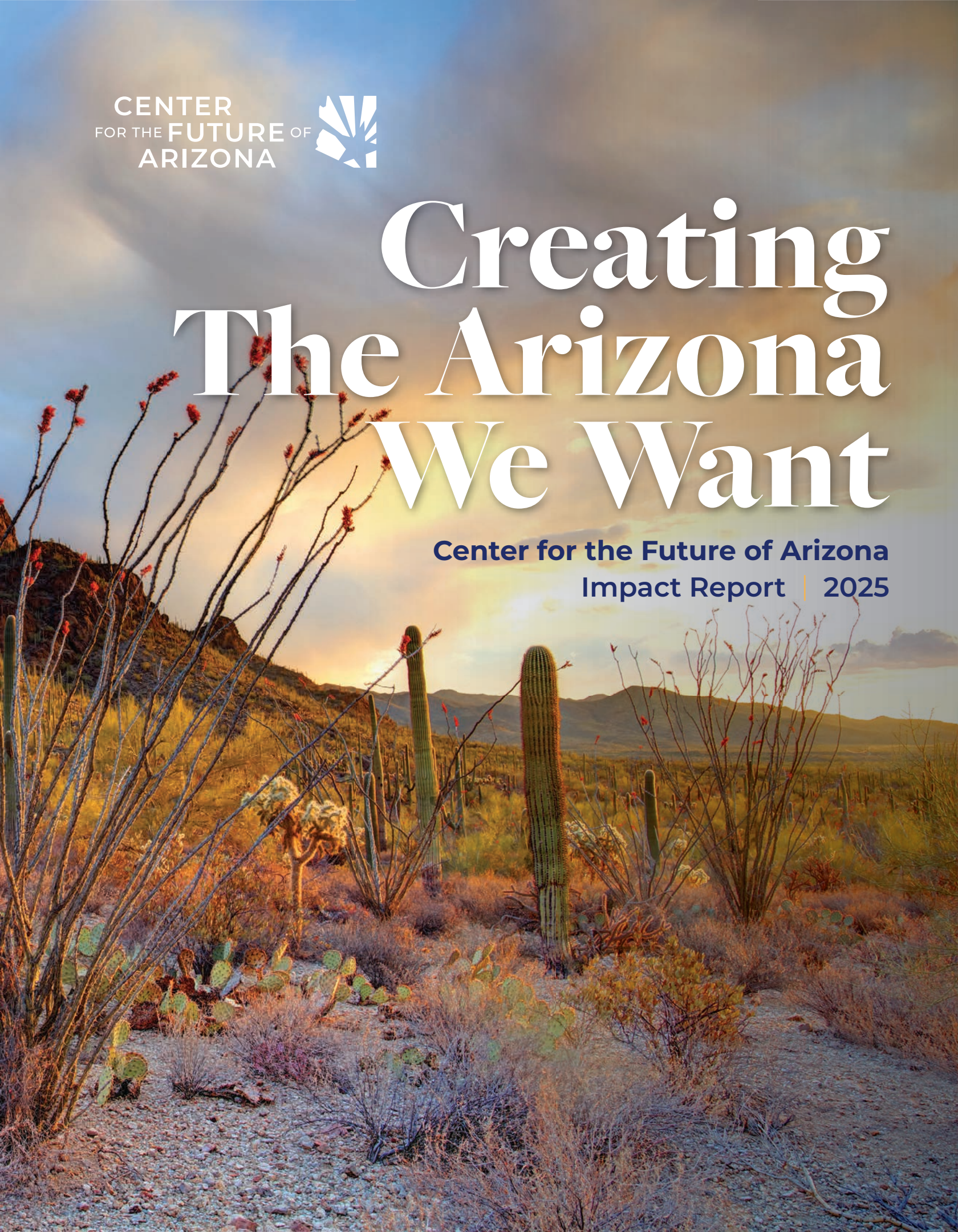


CENTER
FOR THE FUTURE OF
ARIZONA



Creating The Arizona We Want

Center for the Future of Arizona
Impact Report | 2025





Center for the Future of Arizona (CFA) is a nonprofit, nonpartisan “do-tank” that brings Arizonans together to create a stronger and brighter future for our state. Through survey research & reports, Arizona Progress Meters, and impact initiatives & programs, CFA **listens to Arizonans** to learn what matters most, **shares trusted data** about how Arizona is doing in those priority areas, **brings critical issues** to public attention, and works with communities and leaders to **solve public problems**.

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.

Values

Our organizational values guide our unique approach, making CFA a difference-maker for Arizona. From the beginning, we've placed Arizonans at the center of our efforts, ensuring that their voices and collective wisdom remain our compass. Steadfastly committed to accurate and reliable information, CFA has become a trusted resource for the state with an unparalleled ability to cut through the noise. We are dedicated to translating insights into action, mobilizing resources, and ensuring that empowering information leads to outcomes that benefit all Arizonans. Our big-picture thinking and dedication to forging collaboration in all we do enhance our impact in building **The Arizona We Want**.

- Equity
- Inclusion
- Guided by What Matters to Arizonans
- Collaboration
- Impact
- Innovation
- Joy in the Journey

From Our Chair, President & CEO

Dear Friends,

It is my great pleasure to share Center for the Future of Arizona's FY25 Annual Impact Report — an opportunity to reflect on the remarkable progress we've made together toward achieving **The Arizona We Want**.

This past year, the momentum behind our work grew stronger than ever, thanks in large part to the support of partners who stepped forward to invest in bold ideas and real solutions through our **Building Arizona's Bright Future Together** campaign. These investments are already accelerating impact across our initiatives: expanding innovative education and career pathways, fueling dynamic civic engagement, strengthening Arizona's workforce, and enabling us to champion and deliver on what matters most to Arizonans.

Our work begins by listening. Our commitment to hearing Arizonans, and turning their voices into action, is what distinguishes our approach and drives our relevance. This year, we deepened that commitment by launching **Unlocking Potential**, our first-ever economic return-on-investment analysis. This study quantifies the benefits of advancing widely supported public

priorities discovered in our Arizona Voters' Agenda surveys, like childcare access, post-secondary attainment, and housing affordability. It makes clear that aligning investment and action with the priorities of Arizonans is not just the right thing to do, it's a smart strategy for economic prosperity and growth for the long term.

We also made significant strides in making our data more accessible and actionable through the development of our newest body of work, the **Arizona Media Institute**. This new initiative will launch in 2026 and bring CFA's trusted insights into the hands of journalists in a more powerful and consistent way, helping ensure public dialogue remains focused on the issues Arizonans care about most. Through this work, we are building a stronger bridge between shared public values and the stories that shape public attention, decision-making, and solutions.

None of our work happens in isolation; *coming together* is at the core of our mission. This year, we **deepened long-standing collaborations and forged new strategic partnerships** that broaden our reach and amplify our collective impact. From the Flinn Foundation to Education Forward Arizona, from the Southern Arizona Leadership Council to Valley of the Sun United Way and Greater Phoenix Leadership and dozens of municipalities and communities, we are proud to work alongside mission-aligned leaders across sectors and geographies who share our belief in the power of data-driven decision-making, collaboration, and public engagement to build a stronger and brighter future.

Thank you for being part of this journey. We are proving that when we stay focused on the public values Arizonans share, we can make real and lasting progress. Together, we can make **The Arizona We Want** a reality for all. That is our purpose and our promise.

With gratitude,



Sybil Francis, Ph.D.
Chair, President & CEO
Center for the Future of Arizona





The Arizona We Want

At Center for the Future of Arizona, **The Arizona We Want** is a shared vision shaped by Arizonans' voices and advanced through data, partnerships, and collaboration. This year, CFA strengthened the systems that support informed public dialogue and long-term opportunity across communities statewide.

The Arizona We Want

Strengthening Informed Public Dialogue

A stronger Arizona depends on shared understanding — access to trusted information that helps people make sense of complex issues, engage with one another, and work toward common goals. At a time when public trust is strained and the information landscape is rapidly changing, CFA is investing in the systems that support informed dialogue and problem-solving statewide.

This year, CFA moved the **Arizona Media Institute** from vision to action. Supported by a \$1 million founding investment from Don Budinger, CFA focused on building the partnerships, infrastructure, and design needed for long-term, statewide impact.

A key milestone was securing a long-term partnership with the Arizona Media Association and leading its first Education Symposium. The convening introduced journalists across the state to **The Arizona We Want**, deepened relationships with newsrooms, and helped inform the Institute's core features.

In parallel, CFA advanced the foundational elements of the Media Institute — including progressing the design of a digital hub with integrated data solutions and finalizing key performance indicators ahead of public launch. Feedback from journalists and leaders in media consistently emphasized the importance of timely data and regional insight, priorities that will continue to guide the Institute's development and statewide impact.



“The Arizona Media Institute is a powerful asset supporting data-driven reporting on what matters most to Arizonans. It supports a strong and independent media that is central to our democracy, is helping to rebuild the public’s trust in the media, and is an important tool in advancing The Arizona We Want.”

— Don Budinger
Founding Director and Chair, Rodel Foundation



Year in Review: Highlights of Impact

Elevating Shared Values Through the Arizona Voters' Agenda

In 2024, CFA's **Arizona Voters' Agenda** shaped statewide conversations by elevating what Arizonans agree matters most — regardless of party, candidate, or election result. Grounded in rigorous, nonpartisan public opinion research, the Voters' Agenda generated more than 980 million media impressions and 2,000 media mentions, informing election coverage, policy debates, and civic dialogue statewide.

Ahead of the general election, CFA partnered with Arizona PBS to expand public understanding of Arizona's civic systems and shared public values through trusted public media. As part of the partnership, Arizona PBS produced Voter Ed, a five-episode, digital-first video series offering concise explanations of key civics topics in Arizona. The collaboration also included seven issue-focused segments informed by CFA's Gallup Arizona Survey, which aired on Arizona Horizon.

Looking ahead, this work continues to evolve. CFA is advancing *Unlocking Arizona's Potential*, a first-of-its-kind return-on-investment report connecting shared values to measurable outcomes. And, has begun early work on the 2026 Arizona Voters' Agenda to ensure Arizonans' priorities continue to guide decision-making in the years ahead.



"At ACF, we believe in the power of trusted partnerships to create lasting change. Our collaboration with CFA reflects our shared commitment to ensuring that every Arizonan has the opportunity to thrive. Together, we're expanding access to education, elevating community voices, and building a stronger Arizona for all."

— Anna María Chávez
President & CEO, Arizona Community Foundation

Year in Review: Highlights of Impact

Convening Leaders for Local Impact

Strong communities are built when local leaders have the insight, tools, and shared understanding needed to make decisions that reflect the priorities of the people they serve. CFA works alongside cities and towns across Arizona to help translate shared public values into meaningful, place-based action.

At the **League of Arizona Cities and Towns** Pre-Conference Session, CFA engaged more than 100 local leaders in a conversation focused on driving positive outcomes in their communities. This year's session centered on elevating Arizonans' voices in the context of the election, helping local officials understand what residents across the state value most and how those priorities can inform local decision-making.

By convening leaders from communities of all sizes and regions, CFA reinforced the importance of grounding policy discussions in shared public values and data — even during highly visible election cycles.

“What stands out about CFA is its deep commitment to listening to Arizona communities and turning insight into impact. The State of Black Arizona is proud to be part of that important work.”

— Teniqua Broughton
Chief Executive Officer, The State of Black Arizona



Thought Leadership

Throughout the year, Center for the Future of Arizona advanced its thought leadership by sharing insights about Arizonans — their values, priorities, and aspirations — and elevating a unifying vision for the state grounded in data. Through research, convenings, presentations, and public engagement, CFA continued to reinforce a core finding: Arizonans agree on more than they disagree and are not as divided as public discourse often suggests. Rooted in **The Arizona We Want**, this work provides a hopeful, actionable framework for leaders across sectors.

As Greater Phoenix Leadership (GPL) marked its 50th anniversary, we contributed insights and leadership to conversations about the region's continued growth and prosperity. Dr. Sybil Francis, Chair, President & CEO, joined a panel with GPL President & CEO Neil Giuliano and Neal Peirce Foundation Treasurer Bill Fulton to reflect on the region's transformation and opportunities ahead. CFA also partnered with GPL and the Neal Peirce Foundation on *The Peirce Report, Revisited*, providing context and insights on the future of talent, economic growth, and civic leadership in Greater Phoenix.

CFA leaders also brought Arizona's lessons to state and national audiences. For example, Cindy Erwin, Director of College and Career Pathways at Phoenix Metro, represented CFA at a national convening on dual enrollment, sharing insights on how Arizona is expanding early college pathways to advance postsecondary attainment. Holly Kurtz, Director of Workforce Development, participated in a national convening on education and workforce alignment.



The Arizona Progress Meters

Progress depends on more than intention — it requires clear, shared measures of where we are and where we want to go. CFA's **Arizona Progress Meters** provide a trusted framework for understanding Arizona's progress across key issues and helping leaders, organizations, and communities align around shared priorities and action.

CFA updated data across the Arizona Progress Meters, equipping leaders and communities with timely, trusted insights to track progress and inform decision-making statewide. This year also included enhancements to the **Infrastructure and Health & Well-Being Progress Meters**, strengthening their relevance and usability.

Arizona Progress Meters

Partnering to Turn Data Into Impact

The power of the Progress Meters lies in how they are used. CFA works closely with partners across sectors to help leaders interpret the data, connect it to their priorities, and apply it in meaningful ways.

- With **Valley of the Sun United Way (VSUW)**, we developed a web-based dashboard for the organization’s Mighty Change metrics and presented findings at the MC2026 Scorecard convening. VSUW has integrated CFA’s Gallup Arizona Survey and Arizona Progress Meters into its planning and evaluation, using the data to guide decisions, track outcomes, and inspire collective action.
- In partnership with the **Arizona Community Foundation (ACF)**, CFA curated data aligned to ACF’s strategic priorities and engaged foundation leadership and staff in deep exploration of the findings. Our data and analysis helped inform ACF’s ongoing decision-making across education, housing, and environmental initiatives.
- CFA also partnered with **State of Black Arizona** to develop the Volume V Progress Metrics Dashboard, unveiled at Governor Katie Hobbs’ February convening with state agencies. The dashboard provides real-time data across education, economic opportunity, healthcare, infrastructure, and civic engagement — equipping leaders and communities with the information needed to advance opportunity for Black Arizonans.
- Building on this momentum, the **Arizona Civic Life Partnership**, a collaboration between CFA and the Arizona Center for Civic Leadership at the Flinn Foundation will launch a statewide effort to activate the **Arizona Civic Health Progress Meters** as a shared framework for defining, measuring, and strengthening civic life in Arizona. This work will engage organizations and leaders across the state to ensure the Civic Health Progress Meters reflect Arizona’s evolving civic landscape and help establish shared goals to guide collective action statewide.



CFA’s Chair, President & CEO Dr. Sybil Francis poses alongside fellow presenters at the MC2026 Scorecard event.



CFA’s Ian Dowdy and Dr. Sybil Francis join State of Black Arizona CEO Teniqua Broughton at the Arizona State Capitol.



Representatives from over 20 organizations learn more about and discuss recent updates to the Civic Health Progress Meters.

More Ways to Explore Arizona's Progress

Building on this foundation, CFA developed **interactive dashboards** that complement the Arizona Progress Meters and provide new ways to organize, explore, and apply data — giving decision-makers and community leaders additional tools to understand Arizona’s progress and support informed action.



EXPLORE THE DASHBOARDS ►

OUR IMPACT:

By the Numbers





200+

education
leaders
trained

260+

partners
engaged

315,600+

students
impacted

16,350+

teachers
impacted

60+

communities
engaged

Year in Review: Highlights of Impact

ADVANCING THE ARIZONA WE WANT

Impact Initiatives & Programs

SHARED PUBLIC VALUE:

A highly educated and skilled population is good for Arizona

WHAT ARIZONANS WANT:

A quality education system that is both excellent and equitable — preparing every child to succeed and thrive

Education

Preparing Arizona's students for success requires systems that connect learning to opportunity, center the success of each student, and develop leaders capable of driving lasting change. CFA's education work focuses on strengthening these systems so students can leave school with purpose, momentum, and pathways to a future they believe in.

Career-Connected Pathways

Students are more likely to succeed when education is connected to real-world experiences and clear career pathways. CFA's work brings schools, colleges, and employers together to help students build skills, confidence, and direction — while strengthening Arizona's talent pipeline and regional economies.

This year, CFA completed and celebrated a **six-year federal Education Innovation and Research (EIR) project** — CFA's first-ever federal grant — marking a significant milestone in the organization's growth and national credibility. The project engaged 12 high schools and seven community colleges across Arizona, with 8,000+ students involved. The project reinforced a clear lesson: when schools, colleges, and employers collaborate to offer meaningful, real-world opportunities, students are more likely to take ownership of their education and career paths. CFA is carrying these insights forward by integrating the findings into its early college work and sharing the research broadly to inform practice and systems change across the state.



Nearly 50 educators from 11 high schools and seven community college systems convened to reflect on what the work revealed.



In Navajo County, students used CFA and the Work-Based Learning Alliance's virtual internship model to design a youth-driven mental health solution, demonstrating how career-connected learning can empower students to address challenges in their own communities.

Student-Centered Education

For decades, CFA has played a leading role in advancing the future of learning in Arizona — always with a focus on the success of each individual student. CFA works alongside school systems across the state to help move education beyond a one-size-fits-all approach, supporting learning environments that recognize students' strengths, needs, and pathways.

CFA expanded access to professional learning through the **Arizona Personalized Learning Network (PLN)**. With KnowledgeWorks and the ASU Prep Digital Virtual Teachers Institute, CFA launched **PLN Explore**, a series of no-cost, on-demand modules available to any Arizona educator, with more than 300 modules completed to date. In addition, the **third PLN Launch cohort** engaged more than 200 educators across 30 school-based teams, supporting implementation of personalized, competency-based practices through peer learning and collaboration.

Looking ahead, CFA, in collaboration with the **Arizona Institute for Education and the Economy**, is advancing *Permission Granted* — a statewide effort to help schools translate existing policy flexibility into meaningful action. Through tools like the Policy Primer and Innovation Guide, this work clarifies what flexibility already exists and provides practical examples of how schools and systems can use it to support student success.

Educational Leadership

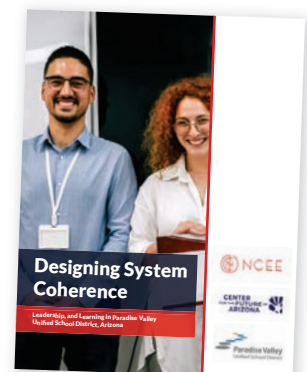
School leadership matters. Principals and district leaders set the conditions that shape teaching, learning, and student success — and strong leadership is one of the most consistent drivers of improvement across education systems.

This year, CFA expanded the **Beat the Odds School Leadership Academy (BTO)** to Yuma County, partnering with Yuma ESD and Mohawk Valley ESD to launch the region's first cohort. Cohorts in Phoenix and Paradise Valley also concluded, bringing the total number of BTO participants to more than 460 leaders across eight Arizona counties. Through BTO, CFA equips leaders to align vision, practice, and systems in ways that improve outcomes for students.

CFA's leadership work was further elevated through a case study produced in partnership with the National Center on Education and the Economy. **Designing System Coherence: Leadership and Learning in PVSchools** draws on CFA's long-standing experience in school leadership development to contribute original research and practical insights that can inform leadership practice in Arizona and across the nation.



This cohort of Phoenix-based education leaders joined 450+ alumni in completing CFA's Beat the Odds Academy.



Year in Review: Highlights of Impact



ADVANCING THE ARIZONA WE WANT

Impact Initiatives & Programs

SHARED PUBLIC VALUE:

Civic engagement that solves problems and democracy that works for all

WHAT ARIZONANS WANT:

Connected and vibrant communities with a pipeline of strong leaders who work together to develop long-term solutions on behalf of all Arizonans

Civic Health

Strong communities depend on trust, shared responsibility, and the ability to work together across differences. Our civic health work focuses on strengthening these foundations — helping Arizonans feel informed, connected, and empowered to shape the future of their communities.

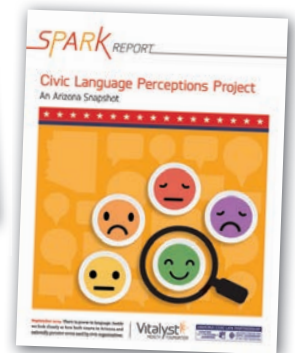
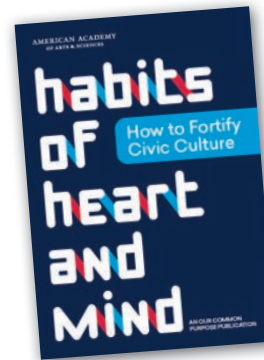
Arizona Civic Life Partnership

The **Arizona Civic Life Partnership (ACLPL)**, a collaboration between CFA and the Arizona Center for Civic Leadership at the Flinn Foundation, brings leaders together to align around shared goals to strengthen civic culture in Arizona.

- Through ACLPL, CFA convened representatives from more than 20 organizations statewide to examine the state of civic health using newly updated **Arizona Civic Health Progress Meters** data. These conversations are helping identify the metrics that matter most, set shared targets for progress, and lay the groundwork for collective action that strengthens connection, participation, and trust.
- ACLPL has also elevated Arizona’s leadership nationally. In **Habits of the Heart and Mind: How to Fortify Civic Culture**, a report from the American Academy of Arts & Sciences, CFA’s work is featured as a leading example of how local, data-informed action can strengthen civic life. CFA Chair, President, & CEO Dr. Sybil Francis served on the report’s steering committee, reinforcing Arizona’s role in shaping national dialogue on civic culture.
- ACLPL’s research further underscores that what we say, and how we say it, matters. Through the **Arizona Civic Language Perceptions Project**, we found that civic terms such as *liberty*, *unity*, *justice*, and *citizen* resonate more positively in Arizona than nationally, especially among individuals with civic education — insights that are informing more effective communication and engagement beyond election cycles.



Representatives from over 20 organizations learn more about & discuss updates to the Civic Health Progress Meters



Honoring Public Service

Through the **Gabe Zimmerman Public Service Awards**, we honor public servants whose leadership reflects integrity, collaboration, and a deep commitment to community well-being. **Meet the honorees** ►

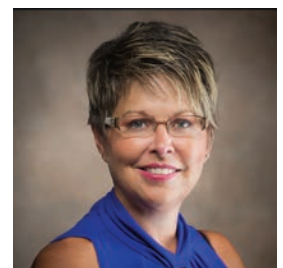
Expanding Civic Learning

CFA’s **School Participatory Budgeting (SPB)** strengthens civic health by giving students real opportunities to practice democracy and shared decision-making. This year, CFA expanded SPB’s reach while laying the foundation to scale and sustain the program statewide.

- CFA developed 14 new, standards-aligned lesson plans and expanded access through the SPB Institute and professional learning communities, supporting educators as they implement participatory budgeting in schools.
- SPB also expanded to Yuma, Lake Havasu, and West Valley schools, while sustaining long-standing partnerships in Chandler, Queen Creek, and Flagstaff.



Rosa Inchausti
City of Tempe



Lisa Garcia
Town of Florence



Matthew Gurney
City of Bisbee



Shannon Anderson
City of Flagstaff

Year in Review: Highlights of Impact



ADVANCING THE ARIZONA WE WANT

Impact Initiatives & Programs

SHARED PUBLIC VALUE:

Good-paying jobs and the education and training needed for all Arizonans to fully participate in a vibrant economy

WHAT ARIZONANS WANT:

Opportunities for career advancement and economic mobility that lead to improved quality of life

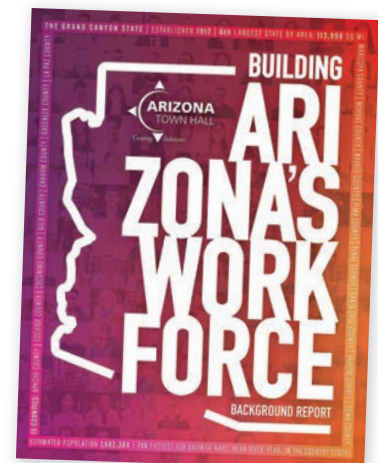
Workforce Development

A strong workforce is essential to Arizona's economic vitality and quality of life. CFA's workforce development efforts focus on aligning education, industry, and regional leadership so Arizonans can access opportunity — and employers can find and grow the talent they need. Across research, partnerships, and convenings, CFA works to strengthen workforce systems so they are more responsive, inclusive, and future-ready.

Informing Statewide Workforce Dialogue

This year, CFA contributed key data and analysis to **Arizona Town Hall's Building Arizona's Workforce** background report, including insights on untapped workers, workforce participation, and sector-specific trends such as retail. Released in April 2025, the report is serving as the foundation for virtual and in-person conversations across Arizona, helping communities build shared understanding of how Arizonans want to meet workforce needs and sustain a vibrant economy.

By grounding these conversations in trusted data and diverse perspectives, CFA helps ensure workforce solutions reflect lived experience as well as economic realities. This work continues as the report informs dialogue, policy discussions, and collaborative problem-solving statewide.



Workforce Development

Developing Regional Workforce Leadership

Lasting workforce solutions require leaders who can work across systems and sectors. CFA continues to invest in leadership development through the **Southern Arizona Workforce Leadership Academy**. In partnership with the Aspen Institute and Pima Community College, CFA launched a second cohort of 18 fellows, made possible in part by the Thomas R. Brown Family Private Foundation.

The Academy builds the skills and networks leaders need to drive systems change and address urgent workforce challenges across Southern Arizona. Fellows graduated in November 2025, strengthening regional capacity to advance coordinated, long-term workforce solutions.



“The Southern Arizona Leadership Council and CFA share a bold vision for Arizona, grounded in collective responsibility and fact-based leadership, to drive lasting prosperity and thriving communities statewide. We’re proud to partner with CFA in advancing that future for all Arizonans.”

— Ted Maxwell
President & CEO, Southern Arizona Leadership Council



The Southern Arizona Workforce Leadership Academy brings together leaders from across Pima, Santa Cruz, Cochise, and Yuma counties to imagine what a stronger, more inclusive workforce could look like.

Addressing Healthcare Workforce Needs

Keeping Arizona healthy and resilient requires meeting healthcare workforce demands while improving how workers are recruited, prepared, trained, and retained. CFA plays a critical role in this effort by convening partners across regions, systems, and sectors to collectively understand workforce needs, remove barriers, and advance data-driven solutions through the **Healthcare Workforce Action Network**.

Through this work, CFA supports both statewide and regional efforts — including in Yuma, Cochise County, and Northern Arizona — bringing together healthcare providers, educators, employers, and community leaders to align strategies and leverage shared resources. By grounding collaboration in data and lived experience, CFA helps partners move beyond fragmented responses toward coordinated approaches that strengthen healthcare workforce pipelines, support person-centered care, and improve long-term workforce stability across Arizona.



Leaders, including CFA staff, and practitioners from across Arizona convene to share data, insights, and practical solutions to strengthen the state’s healthcare workforce.



Changemakers Leading with Purpose

CFA's impact is driven by the people behind the work — a dedicated team of staff and board members united by a shared commitment to advancing **The Arizona We Want**. Across roles and disciplines, our team brings deep expertise, collaboration, and care to the complex challenges facing Arizona's communities. The culture we have built together was recognized this year when CFA was named a **Top 10 Finalist for Phoenix Business Journal's 2024 Best Places to Work**.

CFA staff are trusted leaders whose expertise is sought out across Arizona and beyond. Many were recognized externally for their leadership, service, and impact:

- **Dr. Sybil Francis** was named Woman of the Year by Arizona Capitol Times as part of its 2024 Women Achiever Awards and received the Pete C. Garcia Victoria Foundation Educational Diversity Award.
- **Peter Boyle**, Senior Director of Education, was named a Phoenix Business Journal 40 Under 40 honoree.
- **Evelyn Casuga**, Director of Community & Economic Prosperity, received the Shirley Agnos Legacy Award from Arizona Town Hall.
- **Sabrina Estrada**, Senior Program Coordinator for Civic Health, completed the Adelante Fellowship through ALL In Education.
- **Esmeralda Franco**, Senior Aide to the President & CEO, graduated from Valle del Sol's Hispanic Leadership Institute.

Board Leadership

CFA welcomed **Kate Baker** to its Board of Directors, bringing deep experience in healthcare, finance, and statewide leadership



"I am honored to join Center for the Future of Arizona's Board of Directors. I believe deeply in the power of collaboration to create meaningful, lasting change."

— Kate Baker
Vice President and Treasurer,
Blue Cross Blue Shield of Arizona (retired)



How You Can Support CFA

Invest in Arizona's Future

When you donate, you're fueling real solutions to the biggest challenges facing our state. Your support drives research, partnerships, and programs that create lasting impact — helping to build a stronger, more vibrant Arizona for everyone.

Bring in an Expert

Looking for fresh insights? Our experts are available to discuss how research and data can support your community or organization's goals. Let's start a conversation that sparks ideas and action.

Dive into the Data

Want to dig deeper? Partner with us on research, explore new data insights, or host a community discussion that turns information into impact.

Get Involved

Whether you're improving local schools, strengthening communities, or driving statewide change, there's a way for you to make a difference through our initiatives. Join us in shaping Arizona's future.

Get started at arizonafuture.org/partner.

Financial Report 2025 Fiscal Year

Center for the Future of Arizona is an independent, not-for-profit organization classified as a 501(c)3 organization by the Internal Revenue Service. This report reflects the audited financial position and activities for the year July 1, 2024 to June 30, 2025.

Financial Report

Statement of Financial Position (as of June 30, 2025)

Assets

Cash	\$	1,381,228
Accounts Receivable /		
Government Grants Receivable.....	\$	371,742
Promises to Give	\$	525,000
Prepaid Expenses	\$	103,464
Property and Equipment, net.....	\$	67,483
Total Assets.....	\$	2,448,917

Liabilities

Accounts Payable and Accrued Expenses... \$	203,565
Deferred Revenue..... \$	83,500
Refundable Advance..... \$	310,076
Total Liabilities..... \$	597,141

Net Assets

Without Donor Restrictions..... \$	660,775
With Donor Restrictions	1,191,001
Total Net Assets..... \$	1,851,776

TOTAL LIABILITIES AND NET ASSETS..... \$ 2,448,917

Statement of Activities

Support and Revenue

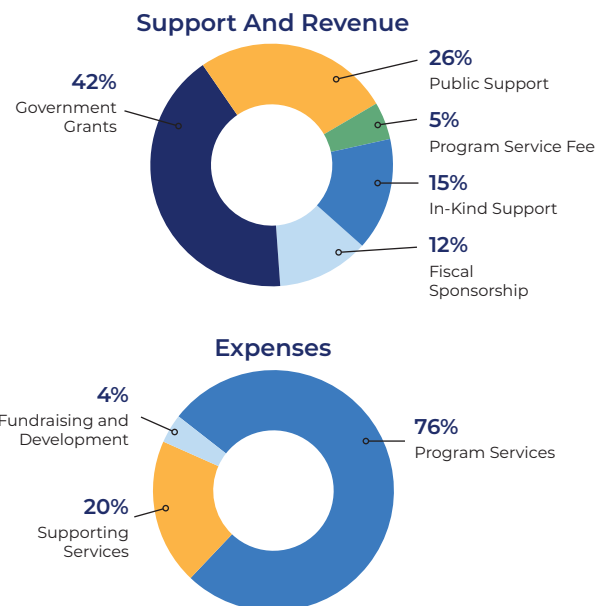
Fiscal Sponsorship	\$	832,521
Government Grants.....	\$	2,833,179
Public Support.....	\$	1,783,908
Program Service Fee.....	\$	340,707
In-Kind Support.....	\$	1,025,448
Other Income	\$	5,766
Total Support and Revenue..... \$	6,821,529	

Expenses

Program Services	\$	5,731,462
Supporting Services.....	\$	1,466,947
Fundraising and Development	\$	292,108
Total Expenses..... \$	7,490,517	

CHANGE IN NET ASSETS \$ (668,988)

Net Assets, Beginning of Year..... \$	2,520,764
Net Assets, End of Year..... \$	1,851,776



Donors

Reflects commitments made by corporations, foundations, government, and individual donors from July 1, 2024 – June 30, 2025.

Special Thanks To Our Donors

Visionary Leaders

(\$1 million and above)

Arizona GEAR UP*
Donald V. Budinger*
Helios Education Foundation*
U.S. Department of Education*

Innovators

(\$100,000 to \$999,999)

Anonymous
Arizona State University
Arizona Western College*
ASU Foundation
The Burton Family Foundation*
Local First Arizona Foundation*
Sharon Dupont McCord
F. Francis and Dionne Najafi / Pivotal Foundation*
Office of the Arizona Governor
Scitech Institute*
Thomas R. Brown Family Private Foundation*
Diane and Gary Tooker*
Marty Vanderploeg*
Walmart*

Bright Future Partners

(\$50,000 to \$99,999)

Anonymous
Arizona Community Foundation
City of Tucson
Garcia Family Foundation
Chuck and Chris Michaels*
National Bank of Arizona*
Salt River Pima-Maricopa Indian Community
SRP
Brian and Kelly Swette
Hal Tashman
Valley of the Sun United Way*
Mike and Cindy Watts*

Empower Partners

(\$25,000 to \$49,999)

Bank of America
Britebound
The Flinn Foundation*

Francis Family Foundation*
John and Kathleen Graham*
David Larcher
Vitalyst Health Foundation

Champions

(\$10,000 to \$24,999)

AAA Arizona
APS
Greater Phoenix Leadership
Quiet Heart Foundation, Inc.
South32
U.S. Bank Foundation

Supporters

(\$2,500 to \$9,999)

Anonymous (2)
Kate Baker
Annette Beus
Community Foundation for Southern Arizona
Cox Communications
Robert and Denise Delgado
Jill Harrison and David Johns
Andrew and Lucy McCain
Bill and Mary Kay Post
Vogel Family Charitable Fund

Friends

(\$1 to \$2,499)

Adobe Population Health
Anonymous
Arizona Family Health Partnership
Ellen and Lon Babby
Banner Health
Betsey Bayless
José Cárdenas
Sybil Francis and Michael Crow
George and Eula Dean
Amanda Burke and Cody Deike
Desert Diamond Casino
Carmen and Francisco Heredia
Jaclyn and Paul Hoerner
James Kiser
Holly and Dale Kurtz
Lisa Loo
Paul Luna, Helios Education Foundation
David Martinez III

Robert and Ruth McGregor
Microsoft Corporation
Molina Healthcare
Cate Musili
Katosha Nakai,
Tribal Policy People
OMNEAN
Nina K. LaPine and
Miike Scantlin
Ron and Vickie Shoopman
Joyce Smitheran
Southwest Center for Optics and Photonics
Ronald P. Spark
Sulphur Springs Valley Electric Cooperative
Cindy Traylor
Vision IT
Shari M. Capra and Neil Wake, In honor of Elva and Lattie Coor
David Wright

*Total gift amount of multi-year commitment

Board of Directors

Sybil Francis, Ph.D.

Chair, President & CEO,
Center for the Future of Arizona

Kate Baker

Vice President and Treasurer,
Blue Cross Blue Shield of Arizona (Ret.)

Dan Costello

Executive Vice President & Chief Revenue Officer,
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