Center for the Future of Arizona brings Arizonans together to create a stronger and brighter future for our state.
Dear friends,

It is wonderful to take a moment to reflect on twenty years of progress and passion invested in building a brighter future for Arizona, and to look ahead, knowing there are still so many more opportunities and successes to come. After two decades spent building a trusted and respected organization committed to the greater good of all Arizonans, the momentum we’re experiencing is palpable.

Center for the Future of Arizona (CFA) opened its first office space in 2003 when Phoenix alone had 1.6 million fewer people than it does today. CFA has also grown during this time, and we now have offices across this vast state. When I first sat down with Arizona State University President Emeritus Lattie Coor to start building the vision and framework for CFA, we both knew that listening to the concerns and opinions of Arizonans would be vital to the organization’s work.

I’m proud to say that we’ve held to that founding promise over the years and firmly established our credentials as a nonpartisan “do-tank” advancing innovative, data-driven initiatives, developing meaningful and collaborative partnerships across industries and municipalities, and improving opportunities for all Arizonans to enjoy prosperity and quality of life.

It all started with listening. And when we did, we learned.

Our work on the foundational Gallup Arizona Survey revealed that, across the state, we agree on more than we disagree on the most important issues critical to our future. It’s reassuring to know from our own research that we aren’t as polarized or divided as we often hear and that across the great diversity of Arizona, we agree on important issues like the environment, education, immigration, and economic opportunity, among others.

Arizona is an exciting place to be, still emerging, open to new ideas and a place where you can make things happen if you have a good idea and are willing to do the hard work. There is so much to celebrate and still plenty to do.

We can’t do it alone. Our work is accomplished alongside our many valued partners across Arizona who are inspired by vision and hope, fueled by the knowledge that we are in this together, and who are taking action in communities throughout the state.

We have seen the impact that centering the voices and concerns of those who live in our vibrant communities can have. We’ve seen what’s possible and know that our work is building—and will continue to build—a brighter future for Arizona.

We aren’t just dreamers. We’re visionaries, facilitating tangible progress on issues where Arizonans desire and deserve solutions.

Now, more than ever, we have the ability to take charge of Arizona’s future by drawing inspiration from Arizonans and making a sustained commitment to forward-thinking and action guided by the greater good and the will of the people of Arizona.

At CFA, we are deeply committed to our mission of bringing Arizonans together to build a stronger and brighter future for our state and to creating The Arizona We Want. As Arizonans, we’re all in this together. We invite you to look forward with us.

Sybil Francis, Ph.D.
Chair, President & CEO
Center for the Future of Arizona (CFA) was born from a love for Arizona and a desire to help our state succeed.

**Mission**
Bringing Arizonans together to create a stronger and brighter future for our state.

**Vision**
Achieve The Arizona We Want, where all Arizonans, now and in the future, thrive and enjoy sustained prosperity, unmatched quality of life, and real opportunity.

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**Our Story, Our Purpose**

**Guided by What Matters to Arizonans**
We listen to what matters most to Arizonans. We are inspired by their lived experiences, voices, and values. We work on behalf of all Arizonans to realize our Shared Public Values.

**Equity**
We believe our state will thrive when all Arizonans do. We strive for a prosperous Arizona where everyone has equitable access to opportunities and resources to reach their full potential. We are committed to creating equitable outcomes in all we do.

**Inclusion**
We recognize the humanity and inherent value of each person. We value, seek out, and embrace the diversity of experience, background, and thought. We endeavor to create spaces where everyone is respected and can be their whole and authentic selves.

**Collaboration**
It will take all of us working together to create The Arizona We Want. We build trusting relationships and approach our work with a spirit of collaboration. We respect that communities know and understand best what they need and make space for them to lead.

**Impact**
We strive to go beyond good intentions to achieve measurable outcomes. We are committed to making a tangible difference in the lives of Arizonans and the systems that impact them.

**Innovation**
We actively seek new approaches to long-standing challenges. This work is complex, so we will continue to take risks, learn with humility, and adapt.

**Joy in the Journey**
We are proud to be Arizonans and believe in our state. We approach the future with optimism and joy and seek to share that with others. We are clear-eyed about our challenges while celebrating successes along the way.
CFA’s ambitions are bold. We want to contribute to a strengthened sense of pride in Arizona and promote a future that benefits all Arizonans.
In 2002, Lattie Coor, Ph.D., and Sybil Francis, Ph.D., had an inspiring vision fueled by their passion for Arizona and desire to see it reach its full potential. By 2003, Center for the Future of Arizona (CFA) was born.

A nonprofit, nonpartisan organization, CFA is driven by its mission to bring Arizonans together to create a stronger and brighter future for our state.

It all started when Lattie, outgoing president of Arizona State University, and Sybil, now Chair, President & CEO of CFA, sat down to discuss how they could make a difference in the state they call home. With Lattie’s background in education and Sybil’s passion and experience in public policy, they created a self-proclaimed “do-tank” dedicated to creating a stronger and brighter future for Arizona. From inception, CFA was uniquely positioned to focus on the common good for Arizona and what matters most to our state.

With time, CFA’s commitment to creating a statewide agenda that reflects the top priorities and Shared Public Values of Arizonans increased CFA’s influence and impact. Recognizing the central importance of the voices of Arizonans to advancing any bright future for Arizona, CFA established a unique partnership with the Gallup organization and embedded public opinion survey research as a vital pillar of the organization’s work. Through the insights gained about what matters most to Arizonans, CFA created The Arizona We Want, a shared vision of success around the top priorities for the future, identifying seven Shared Public Values on which the vast majority of Arizonans agree. The Arizona Progress Meters were developed by CFA to keep Arizonans informed about how the state is doing in the priority areas. From the beginning, CFA was committed to turning good ideas into action and built a robust portfolio of initiatives and programs in alignment with the data and insights – delivering promising solutions to Arizona’s most pressing needs in education, workforce, and civic health.

CFA has grown in size and impact since 2003. We continue to listen to Arizonans, bring visibility to trusted data about who we are as Arizonans and how Arizona is doing, and work with communities to tackle big problems. Our mission to bring Arizonans together to create a stronger and brighter future for our state has never been more important, and we're committed to ensuring all Arizonans enjoy sustained prosperity, unmatched quality of life, and real opportunity.
Establishing First-of-Its-Kind Partnership with Gallup

**2002-03**

Several partnerships between CFA and Gallup began in 2002, including the Gallup Arizona Survey, which allowed the organization to survey Arizonans on a range of issues. This partnership was significant as it provided valuable insights into the state's citizens' perspectives and preferences.

**2006**

First Gallup Arizona Survey

In 2006, CFA conducted the first Gallup Arizona Survey, which aimed to capture the essence of Arizonans' perspectives on various issues. This survey marked a pivotal moment in the state's history, as it represented an unprecedented effort to paint a comprehensive picture of the state's residents.

**2010-15**

Move On When

In 2010, CFA embarked on a significant initiative known as Move On When, which focused on closing student achievement gaps and building a culture of high expectations. This initiative was aimed at creating a dynamic, data-driven approach to education that would empower public school principals to accomplish goals like closing student gaps.

**2014-15**

First Ever Pilot of Participatory Budgeting Program

In 2014, CFA piloted the first statewide initiative of its kind, called Participatory Budgeting. Although the pilot was small, it paved the way for future efforts and demonstrated the potential for inclusive decision-making processes in Arizona.

**2016**

Arizona Education Progress Meter

In 2016, CFA launched the Arizona Education Progress Meter, a tool designed to provide valuable insights into the state's educational landscape. This initiative aimed to bring together leaders from various sectors to work collaboratively and set clear goals for improving education outcomes.

**2017-19**

Comprehensive Portfolio of Arizona Progress Meters Developed and Released

In 2017, CFA expanded its work by developing a comprehensive portfolio of Arizona Progress Meters, which aimed to provide a data-driven roadmap for the future. These meters focused on various areas, including education, health, and industry, to highlight areas of strength and areas for improvement.

**2020-21**

Launch Statewide Initiative

CFA’s Arizona Progress Meters continue to offer valuable insights into the state’s progress across different sectors, helping Arizonans make informed decisions and aiming to improve the quality of life for all residents.

**2009**

Arizona Education Accountability

In 2009, CFA conducted the Arizona Education Accountability survey, which focused on evaluating the state’s education system and identifying areas for improvement. This survey provided a snapshot of the challenges and opportunities facing Arizona's education landscape.

**2011**

Move On When

CFA expanded its portfolio to support the Move On When initiative, which aimed to close achievement gaps and build a culture of high expectations.

**2015**

Arizona’s Ready

CFA launched the Arizona’s Ready initiative, which focused on preparing students for college and career readiness. This initiative was designed to ensure that students were equipped with the skills necessary to succeed in the 21st century.

**2016**

Arizona Education Progress Meter

CFA expanded its work by launching the Arizona Education Progress Meter, a comprehensive tool designed to provide valuable insights into the state’s education landscape.

**2017**

Arizona’s Ready

CFA continued to support the Arizona’s Ready initiative, which aimed to ensure that students were prepared for college and career.

**2018**

Arizona’s Ready

CFA continued to support the Arizona’s Ready initiative, which was designed to prepare students for success in the 21st century.

**2019**

Arizona’s Ready

CFA continued to support the Arizona’s Ready initiative, which aimed to close achievement gaps and build a culture of high expectations.

**2020**

Arizona’s Ready

CFA continued to support the Arizona’s Ready initiative, which focused on preparing students for college and career.

**2021**

Arizona’s Ready

CFA continued to support the Arizona’s Ready initiative, which aimed to ensure that students were equipped with the skills necessary to succeed in the 21st century.

**2022**

CFA’s Arizona Progress Meters continue to offer valuable insights into the state’s progress across different sectors, helping Arizonans make informed decisions and aiming to improve the quality of life for all residents.
CFA:
A Difference Maker for Arizona

CFA is more than an organization. It’s the echo of diverse voices coming together, the dance of data and action, and the symphony of partnerships and progress. It’s a beacon for all of Arizona, inspiring change, fostering unity, and illuminating paths to a future where every Arizonan thrives. To get to where we are today, it’s clear that our approach and steadfast commitment to our unique ways of working have been pivotal. Our team is acutely aware that continued impact requires continued care and vigilance, and we are focused on maintaining and growing CFA’s exceptional value to Arizona.
We must have a shared source of reliable information that accurately shows us who we are as Arizonans.
Every day, CFA invests all its time, talent, and resources into The Arizona We Want, a vision of success based on what matters most to Arizonans and their hopes and dreams for the future of the state. The Arizona We Want was informed and inspired by CFA’s close listening to Arizonans over the last two decades and what we learned through extensive survey research in partnership with Gallup. The Arizona We Want serves as CFA’s north star and an inspiration to all Arizonans, reminding us that we can come together for the good of our state and for the success and well-being of all who live here.

**Arizona’s Shared Public Values**
are the foundational pillars of The Arizona We Want, showing us where we agree about what is important for Arizona. They are defined by 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.

**EDUCATION:** A highly educated and skilled population

**HEALTH AND WELL-BEING:** Affordable healthcare that covers preexisting conditions and provides accessible mental health services

**JOBS AND ECONOMIC OPPORTUNITY:** Good-paying jobs and the education and training needed for all Arizonans to fully participate in a vibrant economy

**ENVIRONMENT AND SUSTAINABLE FUTURE:** Sustainable practices that protect our air, land, and water and support a high quality of life for all

**CIVIC ENGAGEMENT AND LEADERSHIP:** Civic engagement that solves problems and democracy that works for all

**FAIR, JUST, AND EQUITABLE SYSTEMS:** Fair, just, and equitable treatment of all people

**IMMIGRATION REFORM:** Comprehensive immigration reform, including a pathway to citizenship and support for “DREAMers”

**THE BEDROCK OF ALL OUR WORK:**

The Arizona We Want

Preserve the Common Good: Foster unity among Arizonans for the common good, building bridges of trust and understanding

Informed Decisions: Ensure that decisions impacting Arizona’s future are based on facts, not politics, and that all Arizonans’ voices and collective wisdom are heard

Nonpartisan Leadership: Continue to ensure Arizonans’ Shared Public Values are central to CFA’s priorities and maintain nonpartisan credibility and unbiased focus in guiding Arizona toward a brighter future

Positive Image for AZ: Continue shaping a positive image of Arizona, celebrating both its diversity and Shared Public Values to leverage its strengths and address its challenges

Community Empowerment: Empower the public to actively participate in decisions that impact their future

Catalyze Action: Share trusted data and advance solutions to achieve the priorities of Arizonans.
Good intentions in the interest of positive change are nothing without action. CFA was founded as a “do-tank” because of a unique desire to always ensure our information is mobilized into real action that positively impacts Arizona and all who live here.
Advancing what matters most to Arizonans through:

Research, Measurement, Community Engagement, Action

CFA catalyzes action to achieve The Arizona We Want by sharing the inspiring and fact-based message that Arizonans are more united than divided, informing leaders and communities about where there is work to do and actions that the majority of Arizonans support, convening partnerships, and by impacting hundreds of thousands of lives through statewide programs and initiatives in education, workforce, and civic health.
What matters most to Arizonans for the long-term future?
Gallup Arizona Project

What matters most to Arizona voters in elections and governance?
Arizona Voters’ Agenda

How is Arizona doing on the issues that matter most to Arizonans?
Arizona Progress Meters

Survey Research:
Identifying Shared Priorities of Arizonans

Going directly to Arizonans and asking what matters most to them provides the bedrock and foundation of CFA’s work. We trust and believe in the voices of Arizonans to provide guidance for all that we do. By identifying and naming those areas where Arizonans agree - our Shared Public Values - CFA creates hope, inspiration, and energy for action. We are committed to ongoing survey research. In addition to our continued partnership with Gallup in deepening our understanding of our Shared Public Values, we have committed to learning more about what matters to voters across the political spectrum during election years and sharing the information in the Arizona Voters’ Agenda with candidates running for office and elected leaders while maintaining our firm commitment to nonpartisanship.

Arizona Progress Meters: Measuring How Arizona is Doing

We know that what gets measured gets done. So, if we know the highest shared priorities of Arizonans, how are the state and communities across the state doing based on measurable metrics? CFA’s Arizona Progress Meters equip state and community leaders with data essential to decision-making and reveal where Arizona and its communities stand on Jobs, Education, Connected Communities, Natural Resources, Young Talent, Civic Participation, Infrastructure, and Health and Well-Being. We look forward to expanding and refining these dynamic tools to help leaders make informed decisions and to further inform and support communities’ planning and action in the coming years.

CFA’s Arizona Progress Meters portfolio includes:
- Eight progress meters (see right) and related metrics that are updated regularly
- Interactive online dashboards and visualization tools to research and examine data specific to Arizona and its communities
- Access to the most up-to-date data available across 80 metrics curated from trusted, public data sources
- Data for Arizona and all 15 counties, all Arizona urban areas (MSAs) and demographic subgroups

Data for Action: Engaging Communities & Leaders to Build Understanding, Solutions

CFA goes beyond sharing our research and data by convening and facilitating community conversations across Arizona. We collaborate with communities and leaders to help chart a path for turning the priorities of Arizonans into reality through data-driven discussions and constructive problem-solving and solution-building using our survey research and Arizona Progress Meters data.
Impact Initiatives & Programs: Advancing Prosperity, Quality of Life, and Opportunity for all Arizonans

Over the last two decades, CFA’s initiatives and programs have led collaborative impact for transformational change. With a focus on the outcomes Arizonans want, our work applies systems thinking to Arizona’s most pressing challenges, helping our partners think differently and holistically, and removing any barriers that impede progress to achieving desired outcomes. Our journey has been marked by groundbreaking innovations and making our own contributions to The Arizona We Want, achieved in collaboration with over 200 diverse partners ranging from businesses and foundations to educational institutions and nonprofit organizations. We have been more than talk; we’ve been a force for advancing solutions and reinventing approaches in education, workforce, and civic health.

Reimagining Education for a Prosperous Future:
A strong education system that supports the success of every child is vital to Arizona’s future. CFA has been a trailblazer driving equity and excellence across our education system. We envision a future where every child succeeds, and to bring this vision to life, we’ve been closing achievement and opportunity gaps and increasing educational attainment. Our programs prepare great school leaders, create career-connected pathways, and help schools customize learning that supports every child.

Empowering a Competitive Workforce:
A competitive workforce is the cornerstone of economic prosperity in a perpetually evolving world. CFA combines education, training, and support systems to fortify Arizona’s workforce for the long term. Our initiatives are thoughtfully designed to instill lifelong skills in workers, promote individual and shared prosperity, and position Arizona as a beacon of innovation and opportunity.

Strengthening Civic Health and Thriving Communities:
Our civic health—how we come together to define and address public problems—is a testament to our collective strength and well-being. CFA has been at the forefront, championing civic engagement and providing Arizonans with the necessary tools and knowledge to construct connected and engaged communities. Our endeavor is not merely to address public problems but to shape a landscape where every individual is a catalyst for long-term prosperity and resilience.
Our Impact

Leaders and communities across the state are taking action to achieve The Arizona We Want. And so is CFA. Here’s a look at our impact by the numbers:

165+ Communities engaged
385,000+ Students impacted
100+ Data-driven community conversations & convenings
5,000+ Press mentions + features
30+ Staff based in Phoenix, Tucson, Flagstaff, Prescott, Yuma

NINE Statewide initiatives & programs across education, workforce, and civic health
- Arizona Civic Life Partnership (ACLP)
- Arizona Pathways to Prosperity (APTP)
- Arizona Personalized Learning Network (APLN)
- Beat the Odds School Leadership Academy (BTO Academy)
- Communities at the Center (CAC)
- Gabe Zimmerman Public Service Awards (GZA)
- RetailWorks AZ (RWAZ)
- School Participatory Budgeting in Arizona (SPB)
- Workforce Leadership Academy (WLA)

15 Research reports
220+ Partners engaged
45+ Opinion editorials published
25+ Data-to-action community collaborations
CFA is committed to a future where vision, collaboration, and empowerment remain the driving forces behind a thriving Arizona for all. Together, let's continue to shape the possibilities and unlock the potential that lies ahead.
BELIEVE IN CFA: Shaping Arizona's Future Together

Arizona is at an inflection point as we look at what is needed for the next twenty years and beyond. In a world where forces seek to divide, CFA unites us to ensure Arizona realizes its potential today and tomorrow and to focus on where we can come together for good. It’s about keeping Arizona connected, building trust, and providing a reliable source of facts and trusted information that leads to real action. Continued support is crucial to continuing this important long-term work.

Investing in CFA is not just an investment in an organization; it’s an investment in the future of Arizona. Together, we build confidence, shape a narrative that reflects the best of who we are as Arizonans, and foster progress to build the future we all want—a place of opportunity and shared prosperity. Join us in believing in CFA and working together to make Arizona’s future even brighter for future generations.
WHAT’S NEXT

20 YEARS OF DEMONSTRATED SUCCESS:

Discover the Power of Investing in CFA

You Love Arizona: CFA is committed to making Arizona a better place for all Arizonans. Your support directly contributes to the state’s well-being.

Champion the Voices of Arizonans: Your support leads to a powerful outcome – it builds confidence in ourselves and each other. Together, we become the architects of our state’s destiny.

Take Charge of Our Identity and Future: Someone else will shape the narrative if we don’t do it. CFA empowers us all to set the record straight, counter the harmful narrative of division, promote a positive image of Arizona, and ensure our collective voice is heard.

Leverage the Opportunity in Common Purpose: It’s in our best interest to connect to the common purpose of advancing the state. CFA is bringing Arizonans together to work towards our shared vision of progress.

Facts Without a Hidden Agenda: CFA is dedicated to centering the voices of the people, providing unbiased information and nonpartisan research that guides informed decision-making.

Help Leaders Make Better Decisions: Empower leaders to make informed, evidence-based choices – the foundation of a prosperous and united Arizona.

Make AZ a Great Place to Live, Work, and Be: Ensure that Arizona continues to attract and retain talent, making it a desirable place to call home. Your investment advances solutions and systemic change in education, workforce and civic engagement through CFA’s statewide initiatives and programs.

Be part of shaping Arizona’s future based on the things that unify us as Arizonans. arizonafuture.org/partner.
Arizona's future is in all of our hands. The work ahead is more than any one person or organization can accomplish. It is up to all of us to come together to realize our shared ambitions for the state.
Our Supporters

We are deeply grateful for the generous funding partners who make our long-term strategic work possible and sustainable. Like us, they know that there is a high reward when people who care about mobilizing positive change have the resources to act on data and insights. They understand that consistent financial support enables our best work in service of the public good.

founding donors

Special appreciation for the following organizations and individuals whose investments were instrumental in creating Center for the Future of Arizona:

- Chanen Construction Company
- Hensley Beverage Company
- The Lodestar Foundation
- Lyon Family Trust
- Jerry and Florence Nelson
- Rodel Foundation of Arizona
- Stardust Foundation
- Swaback Partners
- Don and Sharon Ulrich

20th anniversary sponsors

Special thanks to the following organizations and individuals whose investments helped Center for the Future of Arizona celebrate twenty years of impact and lay the foundation for the future:

ORGANIZATIONAL DONORS

- 100Kin10
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- AAP Arizona
- The Affirm Cares Employee Foundation
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- ALL In Education
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- Arizona American Philanthropic
- Anonymous, in recognition of and to honor the Connie Hillman Family Foundation
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- Arizona Diamondbacks
- Arizona Family Health Partnership
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- Arizona GEAR UP
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- Arizona K12 Center
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- Fiesta Bowl Charities
- First Things First
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- Garcia Family Foundation
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- Goodman’s
- Grand Canyon University
- Greater Phoenix Chamber of Commerce
- Greater Phoenix Leadership
- Greater Yuma Economic Development Corporation
- Harris Education Foundation
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- 3M Morgan Chase Foundation
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- Kitchell Corporation
- Kroger/ Fry’s Food Stores
- LAVDOCE
- LISC Phoenix
- Local First Arizona
- The Lodestar Foundation
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- Magellan Complete Care of Arizona
- Marquette Foundation
- Maricopa Community Colleges
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- McCarthy Building Companies
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- Northern Arizona University
- Office of the Arizona Governor
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- Participatory Budgeting Project
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- Pinal County
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