



**MISSION** The Center for the Future of Arizona (CFA) is helping define and shape Arizona's future through an action-oriented agenda that focuses on issues critical to our state. CFA is a nonpartisan, nonprofit "do tank" that combines research with collaborative partnerships and initiatives that drive the state's economic prosperity, quality of life and civic health, and creates a better future for all Arizonans.

CFA believes that civic engagement and education attainment are critical to the future of our state, and we focus our work accordingly.

**The Arizona We Want** is committed to increasing citizen engagement, trust and collaboration with community and state leaders. We promote responsiveness to Citizen Goals identified in the Gallup Arizona Poll, and use progress meters and success stories to track and measure improvement. We create and support community action networks through SpeakOut AZ and online to increase citizen participation. And we engage

young talent from high schools through universities to build future leadership.

**The Education We Need** initiatives innovate and redesign systems to prepare all students for success in college and career. Programs like Move on When Ready, Pathways to Prosperity and Beat the Odds Leadership Academy increase quality, provide personalized college and career pathways and equip teachers and leaders with the skills they need, particularly among populations who need it most.

## VISION 2025: ARIZONA COMES OF AGE Report



**VISION 2025** at [arizonafuture.org](http://arizonafuture.org)

This report guides CFA's priorities and provides the state with a strategic roadmap for the next decade.

### THE ARIZONA WE HAVE

- Consistently, since statehood, **almost two-thirds of Arizonans were born elsewhere**. National polling data shows that we may look like the rest of the nation in terms of our aspirations and political views, but we don't behave like the rest of the nation in our citizen participation.
- Arizonans are growing younger, older and more diverse. **Latinos will become the majority population in Arizona by 2028**. We are also becoming younger and older than national averages.
- Arizona's **productivity and prosperity are declining** compared to U.S. averages and those of many neighboring states. Despite the size of our economy (GDP), the state's productivity is declining in ways that impact our economic competitiveness.
- One in five Arizonans lives in poverty and the per capita income of Arizonans has declined. Over the past two decades, **our per capita income has slipped to just over 80% of the national average**.
- Arizona citizens are not as fully engaged as we must be if our goals are to be realized. **Our civic participation rates are in the bottom quartile**.





# The Arizona We Want • The Education We Need

Dr. Lattie Coor, President Emeritus of Arizona State University and University of Vermont, serves as Chairman and CEO. Dr. Sybil Francis, a public policy architect with leadership experience at the White House Office of Technology Policy and The Cooper Union for the Advancement of Science and Art, is Executive Director. They established CFA in 2002 to provide thought leadership, drive collaborative, multi-sector partnerships

and identify long-term solutions to Arizona's most challenging issues.

In both practice and theory, citizen goals are at the heart of CFA's work. Our efforts focus on achieving results that only come with long-term planning, successful execution by Arizona leaders and, most importantly, the active and continuing involvement of the people of Arizona.

"Helios Education Foundation is proud to partner with the Center for the Future of Arizona. Their leadership on initiatives like Beat the Odds and Move On When Ready has impacted thousands of students throughout the state. They are helping lead Arizona to make educational improvements that will help prepare more students for success in college and career."

-- Paul J. Luna  
President and CEO, Helios Education Foundation



"Since its inception, the Center for the Future of Arizona has been our state's most credible voice for defining the right pathways to a prosperous future. In this age of opinion and spin, CFA stands out as a beacon of clarity and commitment to the facts. More than any other organization, it has been the source of our community conscience."

-- Donald A. Smith, Jr.  
President and CEO, CopperPoint Mutual Insurance Company



"Arizonans and their leaders have rightfully prided themselves as forward thinkers, consistently focused on the future they envision. The Center for the Future of Arizona institutionalizes this ideal and cultural feature of our state, and ensures that the DNA of Arizona's future focus remains a part of us for decades to come."

-- Steve Seleznow  
President and CEO, Arizona Community Foundation



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