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University of Arizona President Robert Robbins Unveils Strategic Plan Focused on 10-Year Vision for the Future

Tucson, Ariz. - University of Arizona President Robert Robbins unveiled to the Arizona Board of Regents today his [strategic plan](#) to position the school as the land-grant university for a dynamic and changing world.

Bold, comprehensive and ambitious, the plan establishes a 10-year vision for the university that is focused on: developing problem solvers who are prepared to lead meaningful lives and improve society in the Fourth Industrial Revolution; investing in discovery, research and innovation that tackles the world's biggest challenges; and leveraging Arizona's unique assets as a competitive advantage to become an integral and collaborative member of local and global communities

President Robbins presented his visionary plan to the board during the UA's [Operational and Financial Review](#) where the board conducts an annual comprehensive review of the operations and finances of each university as part of its constitutional responsibility to ensure that Arizona's public universities accomplish their public purpose and mission.

"President Robbins' plan provides a clear, thoughtful and forward-thinking blueprint to position the UA among the most innovative and impactful institutions in the world," said ABOR Chair Ron Shoopman. "We look forward to a promising future as he works to realize his bold vision for the university."

The plan lays out five strategic pillars that support this vision. All of the pillars prioritize student success:

- Preparing students with the skills needed to succeed in a constantly evolving workforce and world (i.e., placing a premium on capabilities less at risk of automation – teamwork, creativity, problem-solving, etc.);
- Leveraging UA's existing strengths in research to tackle pressing challenges and shape the future;
- Driving social, cultural and economic impact throughout the region;
- Leveraging technology-enabled learning and global partnerships to provide educational opportunity for people around the world, and expanding access to global experiences for students in Tucson and abroad;
- Positioning UA as a dynamic, values-driven educational institution that operates as a best-in-class place to learn, research and work.

Within each pillar are aggressive goals for UA students, programs, partnerships and the institution as a whole. Highlights include:

- Launch UA as an arts and humanities destination that focuses on partnerships to fuel social impact, cultural development and economic growth;
- Ensure 90 percent of students are employed or enrolled in graduate school within six months of graduation by 2025;
- Become a top 25 university in total research and development expenditures; No. 1 ranked in space science and technology in the world; top three ranked in physical sciences funding by 2025; and more;
- Become the premier innovation center in the Southwest with 400-plus invention disclosures, 200 license agreements and 50-plus startups;
- Increase international undergraduate student population from 9 percent to 13 percent by 2025.

“We appreciate Dr. Robbins’ leadership, ambition and keen recognition of the near- and long-term challenges and opportunities facing UA,” said Regent Larry Penley. “The university is well-poised to achieve these goals and more. We’re excited to see the UA moving in this direction and are confident the UA will reach new levels of excellence through this visionary plan.”

The plan can be viewed [here](#).

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