2016 Annual & Endowment Report



TUCSON

ARIZONA



the university of arizona Foundation

technologies.

The contents of the School of Art's Jack Sinclair Letterpress Studio provide a fitting illustration of individual characters combining to create meaning. They also demonstrate the generosity of UA donors, a central element of our collective character.

Like so many campus gems, the letterpress and book arts studio would not exist without private gifts. Nancy Sinclair established it in 2011 by donating 15 tons of her late husband's equipment. Since then, many donors have added to the collection.

About the University of Arizona Jack Sinclair Letterpress Studio

Many of the photos in this report showcase the UA's home of letterpress and book arts facilities. The oldest traditional printing technique, letterpress dominated the field from the 15th century until late in the 18th. In recent decades, letterpress has seen a resurgence and is often used in combination with new digital

We are the This is our This is our haracter

T hether you're considering a person, a set of traits, or even a letter, a character can signify a universe of meaning. A certain letter proves it. It's a bold block A, representing a living monument to the ingenuity of Arizonans and a relentless force for good across the globe: the University of Arizona.

The story of who we are is composed of characters, each with limitless consequence. Because the people of the UA form our collective character, and it's still evolving. Every time we transcend a barrier, we learn more about what we can achieve together.

You're invited to meet a few of the people whose character compels them, and all of us, to: **forge** new paths, keep our promises, never leave our UA pride behind, redefine what land grant means today, catalyze success by trusting in our abilities, and recognize that we **learn more** through collaboration.



& Design By Clarissa-Gabrielle Becerril





ANNUAL REPORT

Limitless Possibility | 1 Keeping a Promise 3 Fostering Land Grant Loyalty 5 The Abiding Power of UA Pride 7 Learning More From Each Other 9 Confidence Makes The Best Catalyst | 11 Forging a Path to Holistic Healing 13

ENDOWMENT REPORT

Endowment Market Value 18 Investment Approach, Committee & Goal | 19 Investment Performance 21 Top Performing Allocations 23 Significant Actions Taken in 2016 25 Our Portfolio 27 Asset Class Review 29 The University of Arizona Foundation Leadership 36

Letterpress Photography



Fiscal year 2016 marks the third consecutive year in which your gifts and commitments have totaled more than \$200 million, and through the support of friends and alumni like Helen Wertheim, the UA is a world-renowned leader. As a successful businesswoman, recognizing hard work as the catalyst for unlimited possibility is part of her character.

Driven by a desire to make a positive difference in the lives of others and gratitude for the education she received at the UA, she established four new endowments in the form of a planned gift this year. With grand projects like OSIRIS-REx and amazing opportunities for students, the UA demonstrated to Helen and all of our supporters that your generosity will create enduring impact on the University and set the stage for innovative new ways of learning and discovery.

And it's all happening now.

Through Arizona NOW, the largest campaign undertaken by the UA to date, \$1.46 billion of a \$1.5 billion goal has been raised as of June 30, 2016. At this point, we are approximately a year and a half ahead of schedule to meeting this unprecedented fundraising achievement.

As you read this year's annual and endowment report, you will see how the smallest of contributions can lead to transformative outcomes. You will discover how your gifts can foster the opportunities, relationships and unique experiences that can only be created here. Together, we are making the UA the premier academic and research institution of the Southwest.

Ann Weaver Hart President The University of Arizona



The Campaign for The University of Arizona

hanks to the generous support of people like you, the UA is better able to take on the grand challenges of our day, and from the UA Department of Astronomy and Steward Observatory to Biosphere 2, many of the University of Arizona's research and teaching endeavors are creating insight into questions central to the human experience and existence. Now, energized by the launch of the NASA-funded OSIRIS-REx mission, the UA community is ready to take research and teaching to new heights, and your continuing partnership will help make our goals possible.

We are fulfilling our promise to graduate students who are real-world ready, to serve the people of Arizona and the citizens of our world, and to share new knowledge to answer humanity's most fundamental questions.

Please accept our sincerest gratitude for your investment in the UA. We hope the information contained within this report is useful as you continue your partnerships with this world-class institution.

John-Paul Roczniak President & CEO The University of Arizona Foundation



Richard Silverman Chair The University of Arizona Foundation Board of Trustees

B ob and Esther Berger were determined to continue the promise of Brenna's life. When their daughter died in 2010 at age 41, they asked Brenna's sister Melany how to do it. Melany, a University of Arizona alumna like Brenna, said the family should help UA students surmount obstacles to completing their education.

"It's what Brenna wanted in her life. She was a school counselor, and she helped as many people as she could."-вор Вегдег.

So the Bergers established a generous scholarship for students majoring in communication, the discipline shared by Brenna and Melany. The Brenna Ilana Berger Memorial Scholarship's current amount, awarded to a male and a female student each year, is \$25,000.

"You have to be very loving to want to help someone in that magnitude. I can tell they're excited to give because it's in Brenna's honor," said Cicely White-Lee, who was selected to receive the scholarship for the 2016 academic year.

When the Berger family came into White-Lee's life, she was doing her best to honor her own commitments. Before his death in 2015, her son Kemaury had asked her to promise she would finish the degree she'd begun with a decision to invest in herself.

Kemaury required a high level of care throughout his 19 years of life, due to a congenital heart condition. For this reason and others, White-Lee had traveled a difficult path to graduation, and she was one year away from completing her goal.

"The scholarship was a complete blessing, and it really helped me push through that last year," she said.

With the support of the Bergers and that of her own family and friends, White-Lee graduated this May. Her perseverance was remarkable, said Chris Segrin, professor and head of the communication department.

"Cicely's tenacious grip on her academic goals had the power to crush concrete and steel. She provides a shining example of **what can be accomplished and what can be overcome** when one has the motivation and the dedication," Segrin said.

> The Jack Sinclair Letterpress Studio boasts five Vandercook printing presses, three of which were donated by Sinclair's estate. Fewer than 2,000 are believed to be in operation.





estled among the Tucson Mountains, the Cooper Center for Environmental Learning, or Camp Cooper as it's affectionately known, has introduced the beauty of the Sonoran Desert to Tucson children since 1964.

A partnership between the Tucson Unified School District and the University of Arizona's College of Education, the Cooper Center is the only organization to provide overnight camping experiences to students who might not otherwise be exposed to the desert's ecological wonders. Students return from Cooper Center with memorable experiences and a real **connection to the natural environment** that surrounds them, said Jennifer Spohn, a teacher from Lineweaver Elementary School.

"If you ask any of our fourth-graders, they'll tell you the highlight of their elementary experience is Camp Cooper. Going out there, staying several nights, and learning in a fun, hands on, and personal way — it's an **experience that outranks everything else we do**," Spohn said.

Erik Radack, a fifth-grader at Lineweaver Elementary School, visited the Cooper Center last year and remembers how fun it was to learn about the food chain and how to be environmentally responsible. "I turn the lights off every time I leave the room now," he said.

Director Colin Waite leads the center, managing a small but passionate staff that provides immersive programming, teaches basic ecological concepts and promotes responsible living in the face of a changing environment.

"Most kids who visit are from low socioeconomic areas, and many have never ventured outside their neighborhoods," Waite said. "We teach kids about how everything is connected in nature and how important it is for all of us to take care of the environment." Last year, despite losing more than half of its operational funding, the center remained in operation, thanks to an effort Waite led to raise \$80,000 in four months through crowdfunding and local grants. This year, crowdfunding and grants amounted to more than \$125,000. A Cooper Center Endowment Fund also was established, and Waite hopes the endowment will continue to grow so they can move from fundraising every year to a future that is financially stable.

"Over 130,000 Southern Arizonans have experienced the Cooper Center over its history. They have fond memories of the center, and their support is key in our success," Waite said.



"I learned a lot from them about the momentum of generosity and the importance of friendships. It was just wonderful to grow up with that." -Ann Buxie

The Abiding Power of UA Pride

"Do you know how fortunate you were to have them as parents?" former University of Arizona President Henry Koffler asked Ann Buxie this spring after the memorial service for Buxie's mother, Lou Edith "Luda" Soldwedel.

Buxie has always known: "I learned a lot from them about the **momentum** of generosity and the importance of friendships. It was just wonderful to grow up with that."

Luda and her late husband Donald Soldwedel (left) became legendary friends to the University in the decades following their 1946 graduations. They moved to Yuma, but didn't leave their alma mater behind, consistently giving to the UA financially and through volunteer leadership. The couple established the UA Writing Center through a grant, and Donald, who was president and later chairman of Western Newspapers, Inc., is credited as a dominant force in saving the journalism program from closure in the 1990s.

The block A within the UA's logo is composed of two A's. The innermost has a sharp apex at its top, and the outer A can be distinguished by its slab serifs.

"They set an example for all of us about the power of thoughtful giving," said Jacqueline Sharkey, former director of the School of Journalism.

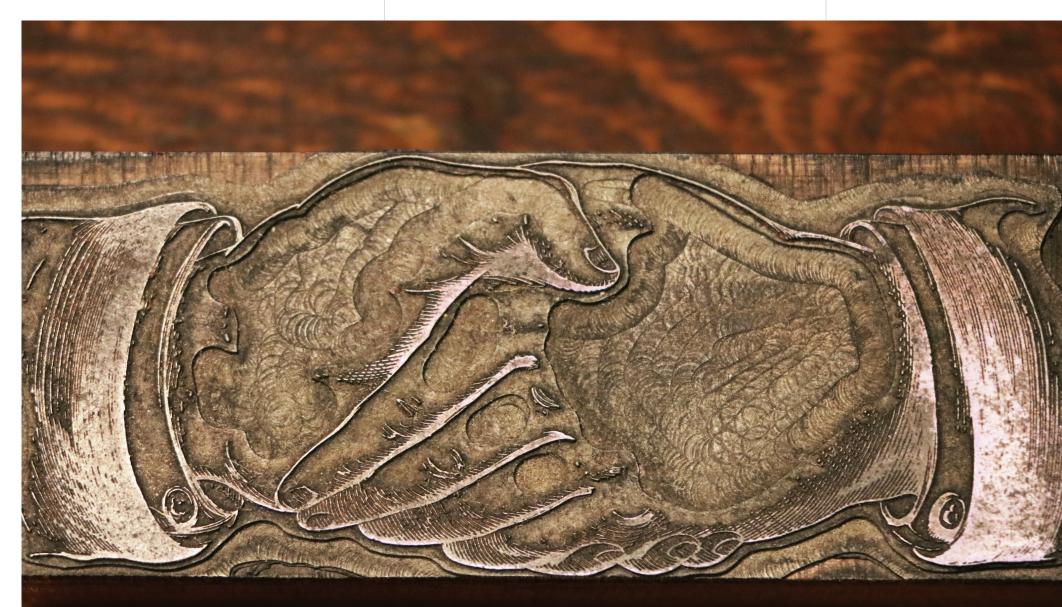
Buxie and her brother Joseph Soldwedel are responding to that example by carrying on their parents' tradition of UA support. Buxie donates to journalism and the UA Poetry Center because she believes stories have the power to connect humanity.

"In these times, we have to start understanding each other, and listening to people's stories is really the only way our compassion can be aroused," Buxie said, adding that momentum is created when even one person reaches out in kindness.

"It makes a difference. That's what I really saw with both Dad and Mom," Buxie said.

Thanks to the Soldwedels' giving plan, the difference they made at the UA will extend to countless future generations. Five endowments named for them will permanently support programs — the College of Humanities Writing Skills Improvement Program, School of Journalism, Eller College of Management and Arizona Health Sciences — and students, through an Arizona Athletics scholarship.





The Jack Sinclair Letterpress Studio currently houses several courses and workshops, open studio time and an honors colloquium

Because of Research Corporation for Science Advancement's gift, more instructors will add their ideas and results to the UA's rapidly developing knowledge base on how to optimize collaborative classrooms for student engagement, Blowers believes.

"Having a space where those discussions can happen that is dedicated and available will only accelerate the change of teaching practice at the UA." he said.

>>> more from each other

ollaborative learning spaces are catching on in a big way at the University of Arizona. The movement began two years ago with a pilot classroom in the Science-Engineering Library. Now, nine collaborative spaces are strategically positioned across campus.

"It's all part of a University-wide effort to develop classroom environments that encourage students to play a more active role in the learning process," said Robyn Huff-Eibl, head of Access & Information Services for UA Libraries.

In these classrooms, students explain concepts to their peers and solve problems in small groups, and instructors strive to act as orchestrators of **learning** rather than deliverers of knowledge. Faculty members who teach in the collaborative spaces — outfitted with movable furniture, robust Wi-Fi, numerous projectors and screens, and sliding whiteboards — report better student comprehension and retention, Huff-Eibl said.

This growing community of instructors also is learning from each other, said University Distinguished Professor of chemical and environmental engineering Paul Blowers.

"To have engineers talking with English faculty who are talking with physicists who are talking with business faculty is amazing. We are **piggybacking on each** other's ideas," he said.

Now, Research Corporation for Science Advancement has joined and strengthened the partnership by investing in an additional space solely for faculty who teach in collaborative learning classrooms. A \$90,000 grant from the foundation created the Research Corporation for Science Advancement Collaborative Faculty Room to facilitate sharing of best practices, development of interactive curriculum content and mastery of the technology used in the classrooms. It opened this fall in the Science-Engineering Library, where the experiment in collaborative learning spaces began.

Makes the Best Catalyst Photo by Steven Bognar © Brillo Box Documentary LLC

hen Alex Zhao began interning with filmmaker and associate professor Lisanne Skyler (left) as a University of Arizona freshman, he was itching to gain creative experience outside the classroom. A year later, Zhao's resume boasts a stint as promotion assistant on a documentary that's screened at prestigious festivals, including New York Film Festival, and will premiere on **HBO** in 2017.

May graduate Angelique Fustukjian is planning a move to Los Angeles, and she expects her year assisting Skyler on "Brillo Box (3¢ Off)" to make a difference in her search for work in the entertainment industry.

Zhao, Fustukjian and 32 more students and recent alumni nabbed significant roles on Skyler's film about an Andy Warhol sculpture, which her parents bought for \$1,000 in 1969 and traded soon after. Brillo Box had changed hands again many times by 2010, when it was slated for auction with the promise to fetch millions.

That's when Skyler decided to investigate and document the sculpture's journey, and she intended to involve her fellow UA faculty and students from the beginning. "I had absolute confidence in their skills, talent and professionalism," she said.

Her belief in the UA community was mutual. When Brillo Box sold for \$3 million, Skyler was there to film it, thanks to a small award from the Student-Faculty Interaction Grant program. With two more grants, from the College of Fine Arts Small Grants and Faculty Seed Grant Programs, Skyler and her UA crew shot and edited a trailer.

Sorts are individual pieces of type. For traditional typesetters, who were paid according to pages produced daily, running out gave rise to the expression "out of sorts."

In total, \$11,573 in UA grants from public and private sources gave Skyler the funds to create a work sample that earned a spot at Independent Film Week, a key marketplace for filmmakers and backers. Then, Skyler's dream came true — the film was selected by HBO Documentary Films.

HBO collaborated with Skyler on the film's direction, funded the remainder of its production and began planning its U.S. broadcast and international distribution. A highlight in Skyler's 20-year filmmaking career, working with HBO allowed her to fully realize her creative vision and offer promising professional starts to dozens of UA students.

"I'll always remember the people who took chances on me. To be that person for my students is very special." -Lisanne Skyler



Promotional Brillo Box replica

Forging a Path to Holistic



UA faculty members, students and friends spent two weeks transporting Jack Sinclair's donated letterpress equipment from New Mexico to campus "This is the beginning of transforming nursing curriculum here at the University of Arizona," said Mary Koithan, director of the first-of-its-kind Integrative Nursing Faculty Fellowship.

Koithan, who is also the College of Nursing's associate dean of professional and community engagement, is excited about the change for a few reasons. First, she knows complementary and alternative therapies work, often without the side effects conventional interventions can cause. Second, she wants to see nurses play expert roles in educating and serving a patient population that's increasingly adopting new ways of healing.

"We're clever in figuring out how to piece things together to help people live healthier and more fulfilling lives — that's what nurses do." -Mary Koithan

The David and Lura Lovell Foundation established the UA as a pioneer in integrative nursing by granting the funds in 2015 to design the fellowship and again in 2016 to carry out the first year of instruction. Now, 11 UA nursing faculty members are delving deeply into this whole-person framework that equips nurses to customize combinations of therapies.

A few months into the fellowship, assistant professor Michelle Kahn-John is already infusing her teaching and clinical nursing practice with new knowledge, building on the similar wellness philosophy of her Navajo culture, Hózhó.

Like Hózhó, integrative nursing invites practitioners to look beyond a purely physical approach to healing.

"You have to look at a person's beliefs, their environment, all their points of connection in the world. Integrative nursing is an awareness of all these opportunities for health." said Kahn-John.

When the program's first cohort graduates in May 2017, each fellow will have a thorough grounding in the entirety of treatment approaches and a plan for sharing what she's learned with students. Augmenting their courses is the first step to adopting integrative nursing principles across all programs college-wide, said Koithan.

Koithan plans to expand the program by including nursing educators from outside the UA in the second cohort, and her ambitions for integrative nursing go far beyond academia.

"When we teach our nurses, they teach patients, who in turn teach their children. And so it spreads," she said.

Shows

You couldn't miss it in the triumphant moment when HBO Documentary Films selected the film idea developed by Lisanne Skyler and her students. It's as evident in our determination to keep our beloved Camp Cooper running as it is in our willingness to explore new ways of teaching and learning. Look just a little closer and you see it in the most difficult moments, when we lose the ones we love and find a way forward that honors their lives.

All this is encompassed in our character, and the bold block A we cherish is an ever-present reminder. Every time you see it, you're invited to consider what a character can do and to add to the story of who we are.



11.04



SLER SHELER LA IN

111031140