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WHAT
ARIZONANS
WANT
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WHAT'S
CHANGED
IN 3 YEARS?
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WHERE
DO WE GO
FROM HERE?
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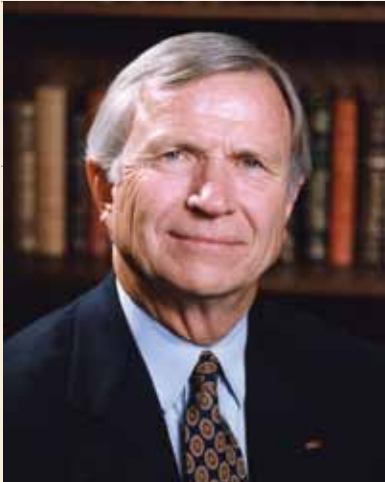
The Arizona We Want 2.0

The Case for Action



CENTER FOR THE
FUTURE OF ARIZONA





When we asked Gallup to help Arizonans describe the future they want for our state, the goal was never to just capture a picture of what citizens think about life in Arizona communities. It was always to identify a set of common goals that would mobilize people and survive transitions in leadership over time. A lot has happened in three years and much has been learned. This report seeks to identify the changes that have occurred, the lessons learned and the steps that must be taken next to achieve the Arizona we want.

Lattie Coor, Ph.D.
Chairman and CEO
Center for the Future of Arizona

The Case for Action

THE RAPID TRANSFORMATION OF ARIZONA THAT'S UNDERWAY REQUIRES A FRESH, BOLD RESTATEMENT OF WHO WE ARE AND HOW WE RESPOND TO THE ROAD AHEAD.

Over the last three years, the Center has gained a number of insights about Arizona:

INSIGHT 1: Arizonans have high expectations.

The Gallup Arizona Poll made it clear that Arizonans are willing to set ambitious goals and measure results. They agree on more than they disagree about a broad range of issues.

CITIZENS' AGENDA

Caring For the Economy

- Create quality jobs for all Arizonans.
- Prepare Arizonans of all ages for the 21st century workforce.

Caring For People

- Make Arizona “the place to be” for talented young people.
- Provide health insurance for all, with payment assistance for those who need it.

Caring For Communities

- Protect Arizona’s natural environment, water supplies and open spaces.
- Build a modern, effective transportation system and infrastructure.
- Empower citizens and increase civic engagement.
- Foster citizen well-being and sense of connection to one another.

ARIZONA IS A STATE OF CONTRASTS

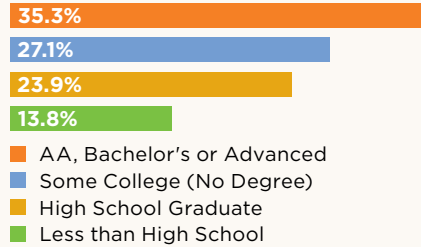
We have high educational aspirations, yet low investment and performance. We recognize the need for a diverse, balanced economy that will yield a larger number of high paying jobs, yet population growth and housing remain our dominant economic identity. We will be one of the first states in the nation where the “minority” population becomes the majority, yet we are not adequately educating the younger members of our new majority for success in the economy of the future.

INSIGHT 2: Education is the key driver of Arizona's economy.

Fortunately, Arizona is laying the foundation for major improvements in the state's education system. Full implementation of Common Core Standards along with the PARCC assessments must happen quickly. The Center on Education and the Workforce estimates that 61% of all Arizona jobs will require some training beyond high school by 2018.

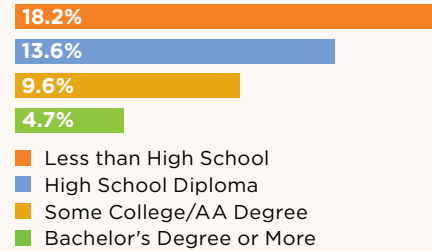


EDUCATIONAL ATTAINMENT IN ARIZONA



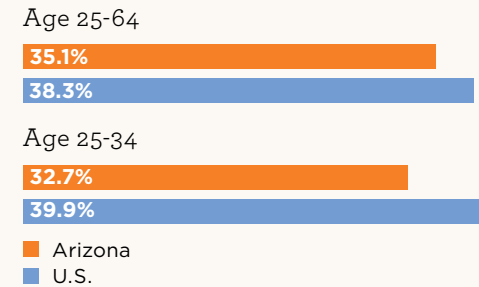
Source: Lumina Foundation

UNEMPLOYMENT RATES BY EDUCATION IN ARIZONA



Source: U.S. Census, 2010 American Community Survey

AA, BACHELOR'S AND ADVANCED DEGREES



Source: Lumina Foundation

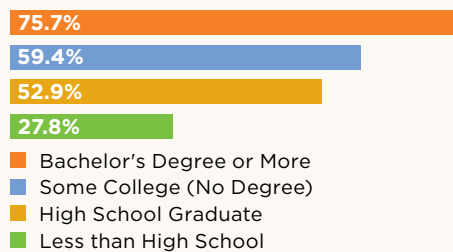
Arizona's rapid population growth helped increase the number of Arizonans overall with AA, bachelor's or advanced degrees. But as the results show, we're falling behind in preparing our own young people.

EDUCATION ALSO DRIVES THE STATE'S CIVIC HEALTH.

The Center's partnership with the National Conference on Citizenship made it possible to publish the *Arizona Civic Health Index* for three years. The results show clearly that citizen participation in the civic life of a community increases with education.

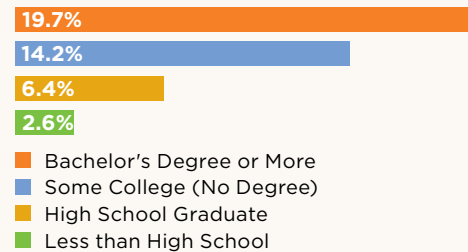


VOTE IN LOCAL ELECTIONS



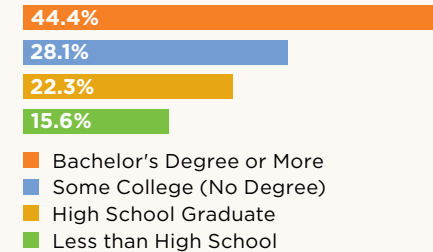
Source: 2012 Arizona Civic Health Index

CONTACT PUBLIC OFFICIALS



Source: 2012 Arizona Civic Health Index

DISCUSS POLITICS FREQUENTLY

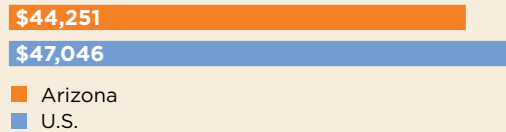


Source: 2012 Arizona Civic Health Index

YOUNG TALENT IS ATTRACTED TO VIBRANT, PROSPEROUS COMMUNITIES THAT VALUE THEM.

Arizona has experienced lower average wages, lower per capita income and higher poverty rates than national averages for many years. Poverty is now increasing fastest among Arizona children. It will only get worse if we fail to address the changing demographics of the state.

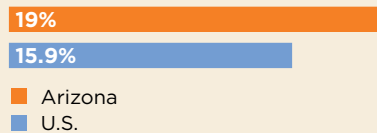
AVERAGE WAGES



PER CAPITA INCOME



POVERTY



Sources: Arizona Indicators, U.S. Dept. of Commerce, Bureau of Economic Analysis, U.S. Census, 2010 American Community Survey

INSIGHT 3: We need to recruit and retain more talented young people who are committed to Arizona's future.

Achieving the Arizona we want depends on our willingness to educate and convince young Arizonans that this is a place of great opportunity. Beyond good jobs and the nation's best outdoor recreational opportunities, young leaders and entrepreneurs want to be connected with other young leaders and entrepreneurs. They want a voice in shaping the economic, civic and social fabric of the state by contributing their own unique perspective and ideas.

ARIZONANS 18 & YOUNGER



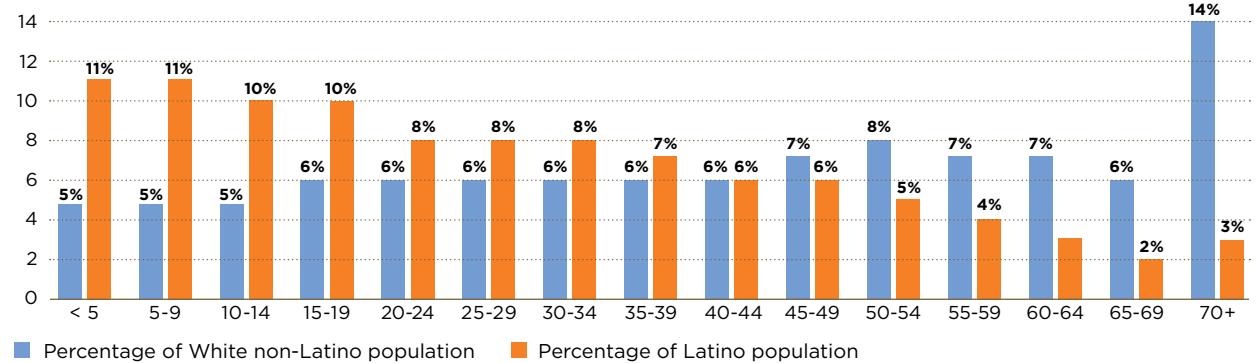
Source: U.S. Census, 2010 American Community Survey

ARIZONANS 65 & OLDER



Source: U.S. Census, 2010 American Community Survey

AGE DISTRIBUTION OF ARIZONA RESIDENTS BY ETHNICITY, BY PERCENT, 2010



Source: ASU Morrison Institute, *Dropped? Latino Education and Arizona's Economic Future*

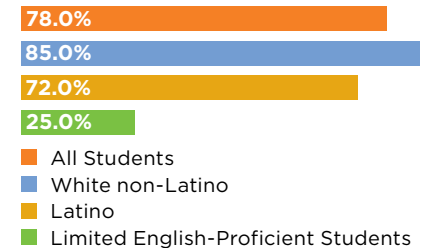
25

Median age of Arizona Latinos compared to the median age of 44 for white non-Latinos.

30.1%

Latinos now represent nearly one-third of Arizona's total population and 43% of our K-12 students. We're now home to more Latinos under the age of 18 than any other ethnic population group.

ARIZONA 4-YEAR HIGH SCHOOL GRADUATION RATE



Source: U.S. Dept. of Education 2011

INSIGHT 4: Arizonans believe the strength of the state rests in local communities.

Quality of life begins close to home. Two of the eight citizen goals that describe *The Arizona We Want* address concerns people have about the need to reconnect citizens to government and to one another. This sense of connection is the key predictor of citizen participation in such important actions as voting, volunteering and attending public meetings. The unique flavor and culture of each neighborhood, city or town can only be created when people feel like a valued part of it.

INSIGHT 5: A new model for change is emerging in Arizona.

The Arizona We Want 2.0 recognizes the roles and responsibilities of both citizens and leaders. Of the eight goals identified in the Gallup Arizona Poll, the first five require legislation and policies set by government and new public-private partnerships — education, job creation, environment and water management, infrastructure and health care. The remaining three have less to do with policy and considerably more to do with the willingness of citizens and local leaders to innovate at the community level.

Given all we've learned, this year's report revisits the eight goals that describe *The Arizona We Want*, describes what's changed over the last three years and offers some recommended "next steps" to help us pursue a common vision — one Arizonans can stick with over time.



Courtney Klein Johnson

Founder, New Global Citizens

Co-Founder, SEED-spot

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The Arizona we want is being built in the Yuma Union High School District, thanks to the Helios Education Foundation and the Center for the Future of Arizona.

“Move on When Ready” lays the foundation for performance-based education in Arizona, and Yuma is leading the way by making college and career readiness an expectation for EVERY student through “Ready Now Yuma” and our high expectations curriculum.

We believe in our students and are proud to play a leadership role so that our Arizona students are as well prepared as students anywhere in the world.

Antonia Badone
Superintendent
Yuma Union High School District

THE ARIZONA WE WANT GOAL 1

Education

WHAT CITIZENS WANT?

Gallup Arizona Poll – 2009

- Graduate high school students who are “college-career” ready.
- Align graduation requirements to national and international standards.
- Customize education to meet student goals.

Key Gallup Findings:

- 19% of Arizonans rate their community highly for the quality of its public schools.

WHAT’S HAPPENED SINCE THEN?

Policy:

- Common Core Standards and PARCC assessments approved for all K-12 schools.
- All third-graders required to read at grade level before entering 4th grade.
- A – F school letter grade system created; academic growth of students part of accountability system.
- *Move On When Ready* adopted to prepare students to college-career readiness; offers new performance-based high school diploma.
- Transition from AIMS to PARCC approved to strengthen college-career ready objectives, linking assessment grades to course grades.

Finance:

- Per student K-12 spending decreases by 21.8% (\$783 per student) between FY 08 and FY 12, the largest percentage decrease among the 50 states.
- Arizona’s state university budgets are cut \$400 million with an additional cut of 20% (\$198 million) made in FY 13.

- Joint Technical Education Districts experience 40% budget cuts (\$29 million) in FY 11.
- Prop 100 passes in 2010, temporarily raising sales tax by 1 percent to benefit education and other services; Prop 204 fails to make the sales tax increase permanent in 2012.

NEXT STEPS

WHERE DO WE GO FROM HERE?

Create a world-class education system where all students have access to a quality education regardless of social or economic status.

Key Leverage Points:

- Fund and implement Common Core Standards and PARCC assessments by 2014-15.
- Increase Arizona’s education performance to meet State, higher education and national goals.
- Create education funding investment model tied to student, teacher, and school performance.
- Address school funding equity issues and establish a comprehensive data system.

61%

of all Arizona jobs will require some training beyond high school by 2018.

CENTER ON EDUCATION AND THE WORKFORCE – GEORGETOWN

Job Creation

WHAT CITIZENS WANT?

Gallup Arizona Poll – 2009

- Increased job opportunities.
- Job training programs for Arizonans of all ages.
- Lower business taxes.
- More investments in renewable energy.

Key Gallup Findings:

- 96% of Arizonans do not rate their community highly for economic conditions.
- 76% do not believe the next generation will have a higher standard of living than we have today.

WHAT'S HAPPENED SINCE THEN?

- The Arizona Commerce Authority (ACA) replaces the Department of Commerce to support job creation statewide.
- The legislature strengthens Arizona's competitiveness in 2011 by reducing corporate income taxes from 6.97% to 4.9% by 2017 among other incentives.
- The job creation and employment picture has brightened since the low Arizona experienced in 2009.
- Arizona utilities will provide 4% of their energy production from renewable resources in 2013, incrementally increasing to 15% by 2025.
- In 2012, the Western Maricopa Education Center (West-MEC) gains voter approval of a \$75 million bond to bring four new career and technical training campuses to Metro Phoenix.

NEXT STEPS

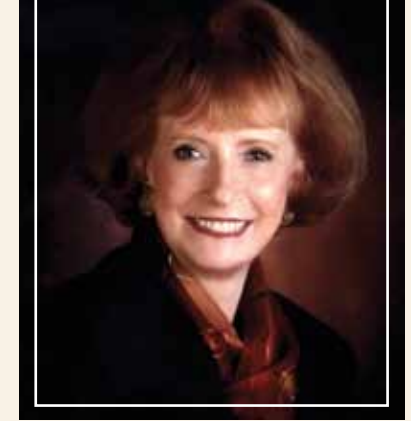
WHERE DO WE GO FROM HERE?

Business leaders nationwide agree. Arizona ranks 10th-best in the nation for business climate: taxes and regulation, quality of workforce and quality of life.

—Arizona Commerce Authority

Key Leverage Points:

- Create 75,000 new jobs with a focus on jobs that increase average wages to 30% higher than existing county average wage.
- Demonstrate more stakeholder collaboration among economic development entities and existing businesses.
- Increase venture capital and private equity investments made by Arizona-based companies by 100% over prior year.
- Increase Research & Development spending by \$5 billion annually to move Arizona into the nation's top 10.
- Incentivize and attract businesses that earn more than 75% of their revenue from exports to other states and countries.
- Support the growth of entrepreneurs, innovators and early-stage companies to position Arizona among the 10 best places to grow a company.
- Restore funding for the state's Joint Technical Education Districts and other training programs to support workforce development.



Arizona has emerged as a major bioscience center in the past decade. This is a testament to the power and effectiveness of a well-conceived and executed public-private partnership. A vote of Arizonans in 2000 committed a significant investment in K-12 education and university research funding. Concerted efforts by my office as well as business, foundation and university leaders attracted Dr. Jeff Trent and TGen to Arizona. The splendid work of the bioscience road map supported by the Flinn Foundation and others led to a major bioscience presence throughout Arizona that is growing rapidly and bringing high quality jobs to our state.

The Honorable Jane Dee Hull
Governor of Arizona
(1997-2003)



Places left in their native state, and familiar to us from our earliest years, form our concepts of beauty and home. They comfort us, and not just through their aesthetic appeal, but through what they offer in the way of breathing room, habitat preservation, recreation, reflection and solitude, perhaps the most urgent pursuit of all in the urban world. These places are our constants and have much to do with our character. Great communities, like Scottsdale, Phoenix, Cave Creek, and even counties, like Coconino, Pima and Maricopa have recognized these values and taken substantial measures to preserve and advance them.

Maria Baier
Executive Director
Sonoran Institute

THE ARIZONA WE WANT GOAL 3

Environment & Water

WHAT CITIZENS WANT?

Gallup Arizona Poll – 2009

- Water management plans for all regions of Arizona – statewide, regional and municipal.
- Policies that balance population growth with preserving open spaces.

Key Gallup Findings:

- Of 14 features, Arizonans rate the state's natural beauty, outdoor parks and trails as its greatest assets.

WHAT'S HAPPENED SINCE THEN?

Water:

- The Arizona Dept. of Water Management's budget is cut by approximately 50% in 2010.
- The Arizona Water Resource Development Commission completes a report to the legislature in 2011 that identifies how much water Arizona has, how much is being used and how much will be needed in 100 years. The report includes the first statewide assessment of water needed to support our natural environment.

Land Use:

- Prop 119 passes in 2012, enabling the exchange of trust land with other public land in Arizona to protect military installations from encroaching development or to convert trust land to public use.

State Parks:

- Multiple years of budget cuts from 2009-2011 reduce state park funding from \$54.7 million to \$25.7 million

- The elimination of the Arizona State Heritage Fund in 2011 permanently removed an additional \$10 million from state park funding.

Forest Health:

- The U.S. Forest Service issues a contract in 2012 for the first phase of the nation's largest forest stewardship project, which will thin 300,000 acres of a proposed 900,000 acres.

NEXT STEPS

WHERE DO WE GO FROM HERE?

Make Arizona a national model for water conservation and usage.

Key Leverage Points:

- Thin an additional 30,000 acres of Arizona forests annually, creating 300 new jobs.
- Adopt at least three new regional and community plans to ensure sustainable uses of water that meet the needs of people and the health of Arizona's remaining rivers.
- Embrace "best practice" standards statewide for water usage and conservation.
- Modernize State Trust Land laws to increase funding for Arizona classrooms and protect at least 600,000 acres of important lands and waters.
- Work with native communities, municipalities, business and state government to reverse the financial crisis for state parks and recreation areas to ensure their quality and accessibility for future generations.
- Establish Arizona as the nation's leader in water conservation and usage with the full understanding and support of its citizens.

Infrastructure

WHAT CITIZENS WANT?

Gallup Arizona Poll – 2009

- Mass transit systems that connect communities throughout the urban regions of the state.
- New highways and roads to reduce congestion.
- Improvements in airports and rail systems to support trade.
- Statewide high-speed broadband.

Key Gallup Findings:

- 22% of Arizonans rate their community highly for its highway and freeway system.

WHAT'S HAPPENED SINCE THEN?

Highways and Roads:

- Gasoline taxes have not increased since 1992 (state or federal) and more than \$500 million of state transportation revenue has been diverted to the state's general fund, deferring \$370 million in construction projects.

Trade:

- Mexico continues as Arizona's top trading partner, purchasing 35% of the state's export. Aging infrastructure and staffing issues limit the state's ability to leverage its strategic location.
- In 2012, Congress designated Interstate 11 as part of the new CANAMEX corridor. Developed by the Transportation and Trade Corridor Alliance, the plan positions Arizona as a key interstate/international partner with access to an inland port in Mexico. There is no designated funding source at this time to implement the plan.

Telecommunications:

- The Arizona legislature passes the Digital Highways bill in 2012, adding "information" to the list of things state highways can carry and with fiber "conduits" as part of the physical structure to accomplish information transport.
- Arizona is close to having statewide access to broadband, but not all Arizonans have the high-speed capacity they want for personal and business use.

NEXT STEPS

WHERE DO WE GO FROM HERE?

Building a modern infrastructure will support both Arizona's economy and its quality of life.

Key Leverage Points:

- Encourage citizen support of municipalities and their efforts to upgrade streets, water and sewage treatment facilities and public transportation.
- Organize Arizona planning into "economic zones" that allow each region to capitalize on distinctive opportunities that transcend state, county and international borders.
- In both public and private sectors, identify the funding mechanisms to maintain, upgrade and expand all types of infrastructure.
- Support partnerships that deliver sufficient high-speed digital capacity to meet the needs of all Arizonans, urban and rural.



The Metro area's modern light rail system celebrated its grand opening on December 27, 2008 with service available along a 20-mile starter track that included downtown areas of Phoenix, Tempe and Mesa. With 41,300 people using the system daily, the Phoenix Metro Light Rail is the 12th busiest system in the country, far exceeding expectations.

The Central Mesa extension, with 3.1 miles under construction, will support the city's plans for rebuilding Mesa's downtown with public spaces and multiple higher education and innovation facilities. Another 3-mile extension is underway in Phoenix, extending Dunlap along 19th Avenue. Future plans will augment light rail with commuter rail lines that connect all urban regions of the state.

Martin L. Shultz

Chairman, Governor's Vision 21
Transportation Commission



Arizona has maintained a system of managed care for its entire Medicaid membership since 1982. Built on principles of member protection, competition, choice and accountability, AHCCCS is embedded into the broader health community.

The model is a success.

- Gold Standard of Medicaid Managed Care
- 99% eligibility accuracy
- Lowest costs overall and for prescription drugs
- Leader in long-term care, serving 84% at home or in community
- #1 ranking by United Cerebral Palsy

The model provides care management and coordination to help members achieve better health outcomes and greater quality of life. AHCCCS is committed to building upon these successes.

Tom Betlach

Director, Arizona Health Care Cost Containment System

THE ARIZONA WE WANT GOAL 5

Healthcare

WHAT CITIZENS WANT?

Gallup Arizona Poll – 2009

- Health insurance that is publicly available to all Arizonans with payment assistance for those who need it.
- Healthcare discounts for people who adopt healthy lifestyle behaviors.
- More doctors and healthcare professionals to provide primary healthcare services.

Key Gallup Findings:

- Only 23% of Arizonans rate their community highly for accessible healthcare. .

WHAT’S HAPPENED SINCE THEN?

Access to Health Insurance:

- From 2009-11, deep budget cuts are made to the state’s AHCCCS and KidsCare programs. KidsCare is frozen and reinstated with more limited access in 2012.
- The Patient Protection and Affordable Care Act is signed into law in 2010. Among the strategies is an online marketplace for health insurance (available to consumers and small businesses) with subsidies available for people whose incomes fall below specified levels. States are given the option of either providing a state-managed online service or adopting the federally managed online program.
- The U.S. Supreme Court upholds the constitutionality of most provisions in 2012.
- Arizona decides not to create a state-managed online marketplace. Arizonans will participate by accessing a federally managed program.

- In January 2013, Governor Brewer announces plans to expand AHCCCS, the state’s Medicaid program, to take advantage of federal funds.

More Primary Care Providers:

- In June 2009, Arizona ends state support for hospital residencies for medical school graduates. The reduction of \$15.3 million in state funding triggers the loss of an additional \$29.6 million in federal funding. Arizona currently ranks 44th in the nation for the number of primary care providers per population.

NEXT STEPS

WHERE DO WE GO FROM HERE?

Arizonans want health insurance for all citizens, with payment assistance for those who need it.

–Gallup Arizona Poll

Key Leverage Points:

- Build on the success of the state’s AHCCCS program, allowing more Arizonans to be covered by health insurance. As an alternative, work with the federal government to identify other ways of maximizing federal dollars.
- Identify strategies and incentives for health providers and employers to help people maintain a healthy lifestyle to lower costs and improve access.
- Assess the adequacy of Arizona’s health workforce and create a health workforce plan to meet future needs.
- Restore funding for medical school residencies to maintain adequate medical staffing and help ensure that the majority of graduates stay in Arizona.



“THE MOST POWERFUL FORCE IN AMERICAN DEMOCRACY IS THE CONNECTION BETWEEN AND AMONG CITIZENS.” — *National Conference on Citizenship*

The Arizona we want cannot be achieved without citizens who feel proud of their communities and connected to them as well as to one another. Going forward, the goals identified by the Center can only be achieved when people are willing to bring their best ideas forward – civic, social and economic.

Together, Arizona’s performance on the next three goals defines the culture of our communities, the core values that reflect how we treat one another, and the willingness of citizens statewide to pursue a common vision.



GALLUP ARIZONA POLL – 3 Special Goals

Make Arizona “the place to be” for young talent.

Only 11% of Arizonans believe their community is a good place for college graduates. Among 18 to 34-year olds, 30% of Arizonans would move to another community or state if they had a choice.

Empower citizens by increasing civic engagement.

Despite the high consensus found among citizens on key issues, only 10% of Arizonans believe their elected officials represent their interests.

Foster citizen well-being and sense of connection to one another.

Arizonans are highly attached to their communities as a “place” to live, but feel a low sense of connection to one another. Only 12% believe that Arizonans care about one another.



The success of Local First Arizona is based on two key facts. The first is economic – for every \$100 spent with a locally owned business, roughly \$42 remains in Arizona. Every \$100 spent in a chain store returns \$13 to the state. The second is cultural. Talented young people want to live in neighborhoods that offer the sense of flavor that comes from locally owned businesses and a strong sense of community.

Local First Arizona is now a movement – a collaboration of citizens and leaders that includes 2,200 paid members and 25,000 social media followers. The largest organization of its kind in the nation, Local First encourages government procurement processes that favor locally owned businesses, works with municipalities on the adaptive reuse of existing buildings for young entrepreneurs and creates custom programs for members that support regional marketing.

Kimber Lanning

Founder and Executive Director
Local First Arizona

THE ARIZONA WE WANT GOAL 6

Young Talent

WHAT CITIZENS WANT? (18 TO 34-YEAR OLDS)

Gallup Arizona Poll – 2009

- Quality jobs.
- More “places” where young people can gather.
- Protection for the environment.
- Culture of openness and opportunity for all.

Key Gallup Findings:

- Only 6% of young Arizonans believe their community offers good job opportunities.
- 19% rate their community highly for its nightlife; 20% believe it’s a good place to meet people.
- 42% give high marks to Arizona’s open spaces.
- Young Arizonans believe leaders need to be “willing to listen.”

WHAT’S HAPPENED SINCE THEN?

- A wave of new incubators, accelerators and co-working spaces are here to support young entrepreneurs.
- Cities are streamlining processes for the adaptive reuse of existing buildings near city centers, making it easier for entrepreneurs to find affordable space.
- The organic farming, microbrew and wine making communities are helping create the kind of distinctive culture valued by young adults.

- Locally owned restaurants, new music venues and special events are available for young people who want a distinctive urban lifestyle.
- New websites such as www.localati.com are helping young professionals connect for recreation and social opportunities.

NEXT STEPS

WHERE DO WE GO FROM HERE?

18 to 33-year olds are 35% of Arizona’s adult workforce under the age of 65.

–U.S. Census, 2010 American Community Survey

Key Leverage Points:

- Invite young people to help create the cities they want to live in; invite them to serve on boards, invest in their ideas.
- Address the challenge of “downstream opportunities.” Arizona Board of Regents’ data indicates that 80% of graduates from the three state universities manage to land work within the state. 20 years later, fewer than half are still working in Arizona. The state may have enough entry-level positions but not enough opportunities for career advancement.
- Leverage the state universities by making graduate education readily available.
- Demonstrate that Arizona is a place that values all young people.

CIVIC HEALTH AND YOUNG ARIZONANS

WHY IT MATTERS

The future of every community depends on the availability of young talent. Home-grown or recruited, they hold Arizona's future in their hands. According to this year's Civic Health Index, there are some interesting differences between Arizona's 18 to 29-year olds and all others.

Young Arizonans:

- Express political opinions via the internet (13.5%) at far higher rates than other Arizonans (8.9%) or their peers nationwide (8.9%).

- Are more likely (79.3%) than older Arizonans (71.6%) to be socially connected (i.e., seeing/hearing frequently from family and friends).
- Trust their neighbors (50.7%) more than the national average for their age group (43.6%).
- Have more confidence in corporations and the media than older Arizonans, their peers or the rest of the nation.

Indicators showing higher participation among Arizona's 18 to 29-year olds than their national peers are marked in color.



Nikki Check
Mayor of Jerome

18 TO 29-YEAR OLDS IN ARIZONA: 2012 ARIZONA CIVIC HEALTH INDEX

	ARIZONA 18 to 29-Year Olds (%)	ARIZONA All Others (%)	U.S. 18 to 29-Year Olds (%)	U.S. All Others (%)
Actions That Influence Government	Vote in Local Elections (Always/Sometimes)	30.9	34.9	64.3
	Contact Public Officials	4.7	5.3	14.3
	Discuss Politics Frequently	18.0	21.1	31.6
	Buy or Boycott Products (for political reasons)	5.7	8.6	13.0
	Express Political Opinions Online	13.5	8.9	7.7
Actions That Build Community	Work with Neighbors to Fix Something	4.9	4.4	10.1
	Volunteer in the Community	19.7	20.6	28.3
	Attend Public Meetings	2.7	3.8	10.9
	Donate \$25 or More to Charity	33.2	31.6	59.2
	Belong to a Community Organization	25.0	29.6	41.9
Serve as a Leader in an Organization	6.6	4.8	12.3	
Social Cohesion	Eat Dinner with Family/Household Most Days	77.5	83.3	91.4
	See/Hear Frequently from Family & Friends	79.3	71.6	81.9
	Do Favors for Neighbors Frequently	11.3	10.6	15.0
	Talk with Neighbors Frequently	24.9	34.3	46.4
Trust All or Most of Your Neighbors	50.7	59.1	43.6	59.7
Confidence in Institutions (very/some)	Corporations	65.7	64.0	61.5
	Media	65.8	62.4	61.9
	Public Schools	80.7	87.1	88.4



The Flinn-Brown Civic Leadership Academy is helping to expand the cadre of Arizona leaders with the knowledge, skills, and commitment to address our long-term issues for the common good. Since 2010, over 100 Arizonans from all perspectives and walks of life have been competitively selected to participate. They have attended seminars, made plans, and built networks. We expect the impact of hundreds of Fellows over time to be significant and far-reaching.

The data and spirit of The Arizona We Want validated what we knew and our course of action – the creation of a new mechanism to ensure state-level leaders for Arizona’s future.

Jack B. Jewett
President & CEO
Flinn Foundation

THE ARIZONA WE WANT GOAL 7

Civic Engagement

WHAT CITIZENS WANT?

Gallup Arizona Poll – 2009

- Increasing citizen participation in all aspects of citizenship.
- Leaders who understand complex issues and work across party lines.

Key Gallup Findings:

- 10% of Arizonans believe that elected officials represent their interests.
- 24% believe the next generation will have a better standard of living than we have today.

WHAT’S HAPPENED SINCE THEN?

Organizations throughout Arizona are creating initiatives for children, youth and adults to increase awareness of civic engagement and participation everywhere along the civic continuum. The examples below show recent efforts.

- In 2011, the *Alliance of Arizona Nonprofits* makes civic engagement a strategic priority, launching a permanent effort to work with other organizations on voter turnout issues.
- The Arizona Department of Education launches the Excellence in Civic Engagement Program for schools.
- The O’Connor House launches a Civic Engagement and Education Project, *SpeakOut AZ* to ignite a movement to help Arizonans understand how government works and how citizen engagement builds communities and influences governance.

- *Reclaiming Our Community Power* is launched by a broad consortium of nonprofits led by the Protecting Arizona’s Family Coalition to provide the tools needed to help the people they serve become full participants in election activities and outcomes.
- Arizona Town Hall devotes its Spring and Fall 2012 meetings to civic engagement and civic leadership.

NEXT STEPS

WHERE DO WE GO FROM HERE?

Many community efforts can be expected to bear fruit in the coming years.

Key Leverage Points:

- Identify strategies to address the challenges of voter apathy and issue fatigue in Arizona.
- Communicate the benefits of civic engagement and leadership with groups of Arizonans who are not as civically engaged as others.
- Encourage civic and social entrepreneurship at the local level.
- Support such efforts as *iCivics* to ensure all Arizona students are prepared for citizenship.
- Increase awareness of the Flinn-Brown Civic Leadership Academy and the Arizona Civic Leadership Collaborative to strengthen civic leadership at all levels.
- Track Arizona’s progress on all indicators measured by the Civic Health Index.

2012 ARIZONA CIVIC HEALTH INDEX

Arizona vs. U.S.

Rank

VOTE IN LOCAL ELECTIONS

AZ: 54.1%
US: 57.8%

47



CONTACT PUBLIC OFFICIALS

AZ: 11.6%
US: 12.3%

38



DISCUSS POLITICS FREQUENTLY

AZ: 28.5%
US: 29.3%

35



BUY OR BOYCOTT PRODUCTS (for political reasons)

AZ: 9.4%
US: 12.1%

40



EXPRESS OPINIONS ONLINE FREQUENTLY

AZ: 10.0%
US: 8.0%

9



State rankings for voter turnout are based on the percentage of citizens who respond "always" or "sometimes."

CHI defines "frequently" as a few times per week or more.

All Arizona Civic Health Index results are based on U.S. Census Current Population Survey (CPS) data.

ACTIONS THAT INFLUENCE GOVERNMENT

WHY IT MATTERS

In Arizona, voter turnout continues to fluctuate significantly from one election to another.

- The state dropped from 32nd in the 2004 presidential election to 43rd in 2008. Final results for the 2012 election are not yet available but local data indicates that voter turnout was lower than 2008.
- The 2012 Civic Health Index reports on voter participation in local elections for the first time.

Civic engagement provides the foundation for achieving *The Arizona We Want* but it's just the beginning of a continuum that ends with civic leadership. Transformational change in Arizona going forward will depend on a wide range of actions by many people.

WHO IS MOST LIKELY TO PARTICIPATE IN LOCAL ELECTIONS?

VOTE IN LOCAL ELECTIONS

State Average

54.1%

Citizen Groups with the Highest Average

77.0%

75.7%

68.4%

66.5%

59.4%

58.1%

- Age: 66 to 81-year olds
- Education (Age 25+): BA Degree
- Ethnicity: White non-Latino
- Age: Baby Boomers
- Education (Age 25+): Some College
- Geographic: Rural

ENGAGEMENT TO LEADERSHIP: A CONTINUUM OF CIVIC LIFE

INFORMAL/PRIVATE INDIVIDUAL ACTION

FORMAL/PUBLIC COLLECTIVE ACTION

	Helping a neighbor	Contributing to a charity	Membership in a religious, fraternal or community group	Occasional or episodic volunteering	Sustained, intensive service
Community Activities					
Political Activities	Engaging in a political discussion with friends	Voting	Advocating for a policy	Active participation in a party or interest group	Running for public office

Source: Adler and Goggin, *What is Civic Engagement?* Adopted from David Crowley, *Social Capital, Inc., Journal of Transformative Education*



Luke Air Force Base has been a source of community pride since the 1940s when it became the nation's largest fighter training base during World War II.

Its future was recently confirmed when Luke was selected as the site for the Air Force's new F-35 training program. The Luke Forward campaign was led by West Valley Partners and Fighter Country Partnership. We were joined by thousands of citizens who attended public meetings in support of the campaign and more than 14,000 electronic support cards were sent to Air Education and Training Command. The success of the campaign will bring immediate benefits - the Air Force will invest \$100 to \$125 million for construction-related projects alone in the near future, creating 3,000 new Arizona jobs.

**West Valley Partners
Fighter Country Partnership**

THE ARIZONA WE WANT GOAL 8

Community Involvement

WHAT CITIZENS WANT?

Gallup Arizona Poll – 2009

- A deeper sense of community connection.
- More “neighborliness.”

Key Gallup Findings:

- 25% believe Arizona is a good place to meet people.
- 37% believe they are treated with respect at all times in their community

WHAT'S HAPPENED SINCE THEN?

Many organizations are working to increase volunteerism, charitable giving and other kinds of community involvement. Recent efforts include:

- The *Experience Matters Consortium* is established in 2009 to connect the skills and interests of Arizona's 50+ residents to assignments with nonprofit organizations and government agencies. Aligned with *Encore.org*, the goal is to connect Baby Boomers with high impact projects that need their professional skills.
- *Arizona Gives Day* will take place for the first time on March 20, 2013. The one-day, online initiative asks Arizonans statewide to come together to raise as much money as possible for the state's nonprofits.
- At the community level, YWCA Tucson created *Lider de mi Vida*, a training program for 3,000 of Tucson's Spanish-speaking immigrant women. The goal is to help them assume powerful family and community roles as informed, actively involved citizens in education and government affairs.

NEXT STEPS

WHERE DO WE GO FROM HERE?

Arizonans are highly attached to their communities as a “place” to live, but don't feel connected to one another.

–Gallup Arizona Poll

Key Leverage Points:

- Encourage civic and social entrepreneurship at the local level.
- Promote successful efforts as models that can be replicated by other communities.
- Encourage associations and foundations to position themselves as “conveners” to support community involvement statewide.
- Track Arizona's progress on all indicators measured by the Civic Health Index.

12%

of Arizonans believe the people in their community care about one another.

GALLUP ARIZONA POLL

2012 ARIZONA CIVIC HEALTH INDEX

Arizona vs. U.S.

Rank

VOLUNTEER IN THE COMMUNITY

38



DONATE \$25 OR MORE TO CHARITY

37



ATTEND PUBLIC MEETINGS

42



WORK WITH NEIGHBORS

31



BELONG TO AN ORGANIZATION

42



SERVE AS LEADER IN AN ORGANIZATION

34



A common question is why Arizona ranks in the lower third or bottom quartile when the state appears so close to national averages on many of the six questions. It happens when large numbers of states outperform Arizonans on a particular activity but the margin of difference among them is narrow.

ACTIONS THAT BUILD COMMUNITY

WHY IT MATTERS

While Arizonans believe the strength of the state rests in local communities, they also feel disconnected from one another. With three years of civic health data now available, we are learning much more about who is involved and how people join together to build community.



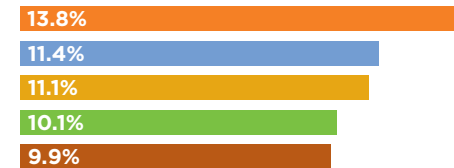
WHO IS MOST LIKELY TO BE INVOLVED?

ATTEND PUBLIC MEETINGS

State Average

7.6%

Citizen Groups with the Highest Average



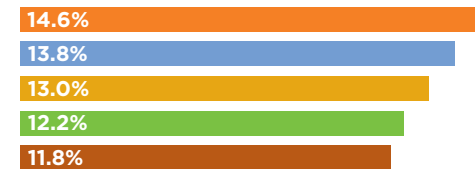
- Education (Age 25+): BA Degree
- Age: Baby Boomers
- 66 to 81-year olds
- Ethnicity: White non-Latino
- Geographic: Suburban

WORK WITH NEIGHBORS

State Average

8.8%

Citizen Groups with the Highest Average



- Education (Age 25+): BA Degree
- Age: Baby Boomers
- Geographic: Suburban
- 66 to 81-year olds
- Ethnicity: White non-Latino

2012 ARIZONA CIVIC HEALTH INDEX

Arizona vs. U.S.

Rank

EAT DINNER WITH FAMILY/ HOUSEHOLD FREQUENTLY

AZ: 86.3%

US: 89.5%

48



HEAR FROM FAMILY/ FRIENDS FREQUENTLY

AZ: 73.3%

US: 79.0%

49



DO FAVORS FOR NEIGHBORS FREQUENTLY

AZ: 14.0%

US: 14.4%

25



TALK WITH NEIGHBORS FREQUENTLY

AZ: 37.9%

US: 43.7%

49



TRUST ALL/MOST NEIGHBORS

AZ: 57.6%

US: 56.7%

36



Social Cohesion

WHY IT MATTERS

Arizona communities are relatively young by national standards and community cultures are still evolving.

In the Gallup Arizona Poll

- 36% report at least half of their friends live here.
- 30% indicate at least half of their family lives in Arizona.

WHO IS MOST LIKELY TO EAT DINNER WITH FAMILY/HOUSEHOLD FREQUENTLY?

State Average

86.3%

Citizen Groups with the Highest Average

93.8%

92.6%

91.2%

88.8%

88.1%

- Education (Age 25+): BA Degree
- Age: 66 to 81-year olds
- Ethnicity: White non-Latino
- Geographic: Suburban
- Rural

Note: All age groups 34+ above State average

WHO IS MOST LIKELY TO TRUST THEIR NEIGHBORS?

State Average

57.6%

Citizen Groups with the Highest Average

71.0

69.5%

66.8%

64.6%

- Geographic: Rural
- Age: 66 to 81-year olds
- Education (Age 25+): BA Degree
- Ethnicity: White non-Latino

WHO IS MOST LIKELY TO DO FAVORS FOR NEIGHBORS FREQUENTLY?

State Average

14.4%

Citizen Groups with the Highest Average

17.5%

17.5%

17.4%

16.5%

16.4%

- Geographic: Rural
- Education (Age 25+): HS Graduate
- Ethnicity: White non-Latino
- Age: 32 to 74-year olds
- 66 to 81-year olds

Health & Well-Being

WHY IT MATTERS

The Gallup Healthways Well-Being Index uncovers new insights about health and well-being.

2012 National Findings include:

- Entrepreneurs are more optimistic and enjoy better health than other U.S. workers.
- People who like where they live also report fewer health problems – such as headaches, obesity and asthma – than those who are dissatisfied and see their community as getting worse.
- The more hours in the day that people get to use their personal strengths to do what they do best on the job, the more likely they are to be positive and energetic.

KEY 2011 FINDINGS:

Metro Areas:

- The Prescott MSA scores in the nation’s top quartile at 15th in 2011.
- Phoenix-Mesa-Scottsdale ranks in the second quartile at 69th.
- Tucson ranks in the third quartile among MSA’s at 105th.

Congressional Districts:

- At 15th nationally, Arizona’s emotional health is the highest of all the state’s well-being attributes.
- Arizona’s overall well-being index is adversely affected by citizen access to health services, which places us in the 4th quartile on this metric.
- Former Congressional Districts 5 and 6 rank among the nation’s top 10 for overall well-being.
- Former Congressional Districts 4 and 7 rank in the bottom quartile.

Metro/Congressional District results not yet available for 2012.

ARIZONA’S WELL-BEING BY NATIONAL RANK

	2008	2009	2010	2011	2012
Overall Well-Being	10th	22nd	29th	26th	23rd
Life Evaluation	8th	19th	28th	20th	20th
Emotional Health	12th	21st	14th	15th	22nd
Physical Health	18th	18th	19th	26th	28th
Healthy Behavior	18th	17th	17th	20th	20th
Work Environment	15th	14th	25th	24th	9th
Access to Basic Services	31st	33rd	33rd	35th	34th

In 2012, Gallup surveyed 8422 adults age 18 and older in Arizona. The margin of error is +/-2.



Developing a citizens’ agenda starts by having a systematic conversation with the citizens themselves. This is exactly how Gallup was able to make its contribution – by starting a systematic conversation with the people of Arizona through the Gallup Arizona Poll.

The Gallup Healthways Well-Being Index is a tool that Arizonans can use to shape the state’s future. The Gallup Healthways Well-Being Index is the first-ever daily assessment of U.S. residents’ health and well-being. By interviewing at least 500 U.S. adults every day, the Well-Being Index provides real-time measurement and insights needed to improve health, increase productivity, and lower healthcare costs.

Gallup is proud of its partnership with the Center and the contribution the Center’s work is making to the state of Arizona.

Jon Clifton
Partner, Gallup

2012 ARIZONA CIVIC HEALTH INDEX

Arizona vs. U.S.

Rank

CONFIDENCE IN CORPORATIONS

AZ: 58.0%

US: 62.0%

42



CONFIDENCE IN MEDIA

AZ: 59.2%

US: 62.0%

38



CONFIDENCE IN PUBLIC SCHOOLS

AZ: 87.8%

US: 88.0%

33



National rankings are determined by the percentage of citizens expressing either a "great deal" or "some" confidence in the institution.

Confidence in Institutions

WHY IT MATTERS

The eight citizen goals captured by Gallup can be achieved if citizens and leaders work together and stick with the goals over time. Success will require strengthening the level of confidence that Arizonans have in institutions. In 2012, the CPS asked citizens whether they had a "great deal" of confidence, "some" confidence, "hardly any" or "no" confidence in three institutions - corporations, the media and the public school system.

- Arizonans express less confidence in corporations and the media than the national averages.
- Confidence in corporations and the media increases with education and decreases with age.
- Confidence in public schools decreases with education.

WHO HAS THE MOST CONFIDENCE?

CONFIDENCE IN CORPORATIONS

State Average

58.0%

Citizen Groups with the Highest Average

75.0%

68.1%

65.7%

60.3%

- Geographic: Rural
- Education (Age 25+): BA Degree
- Age: 18 to 29-year olds
- Ethnicity: White non-Latino

CONFIDENCE IN MEDIA

State Average

59.2%

Citizen Groups with the Highest Average

67.5%

65.8%

63.9%

62.9%

- Ethnicity: Latino
- Age: 18 to 29-year olds
- Education (Age 25+): HS Graduate
- Geographic: Urban

CONFIDENCE IN PUBLIC SCHOOLS

State Average

87.8%

Citizen Groups with the Highest Average

94.4%

93.0%

89.7%

89.7%

- Age: 32 to 47-year olds
- Geographic: Rural
- Education (Age 25+): HS Graduate
- Ethnicity: Latino

CIVIC HEALTH AND ARIZONA LATINOS

2012 ARIZONA CIVIC HEALTH INDEX

Arizona Latinos:

- Express political opinions online (10.1%) at higher rates than Latinos nationally (6.8%).
- Contact public officials (6.6%) at higher rates than Latinos nationally (4.5%).
- Trust their neighbors (48.2%) at far higher rates than Latinos nationally (38.6%).
- Have more confidence in the media and the public school system than Latinos nationally.

Indicators showing higher participation among Arizona Latinos than their national peers are marked in color.

Latinos currently make up 10% of the U.S. electorate and 20% of the Arizona electorate, surpassed only by New Mexico (39.7%), California (27.3%) and Texas (26.6%).

In nationwide exit polling conducted by ImpreMedia and Latino Decisions on November 6, 2012, the top four issues cited by Latinos were 1) economy/jobs, 2) immigration, 3) healthcare and 4) education. Unlike other states with high percentages of Latino voters, Arizona Latinos cited immigration as their top issue followed by economy/jobs.

	ARIZONA Latinos (%)	ARIZONA All Others (%)	U.S. Latinos (%)	U.S. All Others (%)	
Actions That Influence Government	Vote in Local Elections (always/sometimes)	32.7	31.7	62.2	
	Contact Public Officials	6.6	13.9	4.5	
	Discuss Politics Frequently	18.1	33.3	17.6	
	Buy or Boycott Products (for political reasons)	2.0	12.8	4.9	
	Express Political Opinions Online	10.1	9.9	6.8	
Actions That Build Community	Work with Neighbors to Fix Something	2.8	3.7	9.5	
	Volunteer in the Community	13.5	30.2	14.9	
	Attend Public Meetings	2.3	9.7	3.8	
	Donate \$25 or More to Charity	37.5	57.0	35.2	
	Belong to A Community Organization	19.7	41.5	26.6	
Serve as a Leader in an Organization	4.0	13.0	3.3	11.9	
Social Cohesion	Eat Dinner with Family/Household Most Days	83.1	88.0	87.7	89.8
	See/Hear Frequently from Family & Friends	69.1	75.3	73.2	79.9
	Do Favors for Neighbors Frequently	10.7	16.1	12.2	14.4
	Talk with Neighbors Frequently	31.3	41.0	38.9	44.5
	Trust All or Most of Your Neighbors	48.2	60.9	38.6	59.3
Confidence in Institutions (very/some)	Corporations	52.6	59.9	53.9	63.1
	Media	67.5	56.2	64.4	61.7
	Public Schools	89.7	87.1	87.6	88.1

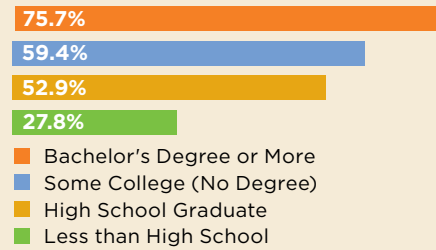


Amanda Burke, Ed.D

Director, Education Strategy
and Innovation
Center for the Future of Arizona

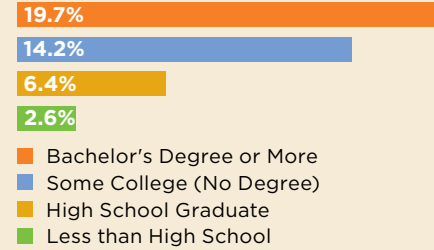
THE IMPACT OF EDUCATION

VOTE IN LOCAL ELECTIONS



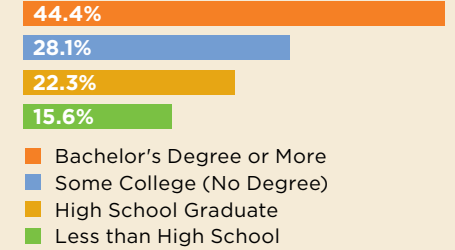
Source: 2012 Arizona Civic Health Index

CONTACT PUBLIC OFFICIALS



Source: 2012 Arizona Civic Health Index

DISCUSS POLITICS FREQUENTLY



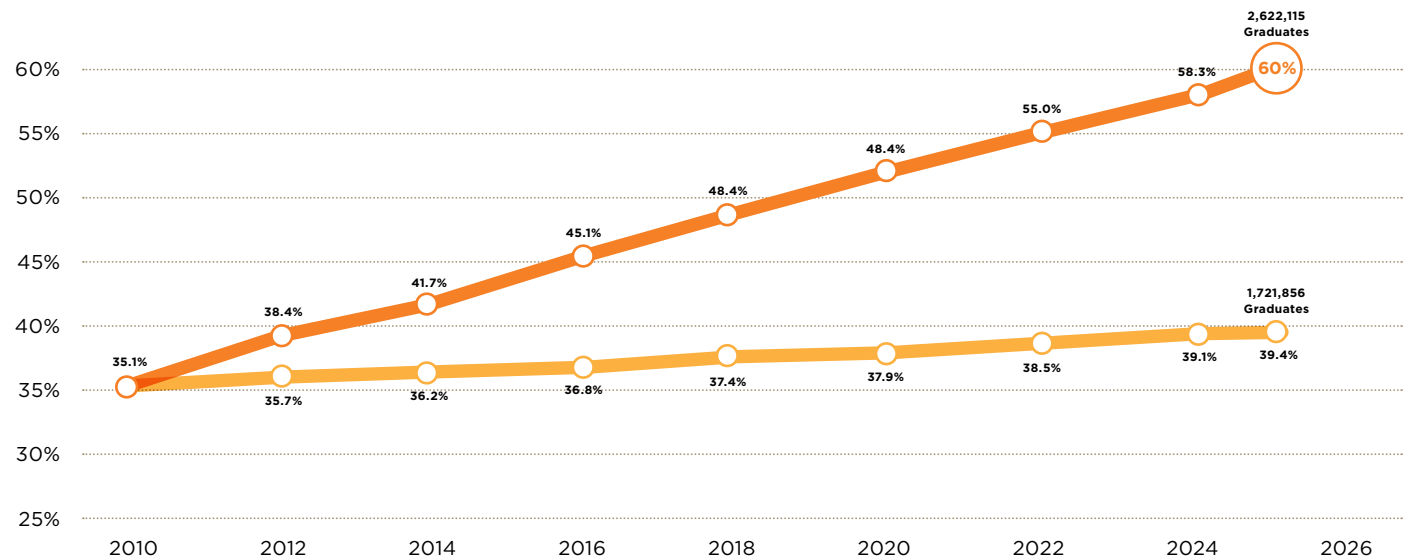
Source: 2012 Arizona Civic Health Index

Lumina Foundation Goal

To increase the proportion of Americans with college degrees, certificates and other post-secondary credentials to 60 percent by 2025.

LUMINA FOUNDATION
STRATEGIC PLAN
2013-2016

THE PATH TO 60% DEGREE ATTAINMENT FOR ARIZONA



■ Annual benchmarks (targets) for a straight-line trajectory to reach 60% attainment by 2025
 ■ Expected percentages of degree holders among 25- to 64-year olds at the current rate of production

Source: Lumina Foundation, U.S. Census Bureau and 2010 American Community Survey

2012 ARIZONA CIVIC HEALTH INDEX

- Arizonans with a bachelor's degree are more likely to discuss politics frequently (44.4%) than other Arizonans or their national peers (42.3%).
- Arizonans with less than a high school education are more than twice as likely to express their political opinions online (10.7%) than their national peers (5.0%).
- High school graduates are more likely to donate to charity (50.3%) than their national peers (46.9%). They are also more likely to do favors for neighbors (17.5%) than their national peers (15.4%).
- Arizonans with a bachelor's degree are more likely to serve as a leader of an organization (24.7%) than their national peers (20.9%).
- High school graduates have the most confidence in Arizona's public schools (89.7%).

Indicators showing higher participation among Arizona Latinos than their national peers are marked in color.

THE GOAL IS SIMPLE, THE CHALLENGE ENORMOUS

Three years of Civic Health data and numerous other sources confirm that education is the key driver of both civic health and job growth. For Arizona to succeed, young people must graduate from high school as well prepared as students anywhere in the world. And many more need to pursue and complete post-secondary education degrees and advanced training programs.

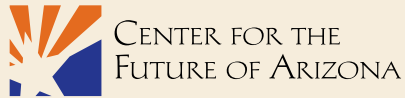
The Arizona Board of Regents call for a 24% increase in bachelor's degrees awarded by 2017.

—ABOR Strategic Plan 2013-2017

	LESS THAN HIGH SCHOOL		HIGH SCHOOL GRADUATE		SOME COLLEGE		BACHELOR'S DEGREE OR MORE		
	Arizona	U.S.	Arizona	U.S.	Arizona	U.S.	Arizona	U.S.	
Actions That Influence Government	Vote in Local Elections (always/sometimes)	27.8	32.8	52.9	55.6	59.4	66.9	75.7	74.6
	Contact Public Officials	2.6	3.1	6.4	7.7	14.2	14.5	19.7	22.1
	Discuss Politics Frequently	15.6	14.9	22.3	23.9	28.1	31.6	44.4	42.3
	Buy or Boycott Products (for political reasons)	2.8	3.0	4.7	7.1	9.4	13.9	19.1	20.8
	Express Political Opinions Online	10.7	5.0	7.4	6.5	9.1	8.3	10.7	9.8
Actions That Build Community	Work with Neighbors to Fix Something	1.5	3.6	7.2	6.0	9.3	10.1	14.6	15.0
	Volunteer in the Community	6.3	9.8	18.9	18.2	26.4	29.5	39.0	42.4
	Attend Public Meetings	1.3	3.0	7.1	6.0	9.1	10.4	13.8	17.2
	Donate \$25 or More to Charity	23.3	32.3	50.3	46.9	57.7	60.5	73.6	74.7
	Belong to a Community Organization	9.8	21.1	23.8	30.3	36.3	42.2	56.7	57.0
Serve as a Leader in an Organization	1.6	1.9	3.1	6.0	8.0	11.1	24.7	20.9	
Social Cohesion	Eat Dinner with Family/Household Most Days	83.5	88.1	84.5	89.8	89.0	90.9	93.8	93.2
	See/Hear Frequently from Family & Friends	64.2	71.9	72.7	76.9	69.2	80.1	79.5	81.1
	Do Favors for Neighbors Frequently	15.9	15.5	17.5	15.4	12.6	14.9	15.5	13.1
	Talk with Neighbors Frequently	35.5	44.6	42.9	44.9	37.7	46.4	43.1	45.3
	Trust All or Most of Your Neighbors	43.6	43.0	54.0	55.3	59.6	57.5	66.8	66.8
Confidence in Institutions (very/some)	Corporations	41.3	47.4	49.8	58.5	57.9	62.2	68.1	69.2
	Media	na	na	63.9	61.4	59.6	60.7	55.4	63.9
	Public Schools	na	na	89.7	87.6	86.9	87.6	87.4	89.4

In some cases, data for Arizonans with less than a high school diploma are not available due to size of survey sampling.

Strengthen the Pipeline



AMONG ALL ARIZONA YOUTH, 15% LEAVE SCHOOL WITHOUT A HIGH SCHOOL DIPLOMA. AND THE NUMBERS ARE DOUBLE FOR LATINO YOUTH WHO MAKE UP 47% OF THE STATE'S 18 AND YOUNGER POPULATION.

The Center was established in 2002 by Dr. Lattie Coor to help Arizona shape its future through an action-oriented agenda that focuses on issues critical to the state.

- *Strengthen the pipeline of talent.*
- *Rethink the education system.*
- *Help Arizona citizens set ambitious goals, measure results and work collectively to achieve them.*

The goals and activities of the Center's programs – Beat the Odds, Move On When Ready, The Arizona We Want – serve Arizona in ways that support the missions of many organizations and agencies.

BEAT THE ODDS INSTITUTE

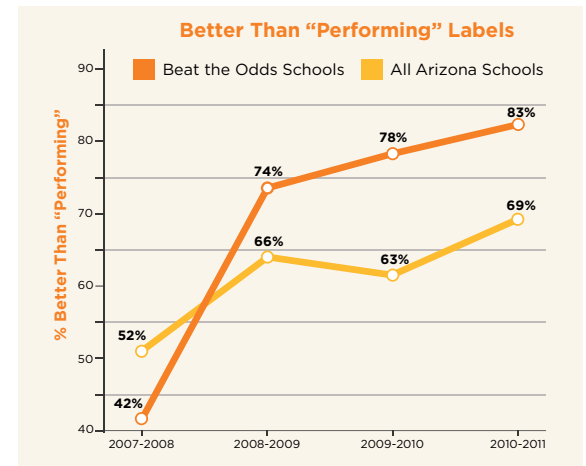
The research study that created the Institute set out to answer the question, “What does it take to get great results in schools with mostly low-income, mostly Latino students?” Five years later, the question has been answered and schools across the state are implementing the six keys to success and doing it successfully.

WHAT'S HAPPENED SINCE THEN?

- After five years, Beat the Odds (BTO) maintains its focus – overall enrollment is 64% Latino in partner schools with 67% of students eligible for free or reduced-price lunch.
- BTO training for school principals is available at four hubs – serving principals in Maricopa, Pima, Pinal, Yuma and Graham counties.
- A total of 169 public, charter and tribal Arizona schools have participated to date. During FY13, 33 new schools joined as partners, including a total of 70 principals, 31 assistant principals and 21 aspiring principals.
- A total of 19 schools received Gold Awards for consistent growth in student achievement and 14 schools were recognized by the National Council for Educational Achievement for advancing students toward “college-career” readiness more rapidly than other schools with similar demographics.

BENEFITS TO ARIZONA CITIZENS

The Alliance for Education believes that “fixing education will fix the economy.” They estimate that if Arizona can cut in half the number of Latino youth who drop out of school before graduating from high school, those graduates will earn an additional \$31 million annually, allowing them to spend an additional \$23 million each year. *Demography is not destiny* – and Beat the Odds is committed to working closely with schools that serve mostly poor, mostly minority students and helping student, teachers and parents achieve their goals.



Rethink the System

IN 2010, THE ARIZONA LEGISLATURE ENACTED A NEW PERFORMANCE-BASED PATHWAY TO GRADUATION DESIGNED TO PREPARE ALL STUDENTS TO GRADUATE FROM HIGH SCHOOL COLLEGE AND CAREER READY.

MOVE ON WHEN READY INITIATIVE

Shortly after, the Center was selected by the Arizona State Board of Education to lead the initiative. With support from Helios Education Foundation, the Center works with high schools across the state to implement the model, which eliminates “seat time” requirements and enables students to advance based on demonstrated mastery of academic content.

Key features include:

- Internationally recognized aligned instructional systems
- A new performance-based high school diploma, the Grand Canyon Diploma
- Multiple pathway options for students within and beyond high school

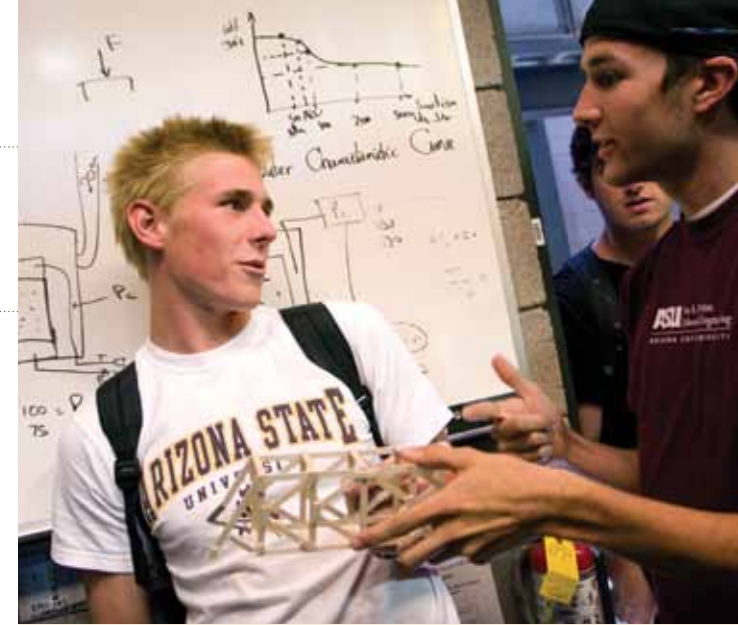
WHAT'S HAPPENED SINCE THEN?

- Thirty schools have embraced Move On When Ready, with more coming on board every year.
- The majority are implementing a "whole school" model, providing a high expectations performance-based education to every student.
- To date, more than 11,000 students in urban and rural areas have been exposed to Arizona's Common Core Standards via Move On When Ready. More than 1,700 students took rigorous, end-of-course assessments in Spring 2012.

- Of the four states working with the Center's national partner – the National Center on Education and the Economy – Arizona has by far the greatest number of schools involved and is the only state to have enacted legislation.
- The Center is working with state universities, Science Foundation Arizona and educational partners to pilot a Move On When Ready performance-based STEM diploma.
- The Center was awarded a \$1 million Innovative Education Program Grant by the State Board of Education in December 2012 to support further implementation of Move On When Ready.

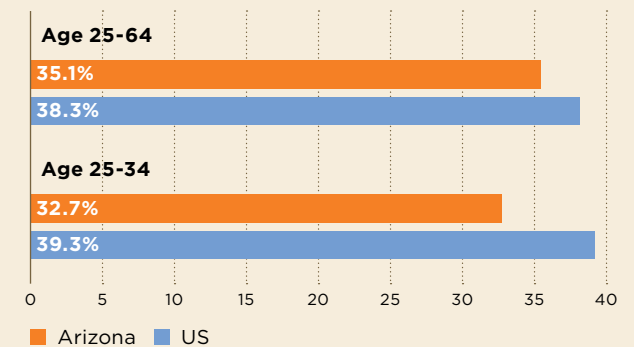
BENEFITS TO ARIZONA CITIZENS

Move On When Ready responds to the readiness issues facing Arizona's students today and the reality that they will need an education beyond high school to succeed in the future. It accelerates the rate at which schools are able to raise academic achievement to national and international college and career readiness standards while providing students with multiple pathways for customizing their education.



Like the rest of the world, Arizonans want higher paying jobs – only 39% say their job provides the income needed to support their family.

AA, Bachelor's and Advanced Degrees



Source: Lumina Foundation, U.S. Census, 2010 American Community Survey

Set Ambitious Goals – Measure Results



WHEN THE CENTER SET OUT TO BUILD A CITIZENS' AGENDA FOR ARIZONA, WE DIDN'T KNOW IT WOULD END UP PLACING ARIZONA AT THE CENTER OF A NATIONAL MOVEMENT.

THE ARIZONA WE WANT INSTITUTE

When conversations first began about how to achieve the Arizona we want, we set an ambitious goal – identify a vision and set of goals for Arizona that could mobilize people and communities throughout the state.

We asked Gallup for help because they represent the gold standard in public opinion research. They had just released the first results of the Gallup World Poll and the Knight Foundation's *Soul of the Community* study and we were intrigued by how closely their work aligned with our goal.

Together we developed the Gallup Arizona Poll to capture a realistic picture of what citizens think about life in Arizona communities and what they want for the future.

The study identifies eight citizen goals that describe *The Arizona We Want* and provides a strong foundation for the ongoing research and activities of the Institute.

WHAT'S HAPPENED SINCE THEN?

- **Arizona Civic Health Index:** In 2010 and 2011, the Center partnered with the NCoC to publish the *Arizona Civic Health Index*. Current results are included in this report.
- **Community Meetings:** The Center meets with approximately 100 community groups annually, leading discussions that review the findings of the Gallup Arizona Poll, the *Arizona Civic Health Index*, the 5 Communities Project and other activities to encourage local communities to move forward in ways that matter to people.
- **Benchmarks:** Scorecard committees were organized around four of the citizen goals – education, job creation, healthcare and the environment. The goal is to identify a set of key leverage points that could help organizations and agencies collaborate on a common vision. In developing next steps for each of the eight goals in this report, the Institute met with a broad range of experts and leaders.

The synergy emerging from three years of research and outreach activities encouraged the Center's Board of Directors to fully activate a Board of Advisors for The Arizona We Want Institute. Under the leadership of Don Smith, President and CEO of SCF Arizona, the role of the advisers is to provide strategic guidance that shapes the agenda of the Institute going forward. This is the right time for us to come together and seek innovative solutions to the challenges that confront Arizona.

CITIZENS AT THE CENTER: A NEW APPROACH TO CIVIC ENGAGEMENT

Published by the Case Foundation in 2006, Cynthia Gibson's seminal work on civic engagement helped us understand that a new movement is emerging in America – one that recognizes citizen-defined and citizen-led endeavors as central to progress in the 21st century. The Institute decided to test what we were learning by challenging communities throughout Arizona to come forward with their best ideas for transformative change at the local level.

- **5 Communities Project:** Launched in Spring 2011, the 5 Communities Project set out to discover how much leadership, creativity and passion could be found among Arizona citizens. We are proud to report that 96 communities responded, more than triple the number expected. After a rigorous three-phase proposal process, the national selection panel chose the 5 Communities Partners in November 2011.

They include:

- Arizona Wine Growers Association
- Desert Botanical Garden/
Conservation Alliance,
- Gangplank
- International Sonoran Desert Alliance
- YWCA Tucson

The Center continues to work with each partner to support their efforts to acquire the funding needed to implement their plans.

In August 2012, the Center invited all 96 participants to attend the 5 Communities Convocation. The meeting was designed to provide citizen leaders with an opportunity to meet one another and with both a mayors' panel and a funders' panel.

BENEFITS TO ARIZONA CITIZENS

To date, there has been surprisingly little research that examines the evolution, implementation and outcomes of citizen-driven initiatives. The 5 Communities Project offered an opportunity to learn more about how to encourage, develop and strengthen citizen efforts to help shape the future of local communities.

The Institute completed a formal study of the project in December 2012. Entitled *5 Communities: Engaging Arizona Through Citizen-led Initiatives*, the study was conducted by Dr. Kelly Campbell Rawlings of the ASU School of Public Affairs.

“I think initiatives like the 5 Communities Project play a huge role in educating people about how to get things accomplished. It's empowering.”

—5 Communities Participant



David B. Smith
Former Executive Director
National Conference on Citizenship

When I first heard about *The Arizona We Want* and then its 5 Communities Project, I immediately thought to myself, “This is it. This is what we need in all 50 states and every major city in America.”

NCoC has spent most of our history wrestling with the tension between research reports and data, and on-the-ground community-based work. To build a more active citizenry, we need to make data-informed decisions, but we also need to connect data to the stories and actions taking place in communities nationwide.

ABOUT THE PARTNERS

The Gallup Organization

Gallup is the most widely respected name in the world for gathering and reporting public opinion. A pioneer in the application of behavioral economics to data analysis, Gallup is responsible for creating three studies of special interest to the Center – the Gallup Arizona Poll, the Gallup World Poll and the Gallup Healthways Well-Being Index.

The Arizona We Want 2.0 revisits the eight citizen goals captured by Gallup in the 2009 report and includes Arizona data available from the Gallup Healthways Well-Being Index.

National Conference on Citizenship (NCoC)

NCoC is a dynamic, non-partisan nonprofit working at the forefront of the nation's civic life. It continuously explores what shapes today's citizenry, defines the evolving role of the individual in our democracy, and uncovers ways to motivate greater participation. Through events, research and reports, NCoC expands our nation's contemporary understanding of what it means to be a citizen. NCoC seeks new ideas and approaches for creating greater civic health and vitality throughout the United States.

The Arizona We Want 2.0 includes the results of the 2012 *Arizona Civic Health Index*. The findings presented are based on analysis of U.S. Census Current Population Survey (CPS) data performed by the Center for Information & Research on Civic Learning and Engagement (CIRCLE) at Tufts University.

Arizona Partners

Additional data for this report and valuable counsel was provided by the Arizona Commerce Authority, Arizona Indicators Project, ASU Morrison Institute for Public Policy, ASU Seidman Institute, the Flinn Foundation, Maricopa Association of Governments (MAG), The Nature Conservancy and St. Luke's Health Initiatives.

ACKNOWLEDGMENTS

Publication Sponsors

The Arizona We Want 2.0



Major support for *The Arizona We Want* and its associated activities has been provided by:

Arizona Board of Regents
Arizona Community Foundation
Arizona Investment Council
Arizona Public Service
Arizona State University
Blue Cross and Blue Shield of Arizona
Flinn Foundation
The Bruce T. Halle Family Foundation
Helios Education Foundation
Hensley & Co.
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PUBLICATION DESIGN & PRODUCTION

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Printed by Prisma Graphic Corporation



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