

From the CEO

What do you want Arizona to be?

This is a question the Center for the Future of Arizona (CFA) asks Arizonans every day. Inspired by their answers, we are working to bring about the Arizona we all want, one marked by prosperity, quality of life, and opportunity for all.

CFA is helping lead the way to a stronger and brighter future for Arizona. How? We listen to Arizonans to learn what matters most to them through projects like our latest Gallup Arizona Survey, share trusted data to inform discussion and action, bring critical issues to public attention, and work with communities and leaders to solve public problems – including in the areas of education, workforce development, and civic engagement where CFA leads major initiatives.

My colleagues and I at CFA are passionate about Arizona and our shared commitment to creating a stronger and brighter future for our state. The work ahead is more than any one person or organization can accomplish. It is up to all of us to come together to make change happen.

I'm grateful for your interest in CFA's mission and for your commitment to Arizona.

Together, let's start creating Arizona's stronger and brighter future today.



Sybil Francis, Ph.D.
President & CEO



What We Do

CFA is a nonprofit, nonpartisan “do tank” whose mission is to bring Arizonans together to create a stronger and brighter future for our state.



We **listen to Arizonans** to learn what matters most to them;



We **share trusted information** about how Arizona is doing in those priority areas;



We **bring critical issues to public attention**; and



We work to **solve public problems** with communities and leaders

CFA in Action

Throughout CFA's 19-year history, we have tackled large and complex issues of critical importance to Arizona's future, especially in the areas of education, workforce development, and civic engagement. Here are just a few of the ways we continue to make a difference across the state:

- Advance and shape The Arizona We Want, a shared vision of success based on what matters most to Arizonans.
- Inspire data-driven dialogue, decision making, and action through the use of the Arizona Progress Meters.
- Drive innovation and improvement across the education system, training hundreds of school leaders and preparing thousands of students to be college and career ready.
- Develop and deploy new models of career advancement in partnership with educational institutions and employers.
- Foster civic engagement in a nationally recognized program of "learning democracy by doing" in Arizona middle and high schools.

WHAT THIS LOOKS LIKE BY THE NUMBERS

330,000+
students impacted

14,700+
teachers impacted

650+
education leaders trained

160+
communities engaged

75+
business and industry partners
are engaged in ongoing
education and workforce
initiatives



The Arizona We Want

Bringing Arizonans together around our shared priorities.

Through our unique partnership with the Gallup organization and close listening to communities and leaders across the state, CFA created The Arizona We Want, a shared vision of success around what matters most to Arizonans that expresses their highest aspirations and hopes for the future.

What have we learned through listening to Arizonans?

Arizonans want a world-class education for all, to live in healthy and vibrant communities, and to have rewarding jobs that use all our talents and help our economy thrive. They are committed to stewardship of our state's natural beauty and resources for generations to come, and they believe in equity and justice for all.

The Arizona We Want is based on the things that bring us together as Arizonans and on which we can all agree. CFA's goal is to ensure that the public values we share are realized for all Arizonans.

The Gallup Arizona Project

The best way to understand how Arizonans view their community and our state—and what they want for the future—is to ask them.

This is the power of the Gallup Arizona Project. It identifies what matters most to Arizonans across a broad range of critical issues, raises awareness about our shared priorities, brings critical issues to public attention, and helps mobilize communities and leaders to create change.

Central to the Gallup Arizona Project is the recent Gallup Arizona Survey, one of the most comprehensive and representative surveys of its kind in the state. It builds and expands upon the original first-of-its-kind Gallup Survey sponsored by CFA in 2009, which became the foundation for The Arizona We Want.

We have learned Arizonans agree on much more than we disagree, and we want the same things. The 2020 survey identified **seven shared public values and 42 action items** where 70 percent or more of Arizonans across the vast expanse of the state, in cities, towns and rural communities, across age, race and ethnicity, education, and political affiliations overwhelmingly agree on the issues that matter most.

The Gallup Arizona Project has given voice to Arizonans and the basis on which to build an agenda for the future. We all have a role in achieving The Arizona We Want. Let's start working together today to create a stronger and brighter future for all.

Our Shared Public Values



- 1 a highly educated and skilled population
- 2 affordable healthcare that covers preexisting conditions and provides accessible mental health services
- 3 good-paying jobs and the education and training needed for all Arizonans to fully participate in a vibrant economy
- 4 sustainable practices that protect our air, land and water, and support a high quality of life for all
- 5 civic engagement that solves problems and democracy that works for all
- 6 fair, just and equitable treatment of all people
- 7 comprehensive immigration reform, including a pathway to citizenship and support for "DREAMers"

The Arizona Progress Meters

If we know what Arizonans want, how do we know if we are making progress?

CFA created the Arizona Progress Meters in response to this simple question. We know that what gets measured gets done, and the Arizona Progress Meters are designed to help measure and report on how Arizona is doing on the things that matter most to Arizonans.

With over 80 metrics and 140,000 data points, the Jobs, Education, Health and Well-Being, Natural Resources, Infrastructure, Civic Participation, Connected Communities, and Young Talent, Arizona Progress Meters help communities and leaders make decisions based on trusted data. Through CFA's Community Conversations, many communities are engaging in data-driven dialogue to identify priorities and take action.

Good, trusted data are critical to making informed decisions during challenging times. CFA continues to refresh and share the Arizona Progress Meters data.



MOBILIZING DATA INTO ACTION

Leading organizations using our Gallup Arizona Survey findings and Arizona Progress Meters to drive action include:

- Arizona Community Foundation
- Arizona Grantmakers Forum
- Arizona Regional Economic Development Foundation
- Arizona Rural Development Council
- Arizona Town Hall
- Arizona Center for Civic Leadership at the Flinn Foundation
- Education Forward Arizona
- Greater Phoenix Economic Council
- Greater Phoenix Leadership
- League of Arizona Cities and Towns
- Maricopa County Parks & Recreation
- Northern Arizona Council of Governments
- Southern Arizona Leadership Council
- State of Black Arizona
- Vitalyst Health Foundation

Arizona's Challenges

Our Answers

CFA advances major initiatives to reimagine and build strong education, workforce development, and civic engagement systems for Arizona. These programs involve more than 335 partners at local, state, and national levels, including nonprofit, K-12, higher education, community-based organizations, government, philanthropic, and business and industry partners.

JOBS AND THE ECONOMY



A competitive workforce is key for a strong and equitable economic recovery in Arizona following COVID-19. As current economic conditions improve, the need for middle and high-skilled workers continues to put pressure on our state's labor market.

- Through our **Arizona Pathways to Prosperity** initiative, CFA is creating seamless educational, training, and credentialing opportunities that help students gain entry in high-demand, high-growth industry sectors. In addition, **RetailWorks AZ** is helping to grow Arizona's talent pool and promote economic security and upward mobility for frontline incumbent retail workers.

EDUCATION

According to the Annie Casey Foundation's 2021 Kids Count report, Arizona ranks 47th in the nation in education. Only 78% of Arizona's high school students graduate on schedule in four years, as shown in the Arizona Education Progress Meter.

- As any business leader knows, leadership is key to the success of an organization. Our **Beat the Odds School Leadership Academy** has trained more than 370+ district and school leaders, mostly serving in low-income communities, to help them create better quality schools and improve outcomes for students.



CIVIC ENGAGEMENT

Voter participation and engagement is essential to a healthy representative democracy that is responsive and works for all of us. Yet Arizona's voter participation and civic engagement rates are below the national average, and an alarmingly high percentage of Arizonans don't believe their vote matters.

- CFA's robust and successful civic engagement programs include **School Participatory Budgeting, Arizona Civic Life Partnership, Communities at the Center**, and the **Gabe Zimmerman Public Service Awards**. These programs help Arizonans develop the tools, pathways, and opportunities to contribute to their communities and civic life.



Join Us!

Want to help us build a stronger and brighter future for Arizona? There are many ways to partner with CFA.

BECOME A FUNDER

When you make a donation to the Center for the Future of Arizona, you're supporting solutions to Arizona's most pressing challenges. Your contribution is more than charity, it's an investment in the future of our state.

INVEST IN OUR WORK

An investment in CFA is an investment in the future of our state. Your contribution will help CFA make a difference through our research, collaborative partnerships, and programs.

PARTICIPATE IN INITIATIVES

From making a positive impact in your local schools or communities to creating statewide systems change, get involved to make a positive impact across Arizona.

REQUEST A SPEAKER

If you have an upcoming event or meeting that you would like a representative from CFA to speak at, our experts are available to share data, engage in deeper discussions about how our research and programs apply to your community or organization, and discuss our vision for Arizona's future.

DISCUSS RESEARCH/DATA

Work with CFA to dive deeper into our data, partner with us on future research initiatives, or hosting community conversations to delve into data and spark action.

If you would like to get started or learn more about partnering with CFA, visit arizonafuture.org/partner.

Brief History of CFA

How can we make a difference to the state we love and call home? That is the question Dr. Lattie Coor and Dr. Sybil Francis asked themselves in 2002 when they created the Center for the Future of Arizona. Sybil helped build the organization from the start and was appointed President & CEO in 2018, bringing her strong leadership and diverse experience in both the public and private sectors to her role. She has accelerated CFA's commitment to creating a statewide action agenda that reflects what matters most to Arizonans.

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