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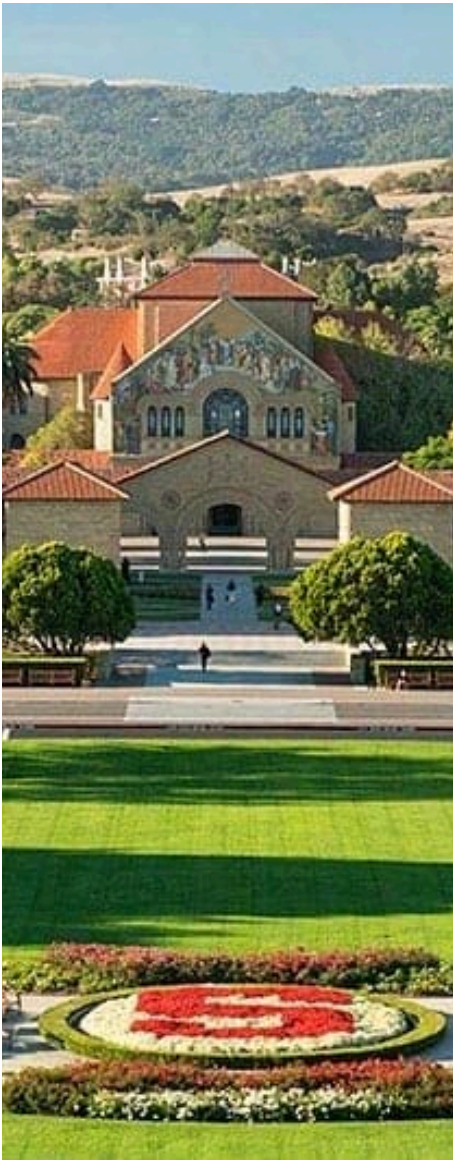
[Publications](#)

**D-index** : 96

**H-index**: 97

Universities have always been a powerful force for change—places where innovation, discovery, and collaboration converge to shape the future. Over the past three decades, I have had the privilege of contributing to this mission through my work in academic medicine, research, and most recently as the President of the University of Arizona. In my opinion, our universities perform three important functions: 1) support and inspire our students to realize their hopes and dreams so they can improve society, 2) discover new fundamental knowledge, and translate these discoveries to improve humanity, and 3) serve our communities, states, nation, and the world including contributing to economic development. Whether advancing cutting-edge medical research, fostering interdisciplinary collaboration, or mentoring the next generation of leaders, I have been deeply inspired by the potential of universities to transform lives and communities. At each stage of my career—from my early days at Stanford to my time at the Texas Medical Center and most recently at The University of Arizona—I have been driven by the belief that higher education is about more than just academic achievement. It is about creating environments where bold ideas can flourish, where people are empowered to think critically and creatively, and where new solutions to complex challenges are developed through collaboration and shared purpose. We are in the nascent stage of the Fourth Industrial Revolution (4IR), the convergence of the physical, biological and data sciences. It is clear to me that our universities must have programmatic strategies that integrate these disciplines with strong curricular underpinnings that emphasize critical thinking, problem solving, collaborative teamwork and communication skills for practical applications to address to world’s most challenging issues. The following document provides an overview of my career and accomplishments to date, highlighting the experiences that have shaped my leadership philosophy and approach.

# STANFORD



Dr. Robert C. Robbins began his distinguished career in academia in 1993 as an Assistant Professor of cardiothoracic surgery at Stanford University, where he quickly became known for his pioneering work in transplantation biology, cardiac regeneration, and bioengineered blood vessels.

His academic and research contributions led to his earning tenure in 2001 and the Chair of the Department of Cardiothoracic Surgery in 2005. As chair, Dr. Robbins transformed the department, elevating its national reputation and redefining how cardiothoracic surgeons are educated.

In 2004, he founded the Stanford Cardiovascular Institute, an interdisciplinary program that unites faculty from 47 departments across the university, to ignite new research and clinical applications in cardiac care. In addition to his programmatic leadership, Dr. Robbins also played a key role in raising over \$50 million in philanthropic support for the institute's initiatives.

At the time of his departure from Stanford in 2017, Dr. Robbins was the Principle Investigator on over \$30 million of research funding from the California Institute for Regenerative Medicine and the National Institutes of Health (NIH).

## Research

Dr. Robbins is an internationally recognized cardiothoracic surgeon with a D-Index of 96. Credited with over 33,000 citations from more than 325 publications, his research ranks him among the top 7,423 scholars globally and 4,000 nationally, highlighting his significant impact on the field of cardiac care.

## Leadership

Dr. Robbins was the founding director of the Stanford Cardiovascular Institute. The Institute unites engineers, physicians, scientists, and students to drive innovative cardiovascular research and clinical applications. By offering seed grants, promoting educational programs, and fostering collaboration across disciplines, the Institute advances cardiovascular health while training future leaders in the field.

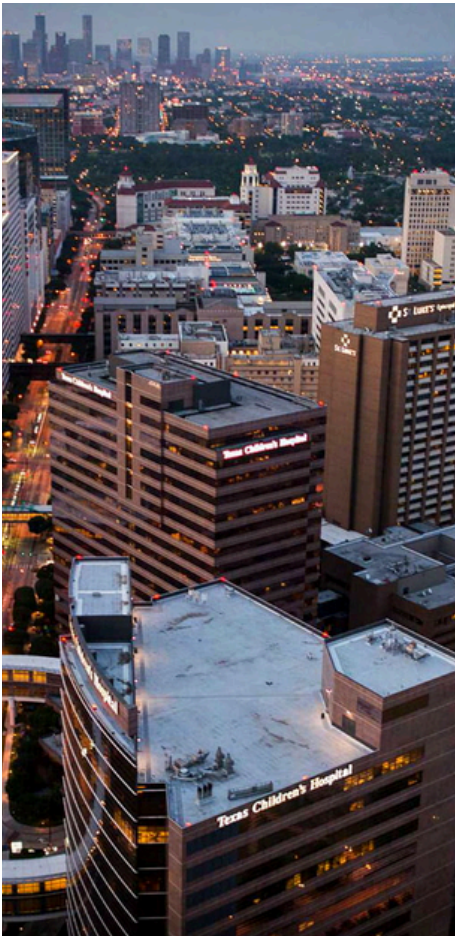
## Entrepreneurship

A driven innovator, Dr. Robbins was instrumental in the creation of over 50 biotech, medical device, and life sciences startups, co-founding several including Stem Cell Theranostics, Cardiaca, and Cytograft. He has been successful in translating groundbreaking research into impactful medical technologies, driving advancements that shape the future of healthcare.

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# TEXAS MEDICAL CENTER



During his 4.5 years as President and CEO, Dr. Robbins transformed the Texas Medical Center (TMC), the world's largest medical center, into a premier life sciences destination, known not only for great, quality clinical care, but translation and commercialization.

One of his most significant contributions was the creation of Helix Park, a cutting-edge translational research campus designed to connect clinical providers, research scientists, and industry to expedite the translation of fundamental research into novel new drugs, medical devices, and IT solutions.

Today, Helix Park plays a central role in TMC's mission. With its state-of-the-art facilities and collaborative environment, Helix Park is uniquely positioned to drive medical discoveries that will improve the health of humanity.



## A New Vision for TMC

When Dr. Robbins arrived at TMC, he saw untapped potential. While TMC was the undisputed global leader in clinical care, it lacked the infrastructure to transform groundbreaking research into real-world solutions. Dr. Robbins envisioned a radically different future—one where TMC became a dynamic hub for translational research, bridging the gap between the research bench and the bedside.

To turn this vision into reality, Dr. Robbins convened the leadership of TMC's renowned 54 member institutions, including Baylor College of Medicine, The University of Texas M.D. Anderson Cancer Center, Rice University, Texas A&M Health Science Center, UTHealth Science Center, Texas Children's Hospital, and others, through an unprecedented strategic planning process. The highly celebrated plan resulted in the creation of five high-impact institutions, each designed to foster collaboration.

Understanding that innovation requires more than just research, Dr. Robbins recruited biotech and healthcare companies to co-locate beside TMC scientists and clinicians. By embedding industry partners directly within TMC, he aimed to accelerate the journey from discovery to commercialization—transforming scientific breakthroughs into life-saving treatments faster than ever before.

This bold vision not only solidified TMC's position as a leader in translational research but also established Houston as a powerhouse in the global life sciences ecosystem. Dr. Robbins' leadership positioned the region for long-term economic growth, creating jobs, spurring innovation, and driving Texas' competitive edge in the healthcare sector.

## Institutes

### Innovation

Become the global leader in life sciences innovation and commercialization

### Health Policy

Develop the most effective policy solutions to improve the health of diverse populations locally, nationally, and globally

### Clinical Research

Be the world's leader in clinical research to benefit human health.

### Regenerative Medicine

Lead the world in discovering, developing, and delivering curative regenerative therapies

### Genomics

Create the world's premier clinical genomics program



[Discover the Plan](#)

## Deep Dive: TMCx Innovation Institute



The TMCx Innovation Institute was the first step in positioning the Texas Medical Center as the epicenter of global healthcare innovation. Recognizing the opportunity to harness TMC's clinical expertise and world-class medical infrastructure, Dr. Robbins sought to create a space where emerging healthcare startups could collaborate. TMCx was designed to break down the silos between research, clinical care, and commercialization, accelerating the pace at which novel new drugs, medical devices, and IT solutions move from the lab to the bedside. With a mission to recruit, fund, and scale the next generation of life-changing healthcare companies, TMCx serves as a launchpad for startups, providing them with critical resources such as prototyping facilities, mentorship, and access to clinical trial environments. Under Dr. Robbins' leadership, TMCx transformed Houston into a high-growth hub for medical innovation, attracting top talent and ensuring that the latest breakthroughs reach the marketplace faster than ever before.

Since its inception, TMCx has become a game-changer in the healthcare innovation landscape. The institute has fostered over 220 startups, facilitating \$5.82B in funding and helping companies achieve critical clinical and business milestones. By partnering with premier medical institutions like the University of Texas MD Anderson Cancer Center, Baylor College of Medicine, and Texas Children's Hospital, TMCx provides unparalleled access to clinical expertise and real-world testing environments. The institute's success has contributed directly to Houston's rise as a global leader in healthcare innovation, driving job creation, economic growth, and the commercialization of life-saving medical technologies. Through its work, TMCx has not only accelerated the development of groundbreaking healthcare solutions but has also solidified Dr. Robbins' vision of transforming the Texas Medical Center into a thriving ecosystem that drives medical breakthroughs and fuels economic growth across the region.



## Biodesign

The TMCx Biodesign program, inspired by Dr. Robbins' time at Stanford, offers full-time, paid opportunities for entrepreneurs to develop solutions to healthcare's greatest needs. Participants are mentored through a proven innovation process, gaining access to TMC's world-class resources and institutions. Founders receive financial support, prototyping resources, and a collaborative environment to turn ideas into startups, advancing healthcare innovation.



## Accelerator

The TMCx Accelerator empowers healthcare startups by providing access to the world's largest medical complex. Ideal applicants are startups with a proven concept, ready for enterprise-level growth, seeking clinical validation and strategic partnerships. Participants gain mentorship, strategic

guidance, and connections to top hospitals, enabling rapid development, clinical trials, and deployment into the medical marketplace.

## Industry Partnerships

Dr. Robbins understood that the future of healthcare innovation required more than just academic and clinical expertise—it needed robust industry partnerships. His foresight in recruiting major global players like Johnson & Johnson Innovation, AT&T, and others helped turn the Texas Medical Center into a dynamic hub where industry, academia, and clinical care converge. By bringing these industry leaders to TMC, Dr. Robbins effectively planted the flag for transformative healthcare innovation, creating an ecosystem where groundbreaking technologies could thrive.



# HELIX PARK

Phased Development | \$2 Billion Dollars



## A destination for healthcare innovation

When Dr. Robbins was recruited to lead TMC in 2012, he was tasked with realizing a bold vision: to create a world-class ecosystem where academia, industry, and healthcare could come together to accelerate innovation and commercialization. That vision became a reality with the creation of Helix Park, a state-of-the-art translational research campus designed to foster collaboration and accelerate innovation.

Helix Park is not just a physical space; it is a hub of innovation, strategically positioned at the heart of TMC, the world's largest medical center. Envisioned by Dr. Robbins, the park is a pioneering initiative aimed at bridging the gap between groundbreaking scientific research and real-world healthcare solutions. Its purpose is to catalyze the flow of discoveries from the laboratory to the clinic—and ultimately to the marketplace—by providing a collaborative environment where academia, industry, and healthcare can work side by side.

The campus is a unique convergence of some of the nation's most prestigious institutions and cutting-edge companies. It houses academic powerhouses such as Rice University, the University of Houston, Texas A&M University, Baylor College of Medicine, and The University of Texas MD Anderson Cancer Center. These institutions collaborate across disciplines in ways that push the boundaries of medicine and science. Alongside them are global leaders in innovation, including Johnson & Johnson J-Labs, the AT&T Foundry for Connected Health, and the Johnson & Johnson Center for Medical Device Innovation, which bring critical industry expertise and investment to the park's mission.

Helix Park features cutting-edge research laboratories, conference spaces for collaboration, and co-working areas that foster innovation and idea exchange. The modern facilities are purpose-built to support a wide range of scientific disciplines, from genomics and regenerative medicine to digital health and medical devices.

However, Helix Park is not just a research campus—it is a vibrant, self-sustaining community. The park includes amenities such as housing, restaurants, and hotels, making it an attractive destination for researchers, entrepreneurs, and healthcare professionals from around the world. With its mix of academic, commercial, and residential spaces, Helix Park creates an environment where work and life are seamlessly integrated, encouraging a culture of innovation that extends beyond the laboratory.

Today, Helix Park is recognized as a beacon of translational research, standing as a testament to what can be accomplished when academic institutions, healthcare providers, and industry leaders come together with a shared sense of purpose. Under Dr. Robbins' visionary leadership, Helix Park has elevated Houston's status as a hub of medical innovation, attracting talent and investment from across the globe.

[Discover Helix Park](#)



# UNIVERSITY OF ARIZONA



As the 22nd president of the University of Arizona, Dr. Robbins implemented a bold strategic plan focused on harnessing the opportunities of the Fourth Industrial Revolution, driving innovation at the intersection of the biological, physical, and data sciences. His vision significantly boosted student success, with key investments in infrastructure like the Student Success District and Honors Village, while also increasing student enrollment. Dr. Robbins' leadership in fundraising resulted in the successful \$2.3 billion "Fuel Wonder" campaign, which catalyzed major advancements across the university. His commitment to research excellence further strengthened Arizona's global impact, particularly in healthcare and interdisciplinary fields. Simultaneously, Dr. Robbins reinforced the university's standing in college athletics, navigating the challenges of conference realignment and securing a competitive future for Arizona's athletic programs.

# 10- YEAR STRATEGIC PLAN



In 2018, Dr. Robbins launched a bold 10-year strategic plan designed to position the University of Arizona at the forefront of the Fourth Industrial Revolution. Building on the institution's rich legacy as a public, land-grant university, the plan emphasizes collaboration, interdisciplinary research, and student success to drive transformative growth and global leadership.

Developed with input from over 10,000 stakeholders, the plan sets a clear vision for the future, aiming to develop innovative, adaptive learners and disruptive problem-solvers prepared to address the challenges of a rapidly changing world.

Through investment in groundbreaking research and discovery, the university is committed to solving the world's most pressing challenges while leveraging Arizona's unique assets and diversity to create a collaborative and impactful presence, both locally and globally.

## A Strategic Plan for the 4th Industrial Revolution

The University of Arizona's 10-year strategic plan, spearheaded by Dr. Robbins, presents a bold vision for the future, crafted to address the rapidly changing demands of the Fourth Industrial Revolution. This revolution, marked by the convergence of digital, biological, and physical technologies, presents an opportunity for the University of Arizona to produce a new generation of problem-solvers equipped to lead in a dynamic global landscape. The plan's focus is on developing adaptive, innovative learners who are empowered to confront society's grandest challenges and improve the quality of life for all.



Central to the strategic plan is a deep focus on student success. Dr. Robbins envisioned a learning environment where every student is empowered to excel and prepared to make a meaningful impact in their fields. This involves not just delivering high-quality education, but ensuring that students are engaged in hands-on experiences, internships, and collaborations with industry leaders. The plan emphasizes closing the gap between education and the workforce, with a strong emphasis on diversity, inclusion, and preparing students for the demands of the 4IR economy.

In parallel, the University of Arizona is intensifying its commitment to research excellence. The strategic plan builds on the institution's longstanding strengths in areas like space exploration, health sciences, and sustainability, positioning Arizona as a leader in solving grand challenges.



This involves pioneering interdisciplinary research and discovery that tackles critical issues such as disease prevention, environmental sustainability, and intelligent systems. By integrating cutting-edge technology with the university's expertise in these areas, Dr. Robbins aims to position Arizona at the nexus of global innovation, ensuring its research has a direct and lasting impact on society.

Finally, the plan places a strong emphasis on community impact. As a land-grant institution, the university is deeply committed to making a tangible difference in the state of Arizona and beyond. The university aims to leverage its unique location, resources, and partnerships to drive social, cultural, and economic growth in the region.

Whether through fostering collaborations with local industries or expanding healthcare access through its Health Sciences initiatives, the university's impact extends far beyond the classroom, shaping the future of Arizona and contributing to global well-being.

With this strategic plan, Dr. Robbins has charted a course for the university to lead in the Fourth Industrial Revolution—not just as an educational institution, but as a powerful engine for innovation, research, and societal change.





# STUDENT SUCCESS



Student success at the University of Arizona is rooted in student-centered decision-making, where policies and programmatic choices are anchored in the needs of students. This includes providing direct, accessible, and inclusive support that is flexible enough to adapt to dynamic student needs. Fostering a culture of student success is also a priority, with a focus on creating an environment that promotes resilience, a growth mindset, and a strong sense of belonging. Building partnerships is key to this effort, as productive relationships among faculty, advisors, staff, students, families, donors, and alumni are essential to both academic and personal success. Proactive and early outreach plays a vital role, guiding students toward their goals and offering reinforcing feedback along the way. The commitment to advancing educational equity ensures that first-generation, low-income, and historically underserved students receive the support they need to thrive. Finally, the university encourages scholarly leadership by developing staff as active participants in their fields and fostering continued professional growth.

## An unwavering commitment to students

Student success was a defining hallmark of Dr. Robbins tenure at the University of Arizona, marked by transformative achievements in enrollment, retention, and student body diversity. His leadership drove a steady upward trajectory in key student success metrics, positioning the university as a national leader in higher education outcomes.

### Enrollment

Under Dr. Robbins leadership, the University of Arizona experienced unprecedented growth in enrollment. From 2017 to 2024, the university broke enrollment records year after year, admitting its largest, most diverse, and most academically accomplished incoming first-year class. In fall 2024, nearly 10,000

students chose to enroll, marking the largest cohort in the university's history. Total enrollment grew by 26%, with on-campus numbers rising from 42,000 to 53,000, while online enrollment surged from 8,000 to 23,000 students. This growth significantly expanded access to higher education and reflected Dr. Robbins commitment to providing a world-class education to an increasingly diverse student body.

### Retention

Retention was a key priority throughout Dr. Robbins' tenure, and his efforts led to remarkable improvements. The university's first-year retention rate climbed from 81.2% to 87.7%, a direct result of Dr. Robbins strategic investments in student engagement, academic





s support services, and other campus resources. Dr. Robbins' focus on creating a supportive, student-centered environment played a central role in fostering a sense of belonging among students.

## Diversity

Dr. Robbins placed a strong emphasis on diversity and inclusion, leading the university to new heights in both enrollment and representation. Under his leadership, 47% of undergraduates identified as minority students, reflecting the university's success in attracting and supporting a diverse student body. Dr. Robbins' efforts to foster a more inclusive environment went beyond just enrollment numbers; it also included creating programs, scholarships, and support networks to ensure that all students—regardless of background—had the resources they needed to succeed. This commitment to diversity and inclusion strengthened the university's reputation as a place where students from all walks of life could thrive.



# RESEARCH AND DISCOVERY



Under Dr. Robbins' leadership, the University of Arizona significantly advanced its research profile, driving a nearly 100% increase in research expenditures— from \$500 million annually to \$980 million in 2024, with projections of \$1.2 billion in 2025.

This growth was fueled by strategic investments in key areas of research excellence, particularly in Astronomy, Lunar and Planetary Sciences, Hydrology, Optical Sciences, and Health Sciences.

Under Dr. Robbins' tenure the university lead the NASA mission to retrieve a sample from the asteroid Bennu, captured the first-ever image of a black hole, and the established the first new College of Veterinary Medicine at an AAU public university in over 40 years. Additionally, he also oversaw the creation of the Center for Advanced Molecular and Immunological Therapies (CAMI), a \$150 million initiative focused on advancing therapies for cancer, cardiovascular diseases, and autoimmune disorders.



## Unprecedented Growth in Research Funding

This growth was fueled by strategic investments in key areas of research excellence, particularly in Astronomy, Lunar and Planetary Sciences, Hydrology, and Optical Sciences, which have earned global recognition. Dr. Robbins focus on strengthening these signature programs, along with a commitment to interdisciplinary collaboration, has positioned the university as a leader in both fundamental and applied research.

In the health sciences, Dr. Robbins oversaw a transformative increase in research funding, with expenditures in the Colleges of Medicine, Nursing, Pharmacy, and Public Health rising from \$150 million to over \$400 million annually. His vision for collaborative research between colleges and programs led to significant strides in fields such as cancer research, immunotherapy, and the convergence of human, animal, and environmental health through the One Health initiative.



The College of Engineering, the College of Science, and the newly established College of Veterinary Medicine also experienced notable growth, with enhanced research performance contributing to major advancements in fields ranging from mining and quantum networking to agricultural sciences. The university's leadership in space science continued to expand with historic achievements, including the NASA-led mission to retrieve a sample from the asteroid Bennu and the groundbreaking capture of the first-ever image of a black hole.

Dr. Robbins commitment to research excellence is also reflected in the creation of the Center for Advanced Molecular and Immunological Therapies (CAMI), a \$150 million initiative dedicated to advancing therapies for cancer, cardiovascular diseases, and autoimmune disorders. Through these efforts, the University of Arizona continues to make a lasting impact on both the scientific community and global health.



# COLLEGE ATHLETICS



Dr. Robbins is widely regarded as one of the foremost leaders in college athletics today, known for his deep personal passion and clear, strategic vision. With decades of experience and a keen understanding of the sector's evolving landscape, Dr. Robbins is uniquely positioned to navigate the complex challenges and uncertainties facing college athletics. His leadership is shaped by a forward-thinking approach that considers not only the traditional values of collegiate athletics—such as student-athlete welfare and academic integrity—but also the increasing commercialization, media rights deals, and shifting conference alignments that are reshaping the entire college athletics ecosystem. Dr. Robbins' ability to see beyond the immediate pressures of the moment, while balancing the needs of universities, athletes, coaches, and fans, makes him an invaluable voice in the ongoing conversations about the future of college athletics.

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## Leadership Appointments

During his tenure, Dr. Robbins made a series of high-impact leadership hires, significantly strengthening Arizona's athletic programs. By bringing in experienced and accomplished leaders across multiple sports, he helped elevate the university's athletic profile, driving success and ensuring long-term growth for the programs.

- Desiree Reed-Francois, National Athletics Director of the Year, was hired to lead Arizona Athletics.
- Jedd Fisch, an experienced offensive strategist with both college and NFL experience (including serving as QB Coach for the New England Patriots), was hired in 2021 to revitalize Arizona Football.
- Tommy Lloyd, one of the top assistant coaches in the country, was brought in from Gonzaga to lead Arizona Men's Basketball. Under his leadership, the program continues to thrive as a national contender.
- Adia Barnes, head coach of Women's Basketball, was re-signed to a multi-year deal following her historic run to the NCAA Women's Final Four in 2021, ensuring the continued success of the program.
- Chip Hale, a former Arizona Wildcat and MLB player, was named head coach of Arizona Baseball. Under Hale's leadership, the team returned to the College World Series in 2021, further cementing the program's elite status.
- Caitlin Lowe, an All-American former Arizona Softball player, was appointed as head coach, succeeding the legendary Mike Candrea. In her first seasons, Lowe led the team to their 24th and 25th trips to the College World Series, continuing the program's tradition of excellence.

## Conference Realignment

Dr. Robbins played a pivotal role in navigating the complex and challenging landscape of conference realignment, especially leading up to the dissolution of the Pac-12. He was instrumental in efforts to stabilize and preserve the Pac-12, working tirelessly to explore all potential avenues for its survival. At the same time, Dr. Robbins showed remarkable foresight, securing the University of Arizona's place in the Big 12 Conference. Through his efforts, Dr. Robbins demonstrated a commitment to the university's future, prioritizing both short-term needs and long-term opportunities.

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# The Future of College Athletics Summit

Washington, DC | June 2023

In June 2023, Dr. Robbins hosted a first of its kind two-day summit in Washington, D.C., bringing together over 100 of the nation's top leaders in college athletics.

The event began with a high-profile reception on Capitol Hill, where more than 15 elected officials participated in discussions on the future of collegiate athletics.

The following day, the summit convened at the University of Arizona's D.C. Center, gathering elected officials, NCAA leadership, university presidents and chancellors, the Power 4 conference commissioners, athletic directors, coaches, student-athletes, NIL collective leaders, and print and television media.



The summit served as a platform for deep, solutions-driven conversations around critical issues



facing college athletics today, including the transfer portal, conference realignment, Name, Image, and Likeness (NIL), and governance.

Dr. Robbins' leadership in organizing the event underscored his central role in shaping the conversation and helping steer the future of college athletics in a rapidly changing landscape.

[Watch the Summit](#)



# ARIZONA ARTS



Dr. Robbins played a pivotal role in revitalizing Arizona Arts, strengthening its legacy and expanding its influence in a dynamic cultural landscape.

Under his guidance, the university enhanced its prominence in the arts by securing important acquisitions and increasing engagement with global artistic communities. Dr. Robbins strategic efforts helped elevate the university's reputation as a center of creativity and interdisciplinary collaboration.

Dr. Robbins also transformed the future of arts education, advocating for innovative programs and initiatives that would inspire the next generation of artists and educators. His vision for arts education emphasized diversity, creativity, and the integration of new technologies to prepare students for a rapidly changing world.

## ARIZONA ARTS

Dr. Robbins championed the creation of “Arizona Arts” as a new division at the University of Arizona, unifying the university’s diverse visual and performing arts assets into a cohesive structure. This bold initiative brought together the four schools from the College of Fine Arts, Arizona Arts Live, the Center for Creative Photography, and the University of Arizona Museum of Art, forming a dynamic gateway for arts education, experiences, and cultural engagement.

Under Dr. Robbins’ leadership, Arizona Arts was designed to integrate the arts into the broader university experience, ensuring that all students, regardless of major, have access to meaningful arts opportunities.

By aligning the arts with the University of Arizona’s land-grant mission, Dr. Robbins emphasized the importance of fostering creativity and interdisciplinary collaboration, while providing students with the tools to succeed in an increasingly interconnected world.



Beyond the campus, Dr. Robbins envisioned Arizona Arts as a catalyst for transformative engagement with communities locally, nationally, and globally. His leadership ensured that Arizona Arts would serve as a powerful platform for alumni, faculty, staff, and the broader community to have a lasting impact on the world, extending the university’s land-grant values through innovative arts programming and partnerships that empower social change and cultural enrichment.

## Leadership Appointments

Andy Schulz, Dean of Arizona Arts

- Unified Arizona’s arts divisions, expanding its national prominence and creating a dynamic environment for interdisciplinary arts education and student creativity.

Duane Cyrus, School of Dance Director

- a renowned choreographer and former professional dancer, has elevated the Arizona School of Dance with innovative programming and a commitment to diversity, positioning the program as a leader in the field.

# The Center for Creative Photography

Dr. Robbins made the expansion of the University of Arizona's world-class arts collections a top priority, recognizing the importance of art and culture in enriching the university's academic and community presence.

Under his leadership, the Center for Creative Photography, already home to the iconic Ansel Adams Collection, saw significant growth. This expansion included the addition of David Kennerly's powerful black-and-white political and cultural photography, which brought new perspectives to the center's renowned archive, further solidifying its role as a leader in the field of visual arts.



David Kennerly



David Kennerly



In 2023, Dr. Robbins spearheaded the acquisition of the Linda McCartney Collection, a major addition that deepened the university's connection to Tucson and the broader global arts community. McCartney's photographic work, which includes intimate portraits and scenes of music, family, and culture, brings a unique dimension to the collection, making it a bridge between the local and the international, and helping to place the University of Arizona at the forefront of contemporary art scholarship. This acquisition not only strengthened the institution's holdings but also demonstrated Dr. Robbins' vision for creating a vibrant cultural hub that integrates the university with global artistic trends and community engagement.

Through these efforts, Dr. Robbins has ensured that the arts at the University of Arizona continue to thrive and inspire future generations.



# ADVANCEMENT



Under Dr. Robbins, the University of Arizona Foundation achieved unprecedented fundraising success, culminating in the groundbreaking Fuel Wonder campaign, which raised an impressive \$2.3 billion.

This monumental achievement doubled the university's endowment, boosting it from \$600 million to \$1.2 billion and significantly strengthening the institution's financial position.

Annual philanthropic gifts consistently exceeded expectations, with totals growing steadily from \$229.9 million in FY16 to a projected \$350 million in FY24.

This surge in giving has not only fueled academic and research advancements but also supported \$1.2 billion in infrastructure investments across the university.

# The Fuel Wonder Campaign

In 2017, a new chapter began for the University of Arizona with the appointment of Dr. Robbins, bringing a renewed sense of purpose and a deepened commitment to its students, world-changing research, and life-altering advancements. Under Dr. Robbins leadership, the university embraced its mission as a place that champions human ingenuity—where the spirit of wonder drives innovation, creativity, and transformation.

## Total Gifts and Commitments

<b>FY16:</b>	\$229.9M
<b>FY17:</b>	\$265.7M
<b>FY18:</b>	\$317.0M
<b>FY19:</b>	\$334.6M
<b>FY20:</b>	\$249.1M (COVID)
<b>FY21:</b>	\$345.2M
<b>FY22:</b>	\$328.5M
<b>FY23:</b>	\$322.5M
<b>FY24:</b>	\$350.0M (projected)

Philanthropy played a central role in fueling these aspirations, empowering both the individuals and the programs that continue to shape the future of the Arizona community.

The Fuel Wonder campaign, the largest and most ambitious fundraising effort in the university's history, raised over \$2.3 billion, exceeding expectations and strengthening the institution's capacity to impact the world. Over \$233 million was raised to support scholarships and student success, directly impacting the lives of countless students with limited means and creating opportunities for academic excellence.

The campaign also raised more than \$155 million to support faculty recruitment and retention, enabling the university to attract and retain top talent. Through this philanthropic support, 90 new endowed faculty positions were created, elevating the university's academic standing and enabling its continued rise to national prominence.

Philanthropy allowed the university to invest in its most ambitious programs, from cutting-edge research to transformative student experiences, laying the groundwork for groundbreaking discoveries and innovations.

Through this collective effort, the Fuel Wonder campaign not only ensured that the university's mission and values were fully realized but also magnified the spirit of wonder at the heart of the University of Arizona.

# BY THE NUMBERS



The University of Arizona has earned top rankings and accolades across multiple disciplines, positioning itself as a global leader in higher education.

This remarkable success is a direct result of the university's forward-thinking strategic plan, which emphasizes academic excellence, research impact, and community engagement.

With a strong foundation in place, the university is poised to continue driving growth, discovery, and global collaboration well into the future.



## US News & World Report

- #52 Public Universities
- #109 National Universities
- #3 in Photography MFA among U.S. Public Institutions
- #3 in Management Information Systems MBA, among Public Universities
- #4 Best Online Bachelor's Program for Veterans
- #6 Best Online Bachelor's Program, Business
- #11 Best Online Bachelor's Program
- #11 Best Online Bachelor's Program, Psychology

## National Science Foundation (NSF)

- #1 in Astronomy and Astrophysics Research & Development Expenditures among U.S. Public Institutions

## Center for World University Rankings

- #5 in Astronomy & Astrophysics
- #5 in Information Science & Library Sciences

## Shanghai Ranking of Academic Ranking of World Universities

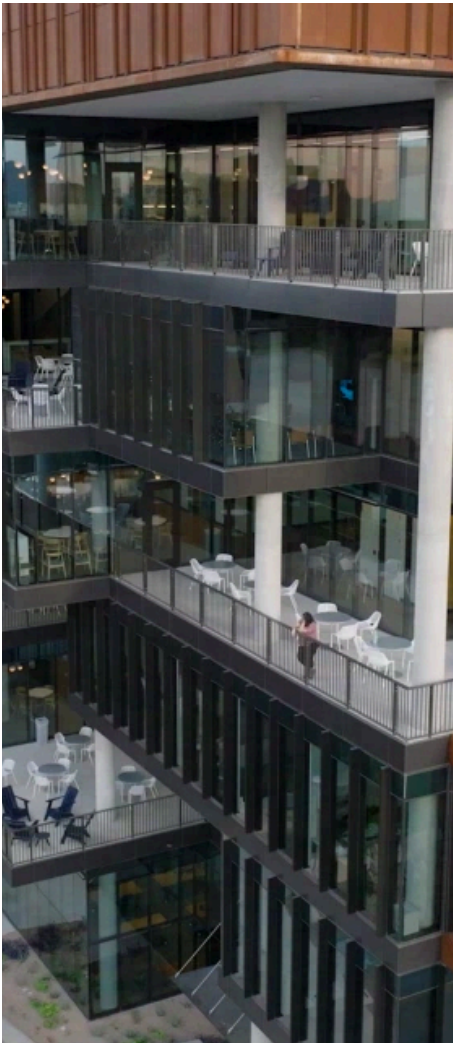
- #2 in The United States
- #52 Globally in Water Resources

## Blue Ridge Institute for Medical Research Rankings

- #4 in NIH Funding FY23 College of Pharmacy



# CAPITAL PROJECTS



Under Dr. Robbins' leadership, the University of Arizona invested over \$1 billion to reshape its' campus and meet the evolving needs of students, faculty, staff and the university community.

The investments were designed to address the challenges and opportunities of the Fourth Industrial Revolution, with facilities that foster interdisciplinary collaboration across sectors like healthcare, space exploration, advanced manufacturing, and biotechnology.

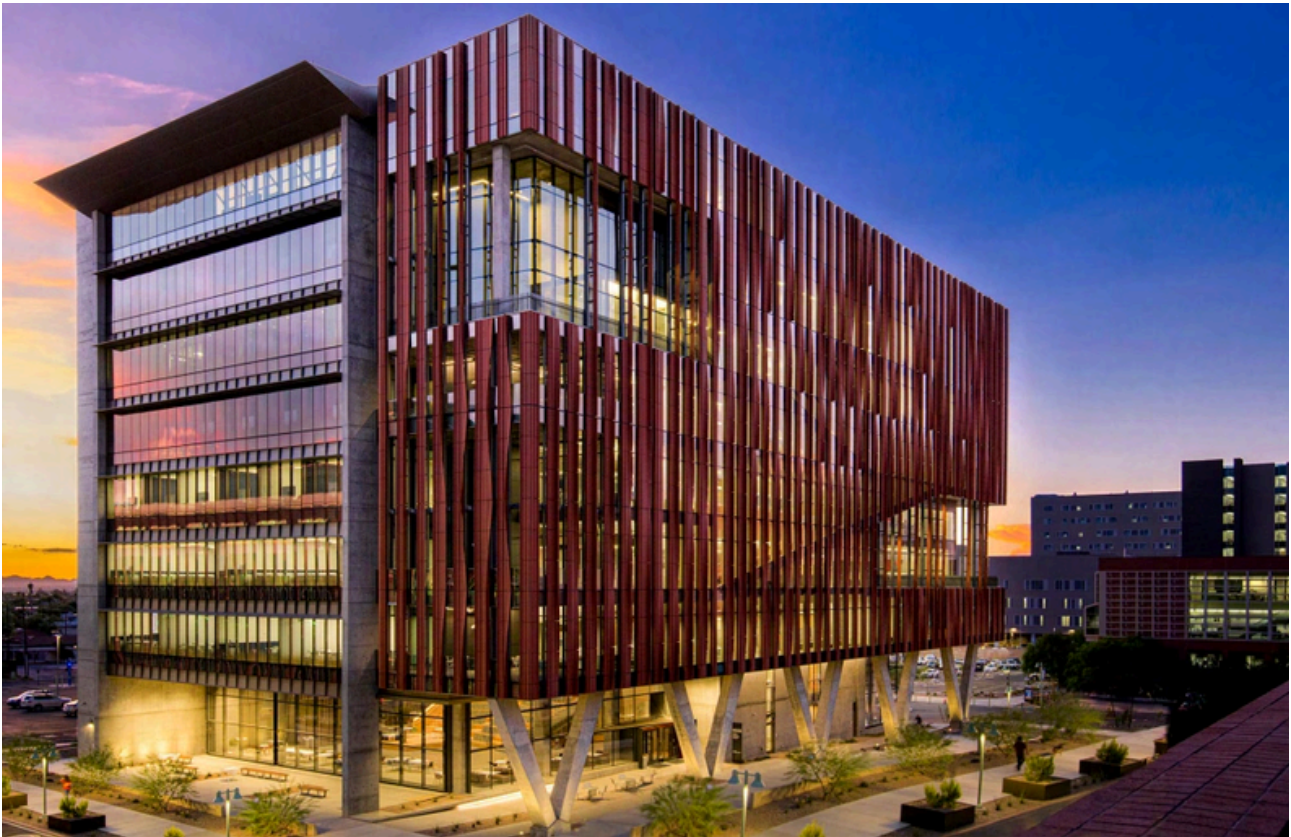
In addition to research-driven spaces, the developments also prioritize student success, offering modern learning environments, enhanced athletic facilities, and comprehensive student success support facilities.

These new spaces will nurture innovation, foster student engagement, and strengthen ties between the University and the broader Arizona community, positioning the University as a transformative leader in education, research, and economic development.



# Health Sciences Innovation Building

2020 | \$165 million



The University of Arizona's Health Sciences Innovation Building (HSIB), a \$165 million, 220,000-square-foot facility, opened in 2019 as a state-of-the-art hub for education, research, and collaboration. Located on the Health Sciences campus, it is a nine-story architectural marvel designed to foster interdisciplinary work. The building features innovative spaces like The Forum—a flexible, indoor-outdoor stage area designed for community engagement—and The Faculty Commons, a casual environment promoting cross-campus collaboration.

The building also includes advanced simulation and training facilities, such as the Arizona Simulation Technology and Education Center (ASTEC), which uses high-fidelity manikins and virtual reality for health care education. Floors 3-6 are dedicated to student support, including "flipped" classrooms for interactive learning. The top floors include specialized spaces like the Health Sciences Design Program and exam rooms for interprofessional education. With its cutting-edge design and sustainable features, HSIB supports the future of healthcare education and innovation.

[Learn more](#)



# Center for Advanced Molecular and Immunological Therapies

Under Construction | \$156 million



The Center for Advanced Molecular and Immunological Therapies (CAMI), a key component of the Phoenix Bioscience Core, will anchor a new innovation district in Phoenix focused on cell and gene therapy research. Designed to accelerate the development of precision medicine, CAMI will lead advancements in immunotherapies targeting cancers, infectious diseases, and autoimmune conditions. The center's strategic location within the Phoenix Bioscience Core, alongside partners like Arizona State University, Mayo Clinic, and the Translational Genomics Research Institute, will foster

collaboration and drive economic growth. CAMI will include state-of-the-art laboratories, clinical research spaces, and startup incubators, facilitating both cutting-edge research and commercialization. Funded through the New Economy Initiative, the project will also provide educational opportunities for the next generation of scientists, further solidifying Phoenix as a premier life sciences hub.

[Learn more](#)

# Honors Village

2019 | \$137 million



The University of Arizona Honors Village, a \$137 million development completed in 2019, is a six-story residential complex designed for the university's Honors College students. Spanning 341,292 square feet, it includes 319 units with 1,056 beds, blending modern student housing with academic, dining, and recreational spaces. The village features dedicated honors classrooms, faculty offices, and collaborative workspaces, fostering an integrated living and learning experience. Its three-story Recreation Center supports student wellness with fitness

facilities, while the dining areas offer diverse meal options. Sustainability is a key focus, with energy-efficient systems and eco-friendly design. The complex also includes a 370-space parking structure, balancing convenience with environmental goals. The Honors Village stands as a model for innovative, community-focused student housing, enhancing both academic and personal growth for the University of Arizona's brightest students.

[Learn more](#)



# Arts District Facilities Renovation

Redevelopment Ongoing | \$100 million



The Arizona Arts Master Plan is a comprehensive \$100 million initiative designed to transform the University of Arizona's arts district, improving facilities across campus to enhance the student and community experience. The plan includes renovations to existing spaces like the School of Art, Center for Creative Photography, and Marroney Theatre, as well as the creation of new venues and outdoor gathering spaces. Recent updates include a redesigned entrance to the School of Art and a new gallery at the Center for Creative Photography. Upcoming projects include a full renovation of Marroney Theatre and Centennial

Hall, alongside the relocation of the University of Arizona Museum of Art to a more prominent, accessible space. This initiative aims to make the university a cultural hub for Southern Arizona, attract top talent, and contribute to regional economic growth. The master plan aligns with the university's strategic vision to position Arizona as a global arts destination while enriching the community's cultural landscape.

[Learn more](#)



# Grand Challenges Research Building

2024 | \$99 million



The University of Arizona's Grand Challenges Research Building, a \$99 million, 125,340-square-foot facility, is designed to address the complex issues of the Fourth Industrial Revolution. It provides an interdisciplinary space focused on solving eight critical "grand challenges" including water, energy, climate change, precision medicine, neuroscience, space exploration, quantum information, and advanced materials. Housing the Research Innovation and Impact Initiative (RII) and the Center for Quantum Networks, the building fosters collaboration across physical, digital,

and biological sciences to drive transformative breakthroughs. The facility connects researchers from diverse fields and includes flexible spaces such as lounges, kitchenettes, terraces, and meeting rooms to support a dynamic, collaborative culture. Located adjacent to the Meinel Optical Sciences Building, the Grand Challenges Research Building is a key component in shaping the future of science and technology.

[Learn more](#)

# Applied Research Building

2023 | \$85 million



The Arizona Applied Research Building (ARB), an 89,000-square-foot facility completed in 2023 at a cost of \$85 million, serves as a hub for advanced research in optics, manufacturing, and space exploration. The building houses cutting-edge facilities like the Thermal Vacuum Chamber (TVC), which simulates space conditions for spacecraft testing, and the Anechoic Chamber, designed for satellite antenna testing. The Laboratory for Advanced and Additive Manufacturing supports the development of materials for industries like aerospace, defense, and biomedical.

Other key facilities in the ARB include the Mission Operations Center, which supports NASA missions such as

OSIRIS-REx, and the Imaging Technology Laboratory, which provides advanced imaging systems for astronomy and satellite applications. The building also features the CubeSat Laboratory, dedicated to the fabrication of miniaturized satellites, and the Space Materials Curation Facility, focused on analyzing materials for space debris management.

The ARB strengthens the University of Arizona's position as a leader in applied research and innovation, with its facilities supporting interdisciplinary collaboration and industry partnerships.

[Learn more](#)



# Student Success District

2023 | \$81 million



The University of Arizona's Student Success District, completed in 2023 with an \$81 million investment, is a transformative project designed to enhance student engagement and support academic achievement. Spanning multiple buildings, the district provides modern spaces for student services, advising, and academic support. Key facilities include the newly renovated Bear Down Gym, a central hub for student resources, and the expanded Center for Student Involvement, which fosters leadership, career development, and extracurricular activities.

The district's design prioritizes collaboration and student

well-being, offering flexible study spaces, meeting rooms, and social areas to promote a sense of community. The development aims to improve the student experience by streamlining access to essential services, encouraging academic success, and supporting holistic development.

With its strategic location and integrated services, the Student Success District plays a critical role in supporting the University of Arizona's commitment to student success, providing an environment that fosters both personal and academic growth.

[Learn more](#)



# Paul and Alice Baker Center for Public Media for Arizona Public Media

Under Construction | \$65 Million



The Paul & Alice Baker Center for Public Media, currently under construction with a \$65 million investment, will serve as the new headquarters for Arizona Public Media (AZPM) at the University of Arizona. The 61,500-square-foot facility will house state-of-the-art broadcasting studios, production spaces, and offices to support AZPM's television, radio, and digital media operations. Designed to enhance the organization's capacity to deliver high-quality public media content, the center will provide a modern, collaborative environment for journalists, producers, and educators.

The facility will feature advanced broadcasting technology and flexible spaces for live productions. It will also include community engagement areas for events and outreach programs, reinforcing AZPM's commitment to serving the public through educational and informative content.

The center is funded in large part by a philanthropic contribution from Paul and Alice Baker, whose support underscores the importance of public media in Arizona. Upon completion, the Baker Center will solidify AZPM's role as a leader in public media and educational broadcasting.

[Learn more](#)

# ‘Old Chemistry’ Building Renovation and Commons Expansion

Under Construction | \$42 Million



The Old Chem Building Renovation and Commons Expansion, completed in 2023, revitalized a historic 1936 structure while creating flexible, modern spaces for collaborative teaching and learning. The \$42 million project repurposed two-thirds of the original building, transforming outdated spaces into open classrooms. A 15,000-square-foot addition with larger classrooms and higher ceilings supports hands-on, experimental teaching methods.

The renovated building houses collaborative lecture halls, research labs, and faculty offices,

with a two-story lobby fostering student-faculty interaction. Accessibility was a key focus, with universal design features improving navigation and creating inclusive spaces. The project is pursuing LEED Silver certification, incorporating biophilic elements, energy-efficient systems, and sustainable materials.

The design blends preservation with innovation, providing a healthy, adaptable environment. The renovation enhances the university's capacity for collaborative research and teaching, positioning the Chemistry Building as a hub for future academic growth.

[Learn more](#)



# College of Veterinary Medicine Oro Valley Campus

2019



The University of Arizona's College of Veterinary Medicine Oro Valley Campus, opened in 2019, is a cutting-edge facility designed to meet the growing demand for veterinary professionals. Located in Oro Valley, Arizona, the campus offers advanced classrooms, laboratories, and clinical spaces, providing students with hands-on training in veterinary care. The facility emphasizes practical experience, with specialized labs for surgery, anatomy, and animal behavior, as well as an on-site teaching hospital for veterinary care and research.

The campus was developed with the support of both private donors

and public funding, reflecting the university's commitment to expanding veterinary education. The program focuses on preparing students to address the diverse challenges in animal health, with a particular emphasis on rural and agricultural communities.

The College of Veterinary Medicine Oro Valley Campus is integral to the University of Arizona's mission to provide high-quality veterinary education, advance research in animal health, and meet the region's need for skilled veterinary professionals.

[Learn more](#)



# The Refinery at the Bridges and co-located Mission Integration Labs

2022 | \$30 million and 2023 | \$ 17 million



The Refinery at the Bridges and the co-located Mission Integration Lab are two state-of-the-art facilities at the University of Arizona designed to drive innovation in technology and aerospace. Opened in 2022, The Refinery is a \$30 million project providing flexible office spaces, labs, and collaboration areas for startups, entrepreneurs, and researchers focused on product development and commercialization. It serves as a hub for tech-driven businesses, helping accelerate the transfer of research into marketable solutions.

In 2023, the university opened the \$17 million Mission Integration Lab, which expands UArizona's

research capacity to tackle grand space-based challenges. The lab supports high-level missions in space exploration, satellite systems, and aerospace engineering. It positions the university as one of only a handful of institutions capable of running top-dollar, cutting-edge space missions.

Together, these facilities are pivotal in advancing Arizona's position as a leader in aerospace innovation, supporting the development of next-generation technologies for space exploration and beyond.

[Learn more](#)

# Mel and Enid Zuckerman Center for Health and Medical Careers

2024 | \$24 million



The Mel and Enid Zuckerman Center for Health and Medical Careers at the University of Arizona is a state-of-the-art facility designed to support students pursuing careers in health and medical fields. Located on the university's Tucson campus, the 82,000-square-foot center houses classrooms, laboratories, and simulation spaces for hands-on training. The facility is equipped with advanced technology to provide students with cutting-edge resources in their studies and future careers.

Named in honor of Mel and Enid Zuckerman, longtime supporters

of the university, the center was made possible by a generous \$20 million gift from the Zuckermans, along with additional funding from other donors. The center is a key part of the university's mission to train healthcare professionals to address the growing demand for medical expertise in Arizona and beyond.

With its modern design and comprehensive resources, the center will help students gain the skills needed to thrive in diverse healthcare environments and contribute to the advancement of health services in the region.

[Learn more](#)



# Andrew Weil Center for Integrative Medicine

2023 | \$23 million



The Andrew Weil Center for Integrative Medicine, a 30,000-square-foot facility at the University of Arizona, features three buildings representing the principles of mind, body, and spirit. The building will serve as a central hub for research, education, and wellness programs in integrative medicine.

Dr. Andrew Weil, a pioneer in integrative medicine, contributed \$15 million to the development of the center. His donation helped establish several endowed positions, including chairs in integrative medicine and research, as well as a program fund.

The center also received significant support from the Iris & B. Gerald Cantor Foundation, which funded the Iris Cantor Building dedicated to education and wellness.

The facility is designed with sustainability in mind, incorporating non-toxic materials, energy-efficient technologies, and abundant natural light. As the University of Arizona's integrative medicine program has been a leader in the field for over 30 years, the new center will continue to advance this innovative approach to healthcare.

[Learn more](#)



# The William M. "Bill" Clements Golf Center

2024 | \$15 million



The William M. "Bill" Clements Golf Center, a \$15 million facility at Tucson Country Club, officially opened as the new home for Arizona's men's and women's golf programs. The center is named in honor of philanthropist Bill Clements, with a generous naming gift from his wife, Ginny L. Clements, to recognize his contributions to both the University of Arizona and Southern Arizona. The opening was a meaningful moment for the programs, which have won a combined four national championships.

The facility features a state-of-the-

Furyk Golf Lab, a short game area, spacious locker rooms, and coaching offices. Its open design includes large windows for natural light and a back patio overlooking the driving range. The Champions Room celebrates the programs' history, including 21 conference titles and 129 All-Americans. The center is a fitting tribute to Clements' legacy and a new hub for Arizona golfers to train and compete.

[Learn more](#)

# Cole and Jeannie Davis Indoor Practice Facility

2019 | \$16.5 million



The Cole and Jeannie Davis Sports Center, a cutting-edge indoor, climate-controlled practice facility, opened in February 2019 as part of Arizona Athletics' transformative developments. The facility was made possible by a generous \$8 million gift from Cole and Jeannie Davis, which played a pivotal role in completing the final project of Arizona Athletics' \$66 million capital campaign, encompassing five major construction initiatives.

This \$16.5 million project not only enhanced the university's athletic programs but also became a significant landmark on the University of Arizona campus.

Primarily serving Arizona Football, the Davis Sports Center also benefits other athletic programs by providing a versatile, high-tech space for training and conditioning. Beyond its role as a practice facility, the Davis Sports Center also serves as a key hospitality and fan engagement venue during home football games at nearby Arizona Stadium. Its proximity to the stadium makes it an ideal location for hosting fans and alumni, enhancing the overall gameday experience and helping to foster a stronger sense of community and school pride.

[Learn more](#)



# Hillenbrand Memorial Stadium

2019 | \$8 million



The \$8 million renovation of Hillenbrand Memorial Stadium, completed prior to the 2019 season, marked a transformative moment for Arizona Softball. This extensive overhaul revitalized the stadium, enhancing both fan experience and the athletic environment for players. The renovation included a full facelift from foul pole to foul pole, with new infield bleachers now covered by a shade structure, providing comfort for spectators. A two-level enclosed press box was also added, elevating the stadium's media and game-day operations.

one of the premier softball venues in the country. The updates were designed to maintain the stadium's iconic status while introducing modern amenities, ensuring it remains a leading destination for both athletes and fans. Arizona Softball's legacy of success at home continues, with Hillenbrand now offering state-of-the-art facilities that complement its historic role in college athletics. The 2019 renovation reaffirmed Hillenbrand Memorial Stadium's position as a crown jewel in the world of collegiate softball.

This project solidified Hillenbrand as

[Learn more](#)



# Arizona Stadium

2018 | \$30 million



In 2018, the University of Arizona completed a transformative \$30 million renovation of Arizona Stadium, significantly enhancing the fan experience and modernizing the iconic venue. The project focused on upgrading both the stadium's infrastructure and amenities, including a complete overhaul of the south end zone. This area was redesigned to feature a new, state-of-the-art video board, premium seating options, and expanded fan zones, offering a more immersive gameday atmosphere. The renovation also included improvements to the concourses, restrooms, and concessions, ensuring comfort and convenience for attendees.

One of the most notable features of the renovation was the addition of the Arizona Football Hall of Fame, a tribute to the program's rich history and legacy. The revitalized stadium continues to serve as a hub of school spirit and pride, welcoming fans with modern amenities while preserving its historic charm. Arizona Stadium's 2018 renovation reaffirms its place as one of the top venues in college football, providing an enhanced experience for players, alumni, and fans alike.

[Learn more](#)

# Hillenbrand Aquatic Center

2018 | \$3.5 million



The Hillenbrand Aquatic Center underwent a significant renovation in 2018, elevating it to one of the premier collegiate swimming and diving facilities in the nation. The \$3.5 million project focused on modernizing both the competition pool and spectator areas, ensuring an enhanced experience for athletes and fans alike. A state-of-the-art scoreboard was added, along with new LED lighting to improve visibility and provide a better atmosphere for meets. The center's diving well was also upgraded with new equipment and platforms to meet the demands of elite-level competition.

In addition to the technical upgrades, the renovation expanded fan seating, providing a more comfortable and engaging environment for those attending events. The project also included improvements to locker rooms, team rooms, and administrative areas, offering athletes a top-tier training environment. With its updated features and modern amenities, the Hillenbrand Aquatic Center continues to be a key asset for Arizona Swimming & Diving, playing a crucial role in the program's success and competitiveness.

[Learn more](#)