

3.1A Strengthen Commitment to Equity and Support of Diverse Communities

The Masculinities in the Mix (MinM) initiative, funded as the sole component of 3.1A in this fiscal year, was originally intended to have four professional staff coordinators, one for each of the cultural centers. Since Fall 2020, two coordinators and a part-time Senior Coordinator have been managing many and diverse needs that support the retention, belonging, and success of men of color on campus. Additionally, in light of the largely remote nature of university life this year, the MinM program pivoted to focusing on building out asynchronous ways of engaging students and provided resources and support.

The vision of The Masculinities in the Mix Initiative is to provide sustained and focused programming, one-on-one meetings with students, and cross-center initiatives that supports the success and belonging of men of color by focusing on retention from a culturally responsive perspective. To these ends, we focused the work and measurement of progress towards goals around the five specific areas of work listed below. Collectively, these areas of work move from one-on-one intervention and outreach work, to group programming, to working for connection and change across spaces on campus to continue to create environments that are attuned to the unique needs of our diverse students, and that support the inclusion and success of men of color specifically.

Of the 158 undergraduate students who participated in MinM programs in the 2019-2020 academic year (MinM's inaugural year), 90% of these students were retained from Spring 2020-Fall 2020, and they remain enrolled this semester. This retention percentage is 5 points higher than for all undergraduate students, and 6 points higher than for all undergraduate students of color.

As we return to campus for the fall, we anticipate that MinM will be well equipped to shift back into in-person practices. Adding the in-person mentoring and support to the online work they rolled out this year, MinM will be able to provide comprehensive support to men of color.

3.1B Institutionalize Commitment to Hispanic Advancement

The overall goal of Strategic Initiative 3.1B: Institutionalize Commitment to Hispanic Advancement, is to build institutional capacity for excellence and HSI (Hispanic-Serving Institutions) servingness in the areas of: faculty recruitment, hiring, retention and promotion; research; teaching, and service. We aim to advance this goal by:

- Facilitating the clustering of faculty teams who will work together on HSI research and teaching initiatives.
- Creating and implementing a long-term strategic plan for HSI-related grant development efforts in partnership with key stakeholders.
- Leading efforts to advance research initiatives that strengthen understanding of HSIs and inform the development of transformative practice.
- Creating the conditions needed to support successful recruitment, retention, and promotion of faculty from diverse backgrounds.

To date, major accomplishments include the essential hire of Dr. Judy Marquez Kiyama, Associate Vice Provost for Faculty Development, in July 2020 with strategic investment funds to implement efforts to further the aims of HSI by strengthening institutional capacity among faculty, the launching of the AZ HSI Consortium in January 2021 with collaborators who are leading the 16 HSIs across Arizona, and significant advancements to the recruitment and hiring of diverse faculty across four core areas (training, resources, guidelines, and communication).

We are on track to meet or exceed all stated Strategic Initiative 3.1B goals, which focus on increased outreach related to HSI- related grant submissions, expanded tracking of peer reviewed publications and creative expression, and increased number of faculty focused on regional diversity in research and scholarship centered on issues relevant to the Hispanic community, over the next three years.

3.1C Native American Advancement and Tribal Engagement

The Native American Advancement & Tribal Engagement (NAATE) initiative is focused on establishing UArizona as a leading institution serving Native Americans by increasing awareness and establishing new processes. The Office of Native American Advancement & Tribal Engagement was created in September 2020 with the hire of a Senior Vice President of NAATE, who is elevating the voice of tribal governments and Native American students, faculty, and staff by directly reporting to the UArizona President on all aspects of the University's land grant mission.

Prior to the creation of NAATE, UArizona responded to the needs of our Native American community through two working groups focused on student enrollment and financial aid. Since September, NAATE has successfully focused on three main goals to expand awareness, knowledge and collaboration: 1) Engaging Tribal Leaders and UArizona's Senior Leadership Team, 2) Regularly meeting with the key individuals and departments on campus regarding Native American awareness, advancement, and implementing new processes, 3) Frequently visiting 22 Tribal Nations and inviting key partners and leaders on campus. Despite challenges presented by the pandemic, NAATE continues to build relationships with the tribal leaders with the goal of hosting an Arizona Tribal Leader Summit once COVID restrictions subside.

Looking forward, the initiative will create a physical space for the Center for Native American Advancement & Tribal Engagement (Office) and the establishment of a School of Indigenous Governance and Nation Building (School). Funds and space are limited, and the initiative continues to work toward this goal and will support fundraising campaigns to establish these physical spaces that recognize, promote and support achievement, sustainability, and expansion of Native American advancement at the University.

3.2A Making the Arts Central to the University of Arizona Experience

There is no one who has escaped the need to confront the particular challenges of the past year, and Arizona Arts is no exception. The pandemic necessitated the cancelling of event and program schedules across all units in the division; activities that are the very lifeblood of both our educational and outreach missions. University-wide financial challenges that have impacted not only SIF funding across the entire strategic plan but also left the university in a general mode of contraction.

Despite these challenges, there is broad buy-in for this initiative, both within Arizona Arts as well as across the university, and this has been critical to the progress of the initiative. We have found ways to pivot in response to the particulars of our current situation and in turn move forward on important aspects of the initiative. Significant progress has been made on all three goals, including \$8m worth of donor-driven investment into capital and public art projects as a first phase of the broader Arizona Arts Facilities Master Plan, a host of new academic programming centered on collaborative and interdisciplinary approaches to arts and technology as well as arts and wellness, and an exciting array of free and easily accessible public programming.

This new programming has provided critical proof of concept for key aspects of the initiative and the power of the broader vision it represents. As we move toward some semblance of a “return to normal” next fall while simultaneously contending with serious financial challenges, we are trying to ensure we do so in a way that does not kill the momentum of what we gained this year.

3.3B2 The DC Center for Outreach and Collaboration

The University of Arizona Washington, DC Center for Outreach & Collaboration (DC Center) was established in 2020 to inform and convene leading experts from around the world to extend the impact of UArizona research and scholarship to interested federal, congressional, and private sector stakeholders. Here, we will lead imaginative collaborations to create a world where human potential is realized by working together to develop solutions to grand challenges.

The DC Center presents a robust events program to highlight the university's unique contributions to the global community. While the 2020 grand opening celebration was canceled due to the pandemic, we are vigorously preparing for several signature events, hosting faculty and staff on official university business, and welcoming students for internship and experiential learning opportunities while in D.C. Additionally, we are able to expand our reach from Washington via Zoom meetings, events, and conferences.

The Washington, D.C. Center for Outreach & Collaboration is the University's front door in Washington where we will welcome elected officials, policymakers, influencers, and community stakeholders to share in the amenity and enhance the visibility of the University of Arizona on the global stage.

3.3C2 Border Lab

The Border Lab initiative aims to make UArizona the leader in the field of border studies by creating new knowledge and transnational collaborations. This will position the university as a top destination for students and faculty pursuing border related scholarship in global, binational, and regional contexts.

To this end, the Border Lab will 1) consolidate and expand UArizona's existing conglomerate of interdisciplinary border and transnational scholarship, 2) provide experiential and service-learning opportunities for UArizona and non-UArizona students as well as research and community engagement opportunities, and 3) articulate an interdisciplinary curriculum at the graduate and undergraduate level. Through its regional focus, the Border Lab also represents UArizona's institutional commitment to our students, our surrounding communities, and cultures, as well as our HSI status and land-grant designation.

Like other initiatives, the Border Lab initiative's timeline and scope has had to adapt to the recent financial impacts and new safety guidelines of the COVID-19 pandemic. To ensure the continuation of the initiative after an indefinite pause of all funding from the Office of Strategic Initiatives (OSI), it has been temporarily housed at the Conflucenter for Creative Inquiry (CCI), a university-wide research institute within the Office for Research, Innovation, and Impact (RII). Javier Duran, the initiative owner, and CCI staff have maintained a collaborative, cross-campus dialogue with key enablers and other initiative stakeholders in the process of not only defining the lab's interdisciplinary focal areas and scholarly community, but also defining the virtual components and online presence of the initiative, as well as the goals and expectations of a UArizona faculty fellowship program that aligns with both the mission of the Border Lab and CCI's externally funded Fronteridades program.

In response to the financial uncertainty brought on by the pandemic, CCI staff and this community of key enablers have collaborated on internal and external grant proposals and developed a grant writing agenda for the remainder of the academic year. The Border Lab initiative will thus achieve its mission by building on campus partnerships, ongoing dialogue, and continued institutional commitment.

UAHS 3.3 Next Generation Model of Healthy Aging

Our vision is to envelop older adults within our community to feel a sense of belonging to UAArizona; to create cutting edge science and gain traction in aging through reputation by funded extramural scientific studies, educational offerings, accessibility and Age-Friendly status.

Our initiative is to explore, discover and evaluate new models for healthy aging, including: creating an Age-Friendly University, partnering with developers of senior living communities, expanding our capacity in research focused on aging including identifying and testing interventions for Smart and Adaptive living environments that consider both environmental factors and health management, and increasing the workforce to meet both the opportunities and challenges of our aging population.

We continue to engage our working team members to: 1) advance interactions with the community of older adults, 2) partner with developers to discover and implement new models of healthy aging, 3) support research (science) in the areas of aging, 4) develop and put into place educational opportunities with a focus on aging. Our vision is to become recognizable as the “go-to” University for those seeking a degree in aging.