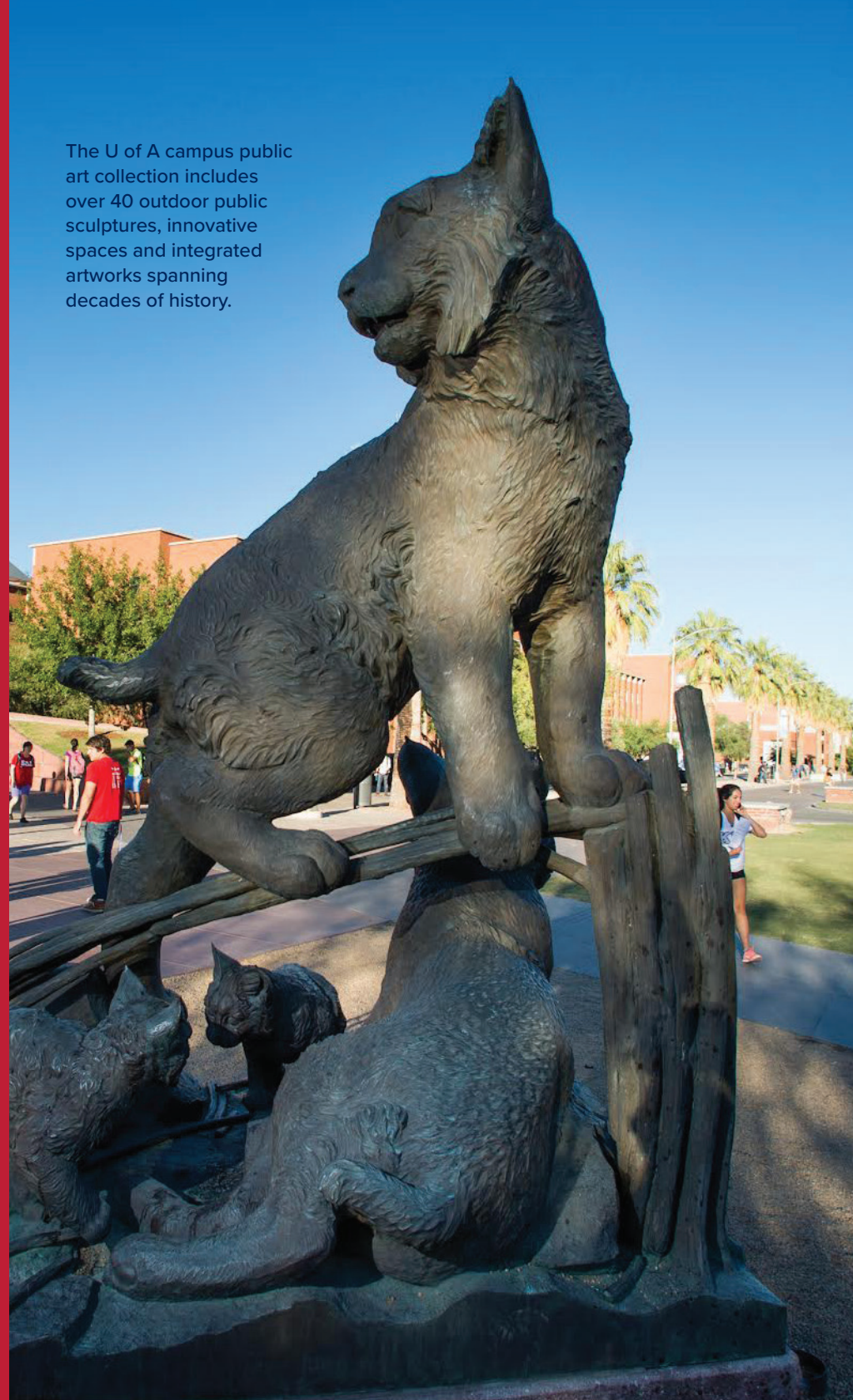
INSTITUTIONAL PRIORITIES

▶ The U of A's next president will have the extraordinary challenge and opportunity to create stability while leading an ambitious institution dedicated to academic and research excellence, student success and community service. The university seeks a forward-thinking leader who will unite the campus community, inspire innovation and reestablish a high level of trust and confidence between the university administration and its many constituents. The next president will have a passion for the university's mission and be zealous in promoting its many strengths, storied past and leveraging its full potential. Among the many opportunities to impact the local community, state, nation and the world, the next president will provide the leadership necessary to successfully address the following critical areas and priorities:

- Promote Excellence
- Build a Culture of Communication, Transparency and Collaboration that Builds Trust
- Support the U of A's Shared Governance Environment
- Enhance the Student Experience
- Facilitate a Compelling Global Vision for the Future
- Promote a Welcoming and Inclusive Environment
- Lead the U of A's Expansive Academic Enterprise
- Promote Philanthropic Efforts
- Support and Engage with Students
- Develop New Revenue Streams
- Enhance Community Engagement
- Capitalize on the Unique Attributes of the U of A's Academic and Health Sciences Enterprises
- Recruit, Retain and Develop Faculty and Staff
- Strategically Manage Resources

[READ FULL DOCUMENT](#)

The U of A campus public art collection includes over 40 outdoor public sculptures, innovative spaces and integrated artworks spanning decades of history.



LEADERSHIP QUALITIES

- ▶ The president serves as U of A's chief executive officer and provides senior administrative leadership. Responsible for maintaining high visibility within the region and the state, the president works in collaboration with the state's community colleges, governmental and industry leaders, and the Native American community. The president is the chief spokesperson and fundraiser for the university and will demonstrate many of the following attributes:

ACADEMIC AND RESEARCH EXCELLENCE

- An earned doctorate or other terminal degree and an outstanding profile of distinguished scholarship and teaching, suitable for a tenured appointment as a full professor.
- A deep commitment to and proven track record for fostering an academic environment that values, promotes and champions inclusive excellence.
- A deep understanding of the culture, opportunities and challenges that come with being a land-grant, R1, AAU and Hispanic-Serving Institution.
- A commitment to promoting interdisciplinary programs and research, and eliminating impediments to effective partnerships that take full advantage of the U of A's academic and research strengths.
- A commitment to enhancing the university's research enterprise, and growing research expenditures while supporting high quality teaching.
- An appreciation of the full spectrum of disciplines represented by a major public research university like the U of A with a large and vibrant Health Sciences and health-care effort.

VISIONARY LEADERSHIP

- Experience working with a broad range of constituents in developing a compelling vision for a complex organization in an environment of shared governance.
- The ability to envision, articulate and implement strategic goals, establish assessment mechanisms and re-align resources as necessary within a large, complex environment.
- A willingness to take bold and proactive steps to enhance campus morale.
- An awareness of the changing higher education landscape and a willingness to employ the strategies necessary to place the U of A at the forefront of academic innovation.

- A compassionate leadership style that is open and accessible to faculty, staff, students and members of the broader U of A community.
- International awareness and a commitment to building the U of A's global reputation.

INTERPERSONAL AND ENGAGEMENT STYLE

- High moral character and integrity.
- An understanding of and sincere appreciation for the U of A's unique history, traditions and role within Arizona and the region, including the borderlands region and the university being situated on the land and territories of Indigenous peoples.
- A passionate and effective communicator who will serve as the U of A's chief advocate and represent the university to the community and the nation.
- An authentic, collaborative and inspirational leadership style that values shared governance and transparency, and empowers faculty and staff.
- A genuine appreciation for and recognition of the contributions of staff to the university environment and student experience.
- The ability to earn the respect and trust of all internal and external university constituents.
- An appreciation and acknowledgement that the U of A is on the land and territories of Indigenous peoples.
- Superior diplomatic and interpersonal skills, including an ability to listen to and consider dissenting opinions, solve problems, handle conflict and ambiguity, and communicate the rationale supporting decisions.
- A high degree of cultural proficiency and emotional intelligence.



The **Women's Plaza of Honor** publicly and permanently celebrates women who have made significant contributions to the history of Arizona or have enriched the lives of others. The plaza offers alumni, employees and students of the U of A, members of the community and people everywhere the opportunity to commemorate these outstanding women.

- An appreciation for diversity and the desire to learn from individuals from various backgrounds, cultures and experiences.
- A dedication to fostering and authentically caring for an inclusive environment that embraces and enhances the U of A's relationships with the communities it serves.

STUDENT-CENTERED ENGAGEMENT

- A deep and genuine passion for and depth of experience in serving first-generation college students, and a diverse undergraduate and graduate student body.
- The desire and ability to partner with Arizona's Native Nations and communities to develop new practices and initiatives to better support Native American students.
- A commitment to enhancing the student learning environment and student success in and out of the classroom.
- A demonstrated passion for enhancing the U of A's student-centric learning environment and championing support services that are responsive to students' needs.
- A genuine interest in partnering with students to address their interests and concerns.

STRATEGIC AND TACTICAL MANAGERIAL EXPERIENCE

- An active management style characterized by consistent engagement and consultation with senior leaders coupled with the courage to engage key stakeholders in honest and potentially difficult discussions.
- Excellent operational and managerial skills, and a history of successful leadership in a complex, multi-faceted organization, particularly in times of transition and growth; ideally, in a large, public university setting.

- Demonstrated financial acumen, including understanding the consequences of financial and budgetary decisions, and a record of success in creating financially sustainable budget models for large, complex organizations.
- The ability to create a bridge between the university's goals and mission and the financial resources necessary to achieve them.
- Understanding the role and impact of intercollegiate athletics within a higher education institution.
- A track record of generating new and innovative mission-aligned revenue for the university.
- The ability to expand current efforts and identify new activities that enhance the U of A's economic development and impact within the region.
- Demonstrated commitment to and experience in supporting the recruitment, retention and development of exceptional faculty, staff and students.
- An understanding of the online education landscape.
- Experience in building and empowering leadership teams to meet critical institutional needs.
- A track record of fostering an administrative culture built on trust, collaboration, accountability and transparency.
- The ability to navigate political landscapes adeptly and effectively advocate for the university's interests with legislative bodies and policymakers.
- A commitment to supporting sustainability efforts and reducing the university's carbon footprint.
- An awareness of the role of Health Sciences and the health-care enterprise within a large comprehensive research university, and current key issues facing the changing health-care environment.

LEADING IN EXCELLENCE

FAST FACTS

2023 DEGREES AWARDED

7,772

Bachelor's Degrees Awarded

2,297

Master's Degrees Awarded

990

Doctoral Degree's Awarded

11,059

All Degrees

Member of the Association of
American Universities

Hispanic Serving Institution

SIGNIFICANT MILESTONES IN UNIVERSITY HISTORY

- 1890** Land-grant designation and completion of Old Main.
- 1926** The birth of "Bear Down."
- 1937** Invention of tree-ring research.
- 1969** NASA uses university's lunar map to land on moon.
- 1997** Men's basketball wins NCAA championship.
- 2016** Installation of USS Arizona Mall Memorial.
- 2023** OSIRIS-REx asteroid sample returns to Earth.

TOP 4 RESEARCH SPONSORS BASED ON AWARD AMOUNT

- 1** National Institutes of Health
- 2** National Aeronautics and Space Administration
- 3** National Science Foundation
- 4** U.S. Department of Agriculture

RESEARCH

No. 1 IN R&D AMONG ARIZONA PUBLIC INSTITUTIONS

No. 6 NASA FUNDED RESEARCH EXPENDITURES RANKING

No. 7 PHYSICAL SCIENCES RESEARCH EXPENDITURES RANKING

\$955 M TOTAL RESEARCH EXPENDITURES

No. 20 AMONG U.S. PUBLIC INSTITUTIONS

No. 20 NSF PUBLIC UNIVERSITY RANKING

42,075

Undergraduate Students

11,112

Graduate Students

46%

Diverse Student Body

3,744

Faculty

17,929

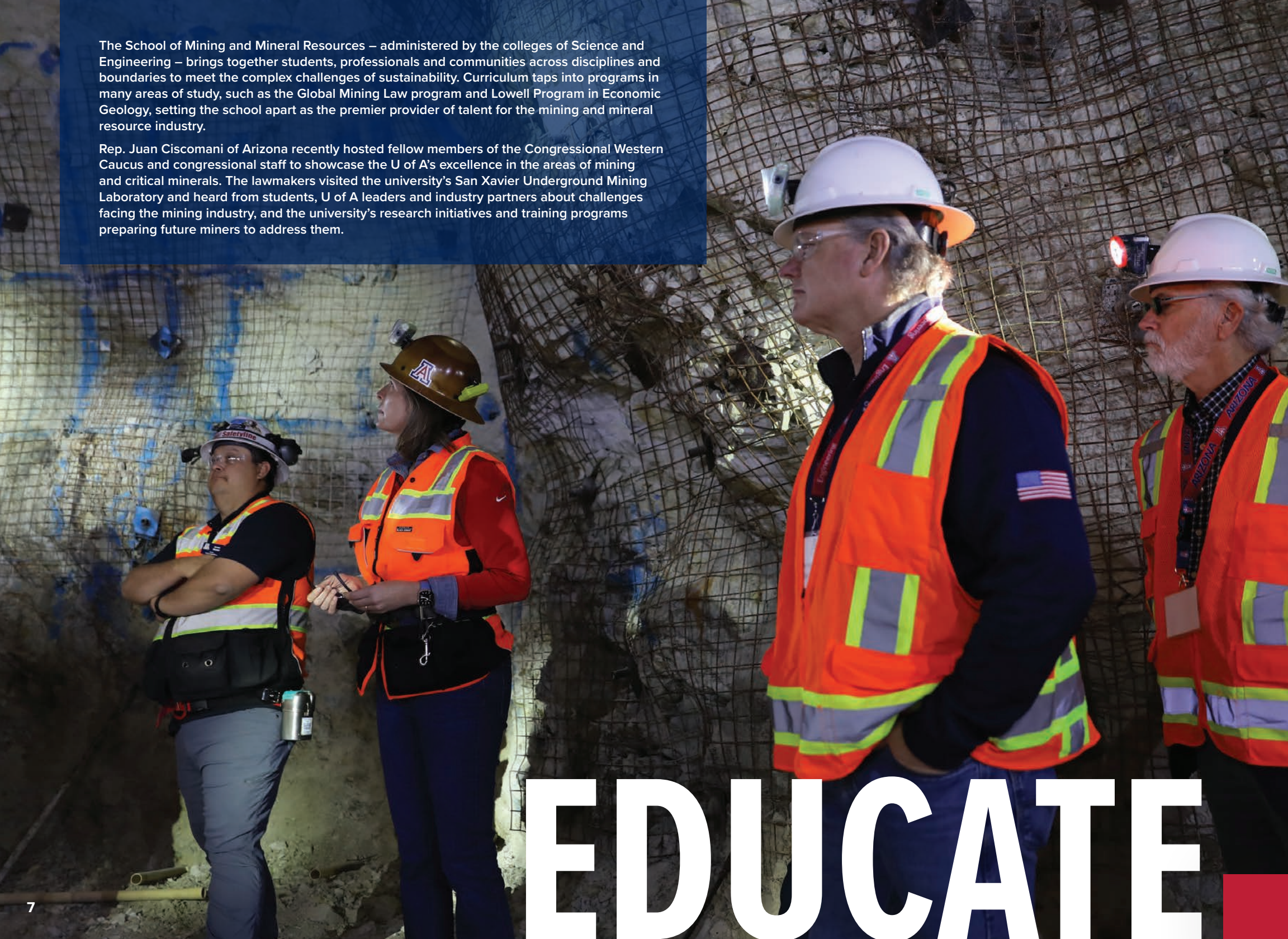
Staff

17:1

Student-to-Faculty Ratio

The School of Mining and Mineral Resources – administered by the colleges of Science and Engineering – brings together students, professionals and communities across disciplines and boundaries to meet the complex challenges of sustainability. Curriculum taps into programs in many areas of study, such as the Global Mining Law program and Lowell Program in Economic Geology, setting the school apart as the premier provider of talent for the mining and mineral resource industry.

Rep. Juan Ciscomani of Arizona recently hosted fellow members of the Congressional Western Caucus and congressional staff to showcase the U of A's excellence in the areas of mining and critical minerals. The lawmakers visited the university's San Xavier Underground Mining Laboratory and heard from students, U of A leaders and industry partners about challenges facing the mining industry, and the university's research initiatives and training programs preparing future miners to address them.



EDUCATE

COMMITMENT TO STUDENT SUCCESS

With more than 150 undergraduate majors and more than 200 graduate programs, the university helps students map a unique academic path full of possibilities. As a premier research university, the U of A offers unparalleled innovation and the support of a world-class faculty that is committed to student success.

▶ **FIRST-YEAR STUDENT POPULATION**

52.5% Arizona residents

43.2% non-residents

4.3% international

▶ **AVERAGE G.P.A.**

3.61 – average G.P.A of the fall 2023 incoming class

▶ **DIVERSITY**

49% - percent of students self-identifying as ethnicities other than white in the fall 2023 incoming class

▶ **ONE-YEAR RETENTION RATE**

87.7%

▶ **SIX-YEAR GRADUATION RATE**

65.9%

▶ **NEW UNDERGRADUATE TRANSFERS**

Arizona: 1,235

Out of state: 2,050





FROM ENGINEERING TO EDUCATION AND HUMANITIES TO HEALTH SCIENCES, UARIZONA HAS MORE THAN 20 COLLEGES FOR STUDENTS:

- College of Agriculture, Life and Environmental Sciences
- College of Applied Science and Technology
- College of Architecture, Planning and Landscape Architecture
- College of Education
- College of Engineering
- College of Fine Arts
- College of Health Sciences
- W.A. Franke Honors College
- College of Humanities
- College of Information Science
- James E. Rogers College of Law
- Eller College of Management
- College of Medicine – Phoenix
- College of Medicine – Tucson
- College of Nursing
- James C. Wyant College of Optical Sciences
- R. Ken Coit College of Pharmacy
- Mel and Enid Zuckerman College of Public Health
- College of Science
- College of Social and Behavioral Sciences
- College of Veterinary Medicine

Located on campuses in Tucson, Phoenix (pictured here) and Gilbert, U of A Health Sciences is one of the top-ranked academic medical centers in the southwestern United States.

SERVING THE BORDERLAND

The Borderlands Education Center was established to create an intellectual hub in the rural borderlands of southeastern Arizona and northern Mexico, expanding learning and research opportunities for border teachers and researchers. The center sponsors the Teacher Identities Institute addressing the border educational context, promoting diversity and inclusion, and knowledge exchange with scholars, and pre-service and in-service teachers.

The Noyce Borderlands Master Teacher Fellows, in collaboration with the College of Education, is a National Science Foundation-funded program which aims to address the critical shortage and low retention of STEM teachers in U.S. border schools and to help overcome current opportunity gaps in STEM experiences on the Arizona-Mexico border. Aligned with the university's Hispanic Serving Institution initiatives, Project ADELANTE, funded by the U.S. Department of Education,

is aimed at strengthening retention, degree completion, career readiness and post-graduation success for Hispanic first-generation and low-income students, and it embraces the university's proximity to the borderlands. Project ADELANTE's Borderlands Fellowship Program includes educational workshops and trainings, mentorships and experiential learning opportunities in the borderlands. The \$3 million, five-year grant is expected to benefit more than 1,800 students.





LAND ACKNOWLEDGMENT RECOGNIZES INDIGENOUS PEOPLES

We respectfully acknowledge the University of Arizona is on the land and territories of Indigenous peoples. Today, Arizona is home to 22 federally recognized tribes, with Tucson being home to the O'odham and the Yaqui. Committed to diversity and inclusion, the university strives to build sustainable relationships with sovereign Native Nations and Indigenous communities through education offerings, partnerships and community service.

NATIVE SCHOLARS GRANT WAS A FIRST

Undergraduate students from the state's 22 federally recognized Native American tribes no longer have to pay tuition and mandatory fees at the university's main campus. New and continuing full-time, degree-seeking, in-state undergraduates are eligible for the Arizona Native Scholars Grant, the first program of its kind in Arizona.

U.S. BESTOWS HISPANIC SERVING DESIGNATION

The university is a Hispanic Serving Institution, a federal designation that recognizes colleges and universities with at least 25 percent total undergraduate Hispanic full-time student enrollment. HSI initiatives focus on meeting the educational needs of the university's communities while also providing access to HSI scholarships, internships and conference opportunities. In addition, the U of A was 1 of 9 inaugural Seal of Excelencia certified institutions in 2019 and was recertified through 2025.

HONORS COLLEGE PROMOTES COMMUNITY

The W.A. Franke Honors College provides a program for more than 4,500 students that creates a smaller community feel. It began in 1962 with the acceptance of 75 students. The college was renamed the W.A. Franke Honors College in recognition of a \$25 million gift commitment made by William A. "Bill" Franke.



The U of A and Northwest Agriculture and Forestry University, located in Yangling, Shaanxi Province, the birthplace of Chinese agricultural civilization, offer an innovative program that allows students to earn a Bachelor of Science in Environmental Science from Arizona and Northwest Agriculture and Forestry University in only four years. The partnership enables students in China to complete a U.S.-accredited degree entirely in Xi'an.

MORE LOCATIONS, FEWER LIMITS

The U of A truly stands out as a global institution, offering educational opportunities far beyond its main campus in Tucson. With a network of global microcampuses from Peru to China, the university provides access to its renowned programs around the world offering high-quality education, international collaboration and broad access to intercultural experiences for the entire U of A community. More than 2,500 students receive education at the 17 global microcampuses. Statewide satellite campuses extend the university's reach within

Arizona, from Phoenix to Sierra Vista and more while U of A Online offers more than 150 degree and certificate programs, ensuring flexibility for students everywhere.

The U of A Global Campus also offers over 50 degree programs. Through accelerated online classes, UAGC students hone the skills needed to succeed in their field. UAGC students are part of the U of A's community of students and alumni who support each other from game day to graduation and beyond.

ARIZONA ONLINE

Launched in 2015, Arizona Online has earned a reputation as one of the nation's top online education providers with a top-15 placement in the 2024 Best Online Bachelor's Programs rankings by U.S. News & World Report. In fall 2023, Arizona Online enrolled more than 9,100 students in undergraduate and graduate programs – an increase of more than 1,000 students from the previous year. Many Arizona Online students are adults who work full time, including parents who seek the flexibility of online courses and active military personnel who require the ability to study from wherever they are stationed or deployed.

In its ninth year of operation and eighth year of rankings eligibility, Arizona Online received its fourth consecutive top-15 finish among the best online bachelor's degree programs, ranking tied for No. 11 out of 339 ranked programs overall, placing it in the top 3% of all ranked programs.

Arizona Online earned an overall score of 91 out of a possible 100 and tied for No. 7 in the peer assessment category, which is determined by ratings on academic quality received by presidents, provosts and deans of admissions – or officials in equivalent positions – at institutions submitting peer assessment surveys.

Arizona Online also maintained its No. 4 overall ranking for its bachelor's program offerings for veterans.

ARIZONA ONLINE RANKINGS

TOP 3% of Online Bachelor's Programs

#4 Best Online Bachelor's Programs for Veterans

#6 Best Online Bachelor's in Business Programs

#7 Best Online MBA Program





The U of A College of Veterinary Medicine is educating the future leaders of tomorrow while preparing graduates for today's challenges. Its transformational educational experience encourages collaboration and creates a culture of innovation. The teaching herds, which include horses, sheep and cows, play an essential educational role in educating students on how to observe, monitor and provide excellent care for every stage of life.

VETERINARY MEDICINE MEETS A PRESSING NEED

The three-year, nine-semester continuous program in the College of Veterinary Medicine produces high-demand veterinarians ready to contribute to communities. The Arizona Veterinary Loan Assistance Program provides loan assistance of up to \$100,000 for veterinarians who work in Arizona for at least four years.

ALL ROADS LEAD TO STUDENT SUCCESS

Completed in 2022 in the heart of campus, the Student Success District serves student

development through support services and spaces based on collaborative, hands-on learning and deep technological engagement. The renovated Bear Down Building is the centerpiece of the nine-acre district, which also includes the Main Library, the Weaver Science-Engineering Library and the Bartlett Academic Success Center.

CLUBS REFLECT VARIETY IN STUDENT LIFE

The university is home to more than 400 clubs and organizations, covering everything from niche hobbies to extracurriculars to career-oriented and professional groups. Also, there

are more than 50 fraternity and sorority programs, including many with cultural and religious affiliations.

VETERANS RECEIVE SPECIALIZED RESOURCES

The university's VETS Center is the first resource center in the country created specifically to accommodate student veterans pursuing degrees in the health-related sciences. The center aims to provide immediate access to resources and foster student engagement among military veterans pursuing health-science degrees.

Regents Professor and OSIRIS-REx principal investigator Dante Lauretta (foreground), NASA Sample Return Capsule Science Lead Scott Sandford and NASA Astromaterials Curator Francis McCubbin celebrate the safe return to Earth of the NASA OSIRIS-REx's asteroid sample.



DISCOVER



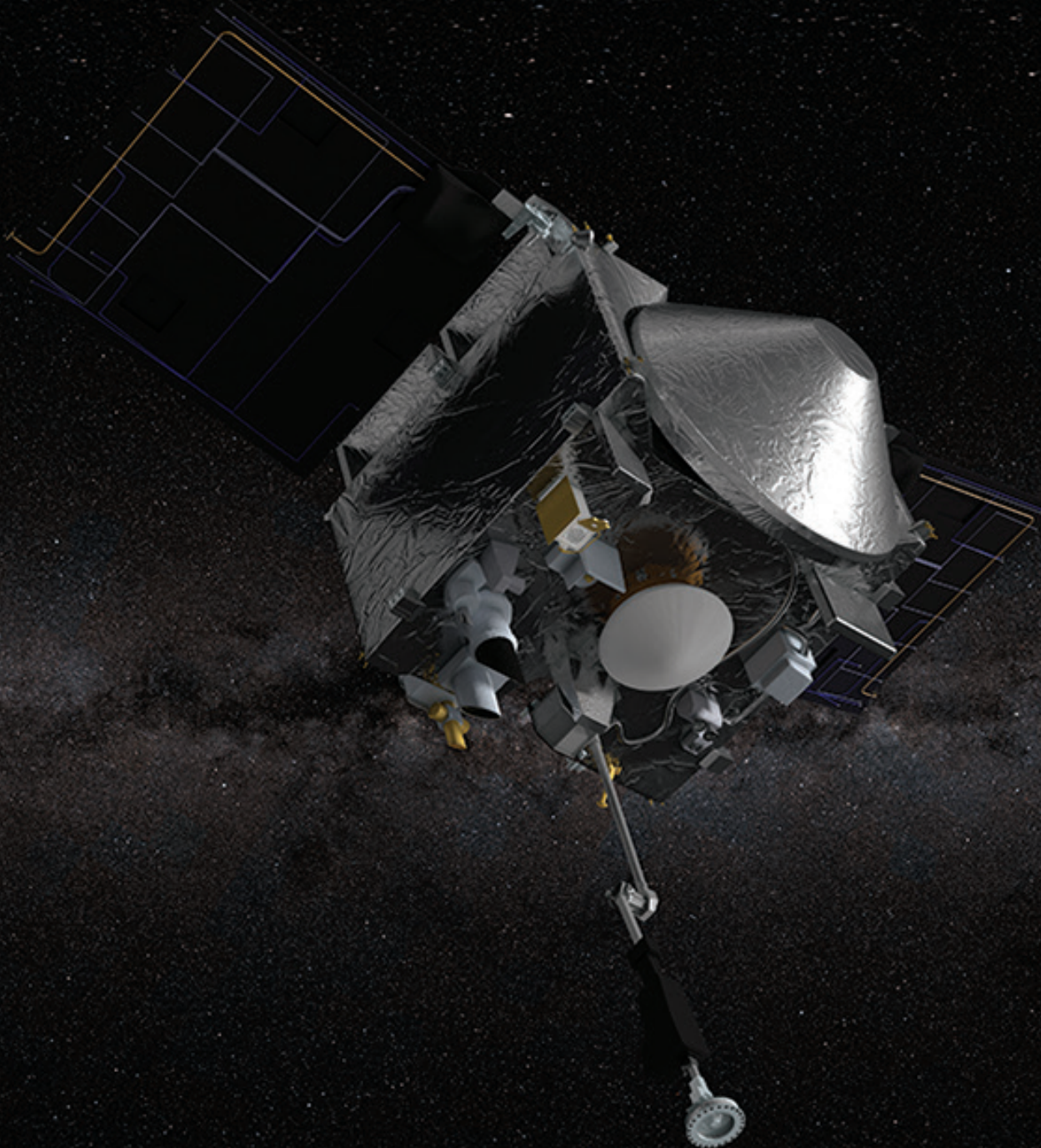
The U of A Wyant College of Optical Sciences is internationally recognized for its innovative and unusually comprehensive research programs. Image science in the college focuses on designing new technology for medical imaging, homeland security, earth sciences and other applications, and developing new methods for assessing image quality by quantifying how accurately imaging systems can accomplish certain analytical tasks.

ADDRESSING GRAND CHALLENGES

Consistent with its dual mission to expand educational opportunities and address important societal challenges, the university is well positioned to fully leverage the advancements in its existing strengths in research. It tackles pressing challenges in the areas of space, human and intelligent systems, natural and built environments, health-care technology, and disease prevention and treatment in ways that will fundamentally shape the future.

FUNDING FOR CENTER'S EXPANSION WILL BOOST TECH SECTOR

The university's College of Engineering was awarded \$35.5 million from the Arizona Commerce Authority to expand the Micro/ Nano Fabrication Center, a facility that supports manufacturing and research efforts involving semiconductors, computer chips, optical devices and quantum computing systems. The funding also supports expansion of training and educational modules, ensuring that the state will have the workforce needed to meet increasing demand in an industry of national priority.



SPACE SCIENCE

OSIRIS-REx ASTEROID SAMPLE RETURNS

In September 2023, the university-led NASA OSIRIS-REx mission successfully landed a capsule with rocks and dust from the asteroid Bennu in the Utah desert. The 8.8-ounce sample will help scientists make discoveries to better understand planet formation, and the origin of organics and water that led to life on Earth.

PROJECTS CONTINUE TO SET THE PACE IN SPACE

The Arizona Space Institute is a driving force in advancing the university's role as the world's leading university for space science, human and robotic exploration, astrobiology/exoplanets research, space situational awareness research and planetary defense. Current space projects include Aspera (a NASA SmallSat), GUSTO (a NASA Explorer Balloon payload), OSIRIS-APEX (extended mission of OSIRIS-REx), CatSat (a student-led SmallSat project) and Pandora (a NASA SmallSat).

The OSIRIS-REx spacecraft traveled billions of miles to asteroid Bennu and back. Scientists now have an opportunity to delve deeper into the secrets of the solar system.

ENSURING A HEALTHY TOMORROW

Located on campuses in Tucson, Phoenix and Gilbert, U of A Health Sciences is one of the top-ranked academic medical centers in the southwestern United States. U of A Health Sciences includes the College of Health Sciences (with new programs in physical therapy, physician's assistant and midwifery), College of Medicine – Phoenix, College of Medicine – Tucson, College of Nursing, R. Ken Coit College of Pharmacy, and Mel and Enid Zuckerman College of Public Health.

With a threefold mission of education, research and patient care, each college prepares professionals to provide top notch health-care, while also training the next generation of investigators, who will change lives by making new discoveries and pushing today's medical advances even further.

Anchored by the College of Medicine-Tucson, a top public college of medicine founded in 1967, faculty and trainees in basic sciences and clinical departments work together to understand human biology in both health and disease. Using innovative approaches and an impressive research funding portfolio, collaborative efforts across U of A Health Sciences centers and programs focus on cancer, neurodegenerative diseases, pain and addiction, and respiratory diseases; biomedical informatics, health technology innovation and simulation training; and health disparities, precision health care and treatments, and pandemic preparedness. In Tucson, these endeavors also include Bachelor of Science programs in the Colleges of Medicine, Nursing, Pharmacy and Public Health providing approximately 3,000 U of A undergraduates the key foundations necessary for success in their next steps in graduate and professional paths.

Working with clinical partners, including Banner Health in Tucson and Phoenix, Phoenix Children's Hospital and the Arizona VA Health Care system, allows for a seamless integration of clinical faculty who work in hospitals and clinics throughout Arizona. The UAHS enterprise, with COM-Tucson and COM-Phoenix (since 2007), has graduated more than 6,000 physicians, along with thousands of nurses, nurse-practitioners, pharmacists and public health professionals, all of whom are prepared to address the ever-growing need to provide compassionate and culturally sensitive care to build healthier and resilient communities across Arizona and the Southwest.





Courtesy of McCarthy + SmithGroup (rendering for illustrative purposes only)

CAMI POSITIONED TO TRANSFORM IMMUNOTHERAPY

Researchers and physician-scientists are increasingly using precision medicine to develop new cell- and gene-based therapeutical options for diseases, building on the idea that the most effective defense against health issues is the body's natural immune system. The Center for Advanced Molecular and Immunological Therapies, or CAMI, is being developed to advance knowledge of the immunology of cancers, infectious diseases and autoimmune conditions to develop novel strategies for the diagnosis, prevention and treatment of diseases.

CENTER TACKLES SUBSTANCE MISUSE, PAIN AND ADDICTION

Chronic pain and the opioid epidemic are complex issues, and finding a solution will require a collaborative mindset and a multifaceted approach. The Comprehensive Center for Pain and Addiction offers researchers an opportunity to build on preclinical studies in medicinal chemistry, drug formulation and pharmacokinetics, with potential clinical trials of Food and Drug Administration-approved investigational new drugs.

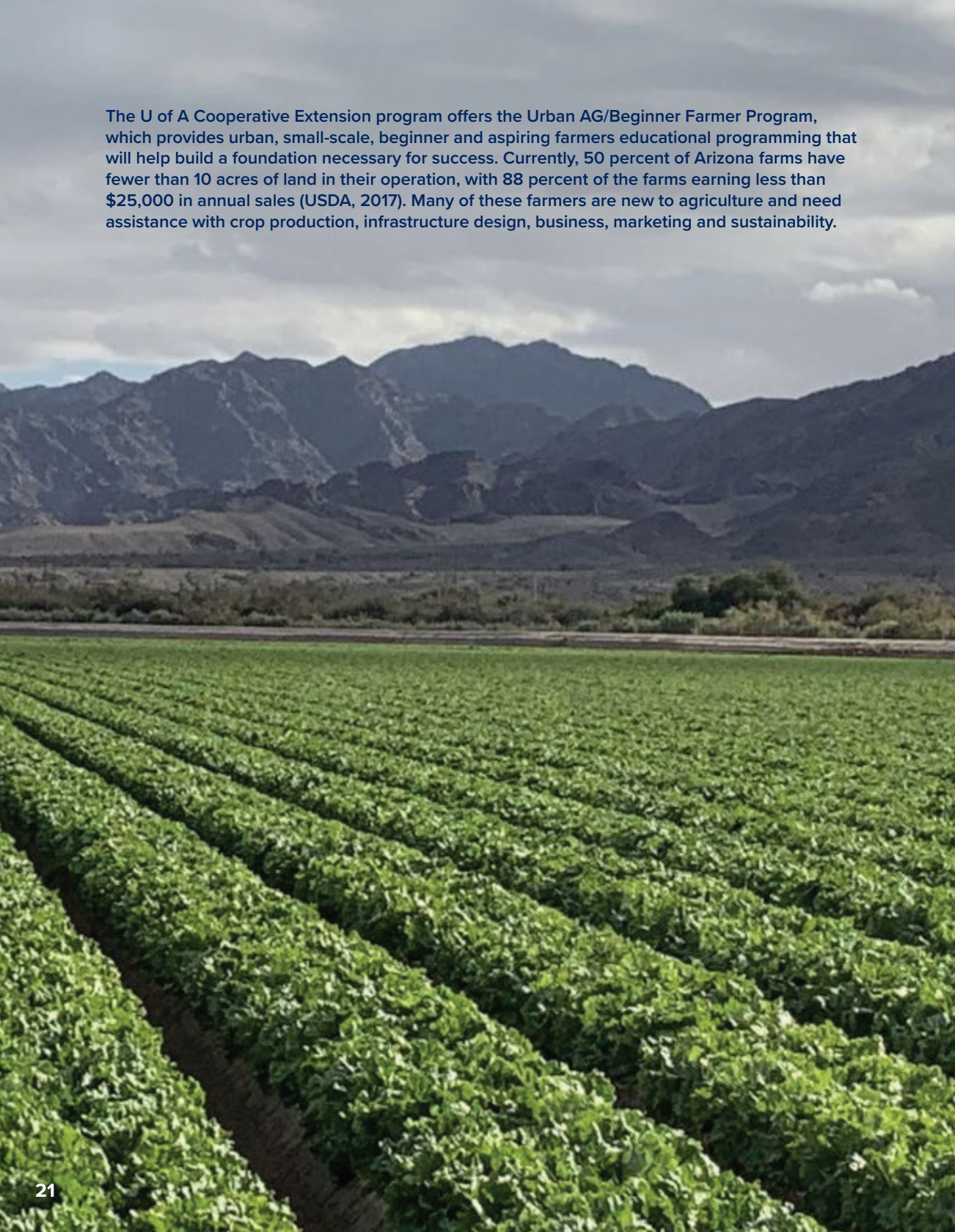
INITIATIVE WILL GROW STATE'S HEALTH CARE WORKFORCE

AZ Healthy Tomorrow, an initiative of the Arizona Board of Regents and the state's public universities, is designed to rapidly grow the state's health-care workforce. The U of A plans to double the number of medical school graduates and expand its partnership with Banner Health. It also will leverage telemedicine and its extensive rural health network.



A rendering of the Giant Magellan Telescope shows its final design once it is completed in the late 2020s. Steward Observatory's Richard F. Caris Mirror Lab is fabricating the primary mirrors for the telescope, located in Chile. The university's astronomy and space sciences operations generate as much money for the local economy every year as a Super Bowl. Space sciences activities generate roughly \$21.1 million in state, county and municipal taxes every year.

IMPACT



The U of A Cooperative Extension program offers the Urban AG/Beginner Farmer Program, which provides urban, small-scale, beginner and aspiring farmers educational programming that will help build a foundation necessary for success. Currently, 50 percent of Arizona farms have fewer than 10 acres of land in their operation, with 88 percent of the farms earning less than \$25,000 in annual sales (USDA, 2017). Many of these farmers are new to agriculture and need assistance with crop production, infrastructure design, business, marketing and sustainability.

INITIATIVES BENEFIT STUDENTS, COMMUNITY

The footprint of the U of A's impact begins on its campuses with the education it provides students and ripples across the globe. While the Arizona Board of Regents has set goals and metrics to measure the impact of the U of A and the state's public universities, it is a formidable task to capture the impact of the university and improve the influence it has on the citizens of the world.

As a top-ranking public institution with \$955 million in annual research activity, the U of A is creating impact today for future generations. From innovative information systems and computational methods, to creating new solutions for global health challenges, to improving national security, to addressing critical threats to agriculture and leading the exploration of the galaxies, the university is pushing the boundaries of knowledge and innovation.

The university also drives social, cultural and economic impact. The arts thrive at the university through a variety of acclaimed museums and centers, including the world renown Center for Creative Photography; the Arizona State Museum, which offers exhibits on ancient and enduring Native cultures; the U of A Museum of Art, home to over 5,000 paintings and sculptures; and the dazzling Alfie Norville Gem and Mineral Museum, one of the top university mineral and meteorite collections in the country.

TRANSFORMING THE FUTURE OF AGRICULTURE

As a rapidly drying climate threatens food and agriculture systems around the globe, Arizona's agriculture industry needs innovative solutions to continue producing more food using less water. The Presidential Advisory Commission on the Future of Agriculture & Food Production in a Drying Climate draws from experts across the university, and from the agriculture, food production and water industries throughout the state and beyond, to set the roadmap to make Arizona a global leader in creating and applying transformational technologies and climate-resilient sustainable agricultural and food production practices in partnership with the desert agriculture industry.

COLLABORATION DRIVES GLOBAL IMPACT

Collaboration at the U of A with partners across borders and oceans are fueling innovations that will impact humanity for years to come.

CREATING A RESILIENT FUTURE

The Arizona Initiative for Resilience and International Development (AIRID) brings together experts from across the university and around the world to help achieve a more resilient future by harnessing the far-reaching resources of one of the nation's top 20 research institutions with expertise in areas ranging from public health to agriculture and food security, climate adaptation, water security, governance and the lands. AIRID works with communities, partners and governments in countries and communities across the globe to conduct research and identify and implement resilient solutions to their development challenges.

HEALTH CARE DELIVERY ON THE INFORMATION SUPERHIGHWAY

The Arizona Telemedicine Program, founded in 1995, is a large, multidisciplinary, university-based program that provides telemedicine services, distance learning, informatics training and telemedicine technology assessment capabilities to communities throughout Arizona, the sixth largest state in the United States in square miles. Functioning as a "virtual corporation," the Arizona Telemedicine Program is creating new paradigms for health-care delivery over the information superhighway. The program is recognized as one of the premier programs at the U of A College of Medicine and has received numerous awards at the national level for its research and innovations.



This image from NASA's James Webb Space Telescope's NIRCam (Near-Infrared Camera) of star-forming region NGC 604 shows how stellar winds from bright, hot young stars carve out cavities in surrounding gas and dust. The bright orange streaks signify the presence of carbon-based molecules known as polycyclic aromatic hydrocarbons, or PAHs. As you travel farther from the immediate cavities of dust where the star is forming, the deeper red signifies molecular hydrogen. This cooler gas is a prime environment for star formation. (U of A collaborates in this NASA space project.)

NATIVE AMERICAN ADVANCEMENT AND TRIBAL ENGAGEMENT

Launched in September 2020, the office of Native American Advancement & Tribal Engagement's (NAATE) goal is to increase Native American awareness and increase the health and well-being of Native American students, faculty, staff and tribal nations. Recognizing and acknowledging the contributions of Native Nations to the U of A community, the university strives to become the leading institution serving Native Americans. Among the university's initiatives to serve Native Americans is the Native Student Outreach, Access and Resiliency (SOAR) program, a multigenerational mentoring program that centers the needs of American Indian and Alaska Native students throughout the K-20 educational system.

BIO5 INSTITUTE WORKS ON BIG ISSUES OF THE DAY

The institute connects and mobilizes hundreds of world-class bioscientists, engineers, physicians and computational researchers to develop creative solutions for complex challenges such as disease, hunger, water and food safety, and other health issues facing the state. This interdisciplinary approach has resulted in improved food crops, innovative diagnostics and devices, disease prevention strategies and promising new therapies.

UNDERSTANDING NATURAL AND HUMAN-MADE ECOSYSTEMS

The iconic design of Biosphere 2 offers tremendous opportunities for research in Earth and ecological sciences. The striking three-acre physical structure is paired with a unique approach to education and outreach that is intimately linked with cutting-edge research activities. Visitors to Biosphere 2 can see science in action, interact with university research and have hands-on experiences with Earth-systems science. Families, student groups, the university community and the public can all experience Biosphere 2's innovative approach to tackling some of society's biggest scientific questions.





In 2003, the U of A's dance program was thrilled with the completion of the Stevie Eller Dance Theatre. Home to the U of A Dance Ensemble, dance majors rehearse and perform in this award-winning, state-of-the-art facility. The 29,000-square-foot complex is host to some 50 performances a year by majors in the dance program. The College of Fine Arts School of Dance degree programs provide professional training emphasizing performance, creativity and career-sustaining practices. Tucson also is home to the Arizona Opera, Ballet Tucson, Arizona Theatre Company and Tucson Symphony Orchestra.

THRIVING ART AND CULTURAL EVENTS ABOUND

The U of A 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 U of A Center for Creative Photography is recognized as one of the world's finest academic art museums for the history of photography; and the U of A Poetry Center features one of the finest and largest print/digital collections of contemporary poetry in America. The U of A Alfie Norville Gem & Mineral Museum is dedicated to providing public education, and the preservation of minerals and meteorites while also serving the research needs of professionals, students and collectors. The collection is worldwide in scope, but with specific emphasis on minerals from Arizona and Mexico. From theater to dance, a wide range of arts and cultural performances welcome visitors throughout the year to enjoy unique and exceptional experiences.

TECH LAUNCH AZ

Bringing together the U of A community and local and regional ecosystems, Tech Launch AZ is making the world a better place by moving inventions stemming from university research and technological innovation into the marketplace where they can create lasting social and economic impact.

Tech Launch teams with university faculty, administration, students and alumni, in concert with the technology and business community, to maximize the impact of U of A research, intellectual property and technological innovation, helping to bring those discoveries to the world through commercial pathways.

Tech Launch Arizona impact, 2013-23

2,753 invention disclosures

537 exclusive licenses and options

135 total startups

615 total U.S. patents issued

\$1.6 billion in economic output

FULBRIGHT SCHOLARS ARE EVERYWHERE

The university has been ranked as the nation's top producer of Fulbright Scholars. A total of 17 university faculty members and researchers received Fulbrights in 2022-23, besting the university's previous record of 11.

Arizona Football Early ESPN
Preseason Ranking: No. 11



Arizona Men's Basketball Early
ESPN Preseason Ranking: No. 9



ATHLETICS



Arizona Softball swept its NCAA Regional in Arkansas to reach the Super Regionals for the 17th time in school history.

SPRING SPORTS EXCELLENCE

Seven of Arizona's nine spring sports were ranked in the top 25, including the Wildcats men's tennis and baseball programs winning Pac-12 championships. Arizona Baseball posted its longest conference winning streak since joining the Pac-12 with 11 consecutive wins in April before winning the conference title in the bottom of the ninth inning of its final home game over sixth-ranked Oregon State.

Arizona Softball swept its NCAA Regional in Arkansas to reach the Super Regionals for the 17th time in school history. Women's Tennis made its first NCAA Tournament appearance in a decade, and the men's

golf team earned a berth in the NCAA Championships for the second time in three seasons. Emma Gates and Sir Jonathan Sims won a pair of individual Pac-12 titles in the high jump and triple jump as Arizona Track & Field sent a program record 27 student-athletes to the first round of NCAA postseason competition.

RECORD-BREAKING ACADEMIC SUCCESS

The Athletics Department broke numerous academic records in recent history. With a fall 2023 GPA of 3.224, Arizona Athletics posted its third-highest semester GPA ever while pushing its cumulative GPA to the

highest mark for a fall semester at 3.313. The fall performance was also the department's 12th consecutive semester above a 3.0, extending its record-breaking streak. The previous spring's mark of 3.296 was Arizona Athletics' highest GPA ever in a spring semester.

The fall 2023 release of the NCAA's Graduate Success Rate (GSR) data also saw Arizona post its highest score in the school's history at 89 percent. It marked the sixth time in seven years Arizona Athletics has tied or broken its department record in GSR scores.

DIRECTOR OF ATHLETICS DESIRÉE REED-FRANCOIS

Desirée Reed-Francois was appointed vice president and director of athletics on Feb. 19, 2024, following her three-year term as the director of athletics at the University of Missouri. Her work was recognized by being named a National Association of Collegiate Directors of Athletics 2023-24 Athletics Director of the Year as well as a 2024 Sports Business Journal Athletic Director of the Year nominee.

Reed-Francois is the university's first-ever, full-time female athletic director and the 11th overall in school history. She was also the first Latinx and woman of color athletic director at the Football Bowl Subdivision level earlier in her career. She has deep ties to the university, from which she earned her juris doctorate from the James E. Rogers College of Law in 1997.

ARIZONA MEN'S TENNIS HISTORIC RISE

Head Coach Clancy Shields and Arizona Men's Tennis continue their meteoric rise, winning the Pac-12 regular season championship in 2024 for a third consecutive year before becoming the first program outside the state of California to win the Pac-12 Men's Tennis Tournament. Arizona hosted NCAA Regionals in Tucson for the second time ever, sweeping Boise State and Auburn to advance to the program's third Sweet 16. Prior to the program's current championship run over the last three seasons, the men's tennis program had competed in the Pac-12 Conference for over 40 years without a conference championship.

STUDY PUTS BIG NUMBERS ON THE VALUE OF ATHLETICS

Arizonans who travel to Tucson for athletics events spend about \$82 million in Pima County. Out-of-state sports fans add an additional \$50 million in visitor spending to Arizona's economy. When spending from all visitors is tallied, including spending by local residents and students, Arizona Athletics accounts for about \$265 million in economic output for the state.

BEAR DOWN: WHAT'S THAT ABOUT?

In 1926, John Byrd "Button" Salmon, the university's student body president and Wildcats' quarterback, was critically injured in a car crash. His last words to his coach were, "Tell the team to Bear Down." Today, the simple two-word phrase of "Bear Down" — often used as a greeting between alumni — is a rallying cry that embodies the spirit of the university.

Arizona Baseball posted its longest conference winning streak since joining the Pac-12 by winning its final home game over sixth-ranked Oregon State.



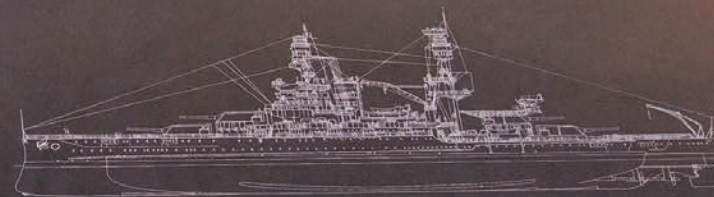


The USS Arizona experienced devastating losses during the Pearl Harbor attack on December 7, 1941, resulting in the deaths of 1,177 crew members. This tragic event accounted for nearly half of the American servicemen killed that day and remains a somber chapter in U.S. naval history.

The U of A honors the memory of the USS Arizona and the eight servicemen from Arizona who were on board during the attack. The

campus memorial features a 97-foot by 597-foot curved brick wall, symbolizing the ship's bridge, with concrete panels displaying gold medallions inscribed with the names of the 1,177 fallen officers and crewmen.

The U of A ranks No. 5 for best public universities for military service members and No. 1 in the west, reflecting its dedication and commitment to military-connected students and families.



USS ARIZONA MALL MEMORIAL

This memorial honors the sacrifice made by the USS Arizona crew when Pearl Harbor was attacked on December 7, 1941. We remember the 1,177 who lost their lives, their 337 surviving shipmates, and all of their families. The plaza's flagpole represents the ship's foremast from which hung the bell that is now housed in the tower of the Student Union Memorial Center. The medallions displayed on these walls are inscribed with the names of those who lost their lives that fateful day.

RANKINGS

The university earned recognition across several categories in the 2024 U.S. News & World Report Best Colleges ranking, including No. 2 for undergraduate management information systems among public universities.

[READ MORE](#)

#1 Astronomy and astrophysics
(has ranked No. 1 consecutively each year since 1987)
National Science Foundation

#1 Top Ph.D.-granting institution for Native Americans
NSF

#2 Water Resources, nationally Shanghai Ranking's
2023 Global Ranking of Academic Subjects; No. 8 globally

#3 High Hispanic enrollment
NSF

#5 Best public university for military service members
Military Times

#6 Public film schools
The Wrap annual ranking

#6 NASA-funded activity
NSF

#7 Physical sciences
NSF

#20 Top public universities (fifth consecutive year)
NSF

RANKINGS IN THE TOP 50

No. 25 Biological and biomedical sciences

No. 29 Geosciences, atmospheric sciences and ocean sciences

No. 29 Agricultural sciences, natural resources and conservation

No. 34 Department of Agriculture expenditures

No. 36 National Science Foundation expenditures

No. 36 Social sciences

No. 36 Science and engineering fields

No. 39 Life sciences

No. 44 Computer and information sciences

No. 50 Department of Health and Human Services expenditures

National Science Foundation Higher Education Research and Development survey



ALUMNI



ALUMNI ARE OUT OF THIS WORLD

Arizona Alumni serves more than 300,000 former U of A students, creating a community for Wildcats to remain connected to their alma mater and to each other. Arizona alumni give back to their communities in 50 U.S. states and in more than 150 countries. Fostering alumni connections, the U of A Alumni Association is the gateway to the university through resources such as alumni chapters and clubs, communications, travel and special events.

In recent alumni news, U of A alumnae Christina Birch and Jessica Wittner could soon travel to the International Space Station or the moon as members of the newest generation of NASA astronauts who graduated from training this year during a ceremony at Johnson Space Center in Houston. Their graduating class of 10 was selected from a pool of 12,000 applicants and they are part of an elite group of only 360 astronauts ever trained by NASA.

FUEL WONDER

The U of A Foundation's most ambitious fundraising effort to date is the \$3 billion Fuel Wonder campaign. The public phase of the campaign was launched in 2023 and more than \$2 billion has been raised in both the silent and public phases of the campaign.

UA FOUNDATION

Den Baseda, a graduate student studying biomedical engineering, plays wheelchair tennis. Longtime U of A supporters Cole and Jeannie Davis committed \$1 million to the university's Adaptive Athletics program to help ensure equity for disabled student-athletes and expand access to resources for student support and career readiness. Athletes compete in sports ranging from wheelchair basketball to adaptive golf. Among its alumni are more than 50 Paralympians representing the United States, Canada, Australia and other nations.



A CATALYST FOR GROWTH AND CHANGE

The U of A Foundation, founded in 1958, is a nonprofit organization dedicated to advancing the university through philanthropy. The foundation's goals are to facilitate connection, demonstrate gratitude and impact, and maximize the power of giving for the university and its donors.

Three priorities distinguish the Fueling Wonder fundraising campaign:

University ecosystem priorities include providing undergraduate scholarships to ensure the U of A is accessible and affordable to the broadest spectrum of the brightest students; endowing faculty chairs to recruit and retain the highest-quality faculty; and advancing knowledge discovery.

Front porch priorities include supporting intercollegiate athletic programs that not only provide opportunities for student-athletes but serve as a rallying point for the larger community; supporting a new building for Arizona Public Media, a nonprofit public media service that produces award-winning content; and providing artistic scholarships to connect students with their creativity through more than 600 performances and exhibitions that welcome the larger Tucson community to the university's front porch.

Moonshot priorities are about the funding to accomplish the big things – remarkable discoveries that makes the university a premier research university and giving researchers the freedom they need to fuel innovation.



TUCSON

TUCSON: A VIBRANT HUB FOR RECREATION, GASTRONOMY, THE OUTDOORS, ARTS AND CULTURE

Tucson has been continuously settled for more than 12,000 years. It celebrates a diversity of cultures, architecture and peoples. A tourism destination, its geographic proximity to Phoenix, Mexico, California and other major markets on the West Coast has made it an economic epicenter.

Situated in the Sonoran Desert, it 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 northwest, Saguaro National Park to the West and the Tohono O'odham Nation to the south.

Tucson is the perfect place for the outdoor enthusiast. With more than 800 miles of bike paths, Tucson has been ranked by Bicycling magazine as one of the top cycling cities. Golf is another popular activity with dozens of regional golf courses.

All the exercise options are a great advantage considering Tucson is a "foodie" destination. Tucson's food scene is vibrant and diverse, celebrating local ingredients and Southwestern flavors. It has been recognized as a UNESCO City of Gastronomy, highlighting its rich culinary heritage. Recent accolades include high rankings for its innovative Mexican cuisine and thriving farm-to-table movement. Tucson is also home to well-established and highly-acclaimed professional arts organizations including symphony, ballet, theater and opera.

FAST FACTS

- **Oldest city in Arizona, incorporated in 1877**
- **Population 550,472**
(33rd among U.S. cities, second in Arizona)
- **7 million visitors per year**
- **340+ days of sunshine per year**
- **2,389 feet above sea level**
- **242 square miles**
- **Five mountain ranges**



TUCSON



LEADING WITH PURPOSE

THE ARIZONA BOARD OF REGENTS

- ▶ **Nearly 50 years before Arizona's statehood, the First Territorial Legislature authorized the creation of the Arizona Board of Regents and its first institution of higher learning — the University of Arizona. The year was 1864, and fewer than 3,000 people lived in Tucson.**

Now Arizona has three innovative, world-class public universities to lead a diverse state of 7.4 million people into a new era of learning, discovery and service. The U of A, Arizona State University and Northern Arizona University also are significant economic engines for Arizona. Year over year, the universities educate the Grand Canyon state's workforce, create jobs and drive the state forward.

The Arizona Board of Regents is the independent governing authority for the state's public university enterprise. The board provides strategic direction for the university system and is committed to ensuring Arizonans have access to a high-quality public university education at a competitive cost. The board's promise to Arizona is to increase postsecondary access and attainment for the state's students; to

seek solutions to societal challenges; and to do these things while increasing quality, affordability and efficiency.

The board governs the universities by focusing on mission differentiation, high performance, long-term competitiveness, transparency and quality assurance. The board is the fiduciary, providing strategic direction, and the university presidents operate as the chief executive officers of their institutions, responsible and accountable for institutional performance.

The U of A president participates in the Enterprise Executive Committee comprised of the board's executive director and presidents of ASU and NAU, collectively providing leadership to achieve strategic goals.

The value of a college degree has only grown in a 21st century economy that prizes innovation, adaptability and technology. Modern Arizona looks little like its frontier self. But then and now, public higher education has the power to change lives, chart a new course, and ensure that this region and its people meet their fullest potential.

APPLICATION/NOMINATION PROCESS

The **Search Advisory Committee** will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applicants must submit a current curriculum vitae and a letter of interest describing relevant experience and interest in the position. Submission of materials via e-mail is strongly encouraged. Nomination letters should include contact information for the nominee.

While nominations and applications will be handled in confidence by the Search Advisory Committee, the identities and application materials for the applicant(s) who are advanced to participate in interviews with the Arizona Board of Regents are subject to disclosure under Arizona's public records law. Applications and letters of nomination should be submitted to:

Alberto Pimentel, Managing Partner
Will Gates, Founding Partner
Sal Venegas Jr., Partner
6512 Painter Avenue, Whittier, CA 90601
562-360-1353 (FAX)

Email: apsearch@spaexec.com
Refer to code "UA President" in subject line



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