

August 4, 2014

**The Honorable Janice K. Brewer**  
Arizona Governor  
Executive Tower  
1700 West Washington Street  
Phoenix, Arizona 85007

Dear Governor Brewer:

Dr. Ann Weaver Hart came to the University of Arizona bringing the excitement of a first woman president and the promise to do great things. Two years later, we are forced to face that Dr. Hart's abilities to communicate internally and externally have not been effective. Her priorities are inconsistent with her published goals in her strategic plan. Based on many of our experiences with her, we question her qualifications to do the job a fine institution like the University of Arizona deserves. Dr. Hart's actions have taken us from beyond concern to fear for the well-being of our beloved University.

We now understand that plans are underway for ABOR to grant an extension of her contract. We urge you to not grant any extension of her contract. It is now time to move on and start anew.

Listed below are alumni, donors, friends and concerned citizens. We thank you for your attention to this serious matter.

[REDACTED]  
Roni and Clark Woolston – Arizona

[REDACTED]  
Nancy and Craig Berge – Arizona

[REDACTED]  
Jim Patterson – Arizona

Barbara and Gary Cropper – Arizona

Brent Berge – Arizona

[REDACTED]  
Mary Avaizian – Arizona

[REDACTED]  
Peter Ladigo – Arizona

Carol and Dwayne Dobson – Arizona

Boni Williams – California

*\*Editor's note: The Star removed 12 names from this letter after writer Nancy Berge said she included them in error*

## Ann Dockendorff

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**From:** Charles Miller [REDACTED]  
**Sent:** Tuesday, January 28, 2014 6:04 PM  
**To:** Scott Smith  
**Subject:** Fwd: The Daily Wildcat: Faculty Senate finds flaws with proposed state budget

Fyi

Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

**From:** James O'Brien  
**Date:** 01/28/2014 5:18 PM (GMT-07:00)  
**To:** Michael Crow , Charles Miller  
**Subject:** The Daily Wildcat: Faculty Senate finds flaws with proposed state budget

<http://www.wildcat.arizona.edu/article/2014/01/faculty-senate-finds-flaws-with-proposed-state-budget>

## Faculty Senate finds flaws with proposed state budget

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By Stephanie Casanova | Published 19 hours ago | Updated 16 hours ago

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Arizona's executive budget proposal to fund a private, non-profit research organization through the UA is a "bridge to nowhere," UA President Ann Weaver Hart said at yesterday's Faculty Senate meeting.

The proposal suggests \$15 million be allocated to the UA to be disbursed over five years to the Translational Genomics Research Institute, or TGen, an independent institute that specializes in medical research.

"It isn't funding for the U of A, but it leaves the impression that it is," Hart said. "Not one nickel of those dollars has any impact on how the university fulfills its mission. ... It's literally a pass-through."

The money would only benefit UA faculty members who might be working on research projects with TGen, not the university as a whole, Hart said. The UA's funding request presented to the Arizona Board of Regents last semester included \$15 million for mission-specific funding, which refers to hiring faculty and supporting biomedical research, among other projects.

Hart reported to the Faculty Senate that Arizona's three state university presidents and members of the board of regents will continue to push for the original \$700 million recommendation for higher education funding. Hart said her colleagues, especially president of Arizona State University Michael Crow, agreed that the UA can't be excluded from the funding proposal.

“We’re not whining,” Hart said. “We’re talking about the future of the state and the future of the citizens of our nation ... and that’s the approach we’re taking.”

Hart said that the governor’s budget focused on the recent scandal surrounding Arizona’s Child Protective Services scandal in which CPS failed to investigate 6,000 cases of suspected child abuse, which is a shared concern among everyone in the state. Investigating CPS, however, should not negate the state’s need for higher education funding, she added.

UA Provost Andrew Comrie also updated the faculty on the UA’s transition to Responsibility Centered Management, a new budget model intended to be more transparent and incentive-based, according to its website.

The new model will give deans and heads of colleges and departments additional responsibilities and authority. Comrie presented the model’s subcommittees and its guiding principles, which include the university’s strategic plan, transparency, simplicity and leadership, among others.

The university also hired an independent consultant, Candace Corvey, to help implement the new model. Corvey, former vice president for finance and administration at the University of New Hampshire, worked with an RCM budget model.

“Transparency of the financial model of the institution is tremendously important,” Corvey said. “The goal is for everyone at the institution to have a decent ... understanding of where the money comes from and where it goes.”

Andy Silverman, professor and director of the clinical program at the James E. Rogers College of Law, expressed concern over whether only some deans would embrace their additional responsibilities, and be more sensitive to a new shared governance model.

Corvey said there would be a training factor for deans, department heads and chief financial officers for each unit in the new model, in order to address that concern. In Corvey’s previous experience, she said, some deans were better than others at taking on the additional responsibility and flexibility.

“Some took to it immediately, others took a little while,” Corvey said. “In total it produced better, more inclusive decision-making.”



## Ann Dockendorff

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**From:** Kurt Davis <[REDACTED]>  
**Sent:** Tuesday, January 28, 2014 3:20 PM  
**To:** Scott Smith  
**Subject:** FYI - See Ann Weaver Hart's quote on Governor's proposal related to TGen Funding. Unfortunate  
**Attachments:** Kurt R Davis.vcf

Scott...Please see below...per my email yesterday, the UA President's comments are certainly not helpful and at a minimum disrespectful to the Governor. I hope we can talk soon about the alternatives I provided you yesterday that might help fix this problem in more than one way. Give me a buzz. Kurt

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<http://www.wildcat.arizona.edu/article/2014/01/faculty-senate-finds-flaws-with-proposed-state-budget>

**Ann Dockendorff**

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**From:** Kurt Davis [REDACTED]  
**Sent:** Wednesday, February 05, 2014 4:58 PM  
**To:** Scott Smith  
**Subject:** TGen and U of A call  
**Attachments:** Kurt R. Davis.vcf

I left you a voicemail about a call today between Pres Hart and Jeff Trent phone call. She doesn't get it...listen to my VM....Kurt

**Kurt R. Davis**  
FirstStrategic  
Founding Partner  
[REDACTED]  
300 West Clarendon  
Suite 460  
Phoenix, AZ 85013  
[www.firststrategic.com](http://www.firststrategic.com)

## Ann Dockendorff

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**From:** Kurt Davis [REDACTED]  
**Sent:** Monday, January 27, 2014 5:23 PM  
**To:** Scott Smith  
**Subject:** The Governor's TGen Proposal  
**Attachments:** Kurt R. Davis.vcf

Scott...I wanted to make you aware of intelligence from the front and come in to see you to discuss its implications related to the Governor's TGen proposal for TGen.

- 1) Things have been going well related to legislative discussions. We had a very good public presentation to the House Health Committee and the issue was raised in a positive way by several of the committee members including Chairwomen Carter. Members with other members are under way and so far, they have gone well.
- 2) U of A had a U/A Foundation Board meeting this past weekend in Tucson. In that meeting, the issue of the Governor's proposal to fund TGen with a pass thru to U of A came up. The President, according to two members of the Foundation Board, who are also TGen Board Members reported that President Hart made some "disparaging remarks" about the proposed appropriation and even about TGen. This has me worried because of the complexity of doing the pass through agreements and U of A's previous weak participation with TGen. The President supposedly also said something about TGen "should be part of U of A"...

I would love to talk through this with you because I believe there is an easier pathway to success to insure the Governor's intentions are followed. They are in no particular order:

- A) Do the pass through appropriation to NAU. Dr. Haeger has been a very active participant with TGen and as you know, the Dangerous Pathogens Center (Dr. Keim's Bio-Defense Lab) is housed jointly between NAU and TGen.
- B) Do the pass through to the Arizona Board of Regents and have them handle the contractual pass through.
- C) In any case, whether you choose to leave as is or consider an alternative... the BRB language in the budget needs to be tight and concise so that gamesmanship doesn't become the order of the day.

Don't get me wrong, I am not bitching or complaining. Just filling you in on what we are hearing in the field. If you would like for me to arrange to have the TGen board members that heard the presentation fill you in on the exact words used, we can arrange that for you. Both Board members are people of significance in the community.

Is there a chance we could get together soon? Kurt

## Ann Dockendorff

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**From:** Susan Myers  
**Sent:** Thursday, June 19, 2014 11:24 AM  
**To:** Dale Frost  
**Subject:** FW: URGENT call to action - talk to Dr. Hart about AZPM

**From:** Richard Myers [mailto:████████████████████]  
**Sent:** Thursday, June 19, 2014 11:12 AM  
**To:** REGENTS@AZREGENTS.EDU  
**Subject:** FW: URGENT call to action - talk to Dr. Hart about AZPM

Team, I've discussed this with Ann. On one hand she feels there is misinformation. The state has had to cut UA's budget over the last few years and we all need to think hard about how we are spending the tuition money from our families. Her team has been working with public media on how they need to become less dependent on the university. The staff of the public media working with their board has gone heavily on the attack. Ann is working on how she will deal with this and will update us soon. I have received many messages on this the past day and I'm sure you all will be as well. Thanks, Rick

## Rick Myers

**From:** Frances Merryman CFP® ████████████████████  
**Date:** Thursday, June 19, 2014 at 9:57 AM  
**To:** RICHARD MYERS ████████████████████, Ron Shoopman ████████████████████  
**Subject:** FW: URGENT call to action - talk to Dr. Hart about AZPM

I'm sure you both have seen these. I have received many, many versions, all aghast at the shortsightedness. This is a PR nightmare and from the major U of A contributors that have contacted me, they intend to direct all their U of A support to AZPM which will damage lots of worthy programs. I was with a major U of A supporter last night walking to a U of A event who had just gotten off the phone with Dr. Hart. The comment was that -Ann had no comprehension of the firestorm brewing that has literally gone viral.  
Francie

August 2, 2014

Mark Killian, Chair  
Eileen Klein, President  
Arizona Board of Regents  
2020 N. Central Ave., Suite 230  
Phoenix, AZ 85004-4593

Dear Chair Killian and President Klein:

I am writing this letter to share my experiences and observations in working with President Ann Weaver Hart. I am writing to both of you in the hopes that you will share this letter with the other members of the Arizona Board of Regents. I am aware that there are members of the community who have concerns about her leadership. I want to share my own experiences.

Though I have spent my professional career at The University of Arizona, I have had opportunities to leave, most recently last summer. I stayed because I believe in President Hart's leadership and our ability to move The University of Arizona forward.

I have worked closely with the past three presidents and in my experience, President Hart is a pro—she is the most effective president with whom I have worked. She has a clear sense of what needs to happen and how to get there. She has done an extraordinary job of building a strong team who each bring strength to the areas they lead.

The process by which we built our strategic plan was truly “ground up,” led by the Provost and Chair of the Strategic Planning and Budget Committee. Many people on campus contributed and this fall when we planned the November ABOR presentation, we utilized a process that built a sense of team with her senior leadership unlike any I have previously experienced. And, President Hart was wise to involve business leaders in both Tucson and Phoenix to help critique the presentation in its development.

Her instincts are generally right on target and she is comfortable making decisions. She learned that we did not have a Parental Leave Policy and immediately asked what we needed to do to implement one, and we did. My first experience with her was to drive with her to Phoenix for our annual New Student Summer Send Off. We discussed student retention and one particular policy change that would significantly help students and potentially increase student retention. She quickly authorized our ability to move forward and this change has been important for student success.



She expanded the role of our Vice President for Human Resources to include an institutional effectiveness function that creates opportunities for faculty and staff to question processes and policies and make changes.

She immediately assessed that our institutional communications and marketing were uncoordinated and our marketing scattered. She strengthened the area of University Relations to lead this and we are currently making up for lost time in this area.

While many have commented that President Hart doesn't seem warm and fuzzy, I have found her to be supportive, appropriately warm and a great mentor. She provides direct feedback, has a strong sense of priorities and always listens.

I want to address Commencement because I am aware that there is a perception that President Hart moved commencement to the stadium to create a grandiose experience that somehow enriches her role. Because commencement falls in my area, I will share the background.

For several years prior to May 2013 we worried that we were outgrowing McKale Center as the site for our central ceremony. We looked at eliminating a central ceremony and only holding college ceremonies--both current students and alumni reacted very negatively to this option so we made a decision to maintain one central ceremony.

We tried to hold off as long as possible, because we knew that the only campus venue large enough for commencement was the stadium. Unfortunately, in May of 2012 despite our best efforts to predict attendance using an RSVP process, and using overflow areas where families could watch the ceremony, we outgrew McKale and there were families that were unable to adequately see their students graduate.

The decision to move to the stadium in May 2013 was a foregone conclusion. We reviewed details from other schools that use stadiums for commencement (Arizona State University; University of Washington; Auburn University; Oregon State University; Stanford University; University of Michigan; University of California, Santa Barbara; University of Texas, Austin; and Lehigh University) and developed a plan. Despite stadium construction in the Spring of 2013, May Commencement was a successful event.

Planning for our second year in the stadium began almost as soon as we finished May's 2013 ceremony. Again, we used an RSVP system to help us estimate participation and we incorporated some new activities to celebrate The University's 150<sup>th</sup> Commencement. Unfortunately, we had significantly more attendance than we had anticipated and our plan to create a photo moment for all graduates ended up slowing down the entire procession, making the wait period longer than we planned. Within two weeks of the May 2014 Commencement, our staff had developed a full plan addressing each of the issues to ensure a completely successful May 2015 Commencement.

Finally, I want to reemphasize that the direction The University of Arizona is moving is exactly where we need to go! Our business plan is aligned with our strategic plan—we are

focusing on meeting the ABOR 2020 goals, while using data and continual analysis to inform our work. I believe that President Hart is the leader to continue to help us move forward! As I have told the president many times, I am honored to be a member of her team!

Thank you for reading and sharing this and for all you do to support higher education in the state of Arizona. Please feel free to contact me at (520) 370-5571 if you would like to further discuss this in any way.

Sincerely,

A handwritten signature in black ink, appearing to read "Melissa Vito". The signature is fluid and cursive, with a large initial "M" and a stylized "V".

Melissa Vito, Ed.D.

Senior Vice President for Student Affairs and Enrollment Management  
and Senior Vice Provost for Student Success and Academic Initiatives



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August 3, 2014

Mark Killian, Chair  
Eileen Klein, President  
Arizona Board of Regents  
2020 N. Central Avenue, Suite 230  
Phoenix, AZ 85004-4593

Dear Regent Killian and President Klein:

I have heard that you recently received one or more letters from a few individuals in the community, voicing disagreement with decisions made by President Ann Weaver Hart. In particular, I am told that there are a number of negative accusations regarding her personal character and incorrect statements made about key initiatives being carried out under her leadership. I should also add that President Hart did not ask me to write this letter, nor have I discussed it with her.

As you know, I have responsibility for the entire academic enterprise of the UA, and I work extremely closely with President Hart. I had the honor of co-leading the development of our academic strategic plan, which is at the core of the overall *Never Settle* strategic plan presented to ABOR in November 2013. I also see her making tough decisions and providing decisive and insightful leadership on a daily basis. Therefore, I write this letter not only to provide you with the facts surrounding some of these issues, but also to let you know just how important it is for ABOR to stand by her and support the bold vision she is leading.

First, to the issue of disagreeing with decisions: as highly experienced leaders yourselves, you are quite familiar with the fact that making tough decisions among competing priorities under limited resources will never make everyone happy. As a University, we have agreed to prioritize decisions according to our strategic plan, realizing that this requires compromise and sometimes a need to wait for a particular initiative until the budget or environment are more suitable. There is remarkable agreement across the UA that this is how we will operate.

Second, to the issue of our *Never Settle* strategic plan, apparently the allegation has been made that it was somehow unwillingly thrust upon the campus or administrators by the President. This is utter nonsense – frankly, at her request, the campus brought the plan to her. Furthermore, it shows that whoever makes such a claim is completely unfamiliar with how things are operating at the UA. As one of the nation's leading universities, the UA takes pride in its powerful culture of participation and its emphasis on maintaining and growing excellence. What makes *Never Settle* different from the typical strategic plan that just "sits on the shelf" is that it was developed from the ground up through widespread campus participation – it is a real actionable plan. Each dean contributed a strategic plan for his or her college – those plans were combined and refined through various committees representing the faculty, staff, students, and administrators, not to mention multiple town hall meetings on campus and literally thousands of online comments. I've never seen a strategic plan owned and embraced more by the people whom it serves (and who helped design it).

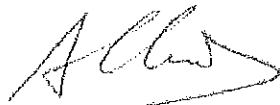
Third, to the issue of character, I have spent many hours with President Hart going over significant strategy questions, tough tactical issues, thorny personnel decisions, extremely challenging budget priorities and more. Never have I witnessed anything but the highest standards of personal and professional integrity in President Hart. She is a three-time President, a sure-footed leader in a job where she has to balance multiple competing constituencies while leading the University to a stronger future. To be sure, at times she can be direct, express her indignation or admiration, and deliver good news or bad depending on the situation – all part of leadership. She is also experienced, insightful, remarkably astute about what is right for the University, and she has personally helped break the glass ceiling for women leading our nation's best universities. Perhaps most importantly, she always puts the UA first. I remember something she said in our first week working together, when faced with a difficult decision that would make some individuals unhappy: she said, "We must do what is right for the University of Arizona."

Today, U.S. higher education finds itself at an incredibly important and historic juncture. Many of the major forces affecting our sector are resulting in significant changes in what a University is and does, and are determining how we become the learning institutions our nation needs for the 21<sup>st</sup> century. But each university also has a critical role to play in how it responds to and indeed leads that necessary change. President Hart challenged the UA to create its own plan to succeed in this environment, and the campus responded with a plan and priorities that are guiding this great institution to further success and excellence. Under her leadership, the UA is making the tough decisions that are needed to secure our future. Precisely because those decisions are tough, it is critical that she has the backing to implement that future.

I know that you support President Hart and the UA in your important roles leading Arizona's higher education enterprise. I trust that my letter provides you with the facts and assurance that you need, and I thank you for your continued support of our great state universities.

Should you wish to contact me directly on these or other issues, please feel free to email or to call.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Comrie", written over a horizontal line.

Andrew C. Comrie, Ph.D.  
Senior Vice President for Academic Affairs & Provost

**Ann Dockendorff**

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**From:** Susan Myers  
**Sent:** Monday, July 07, 2014 11:54 AM  
**To:** Dale Frost  
**Subject:** FW: Letter to UA Foundation

**From:** Richard Myers [mailto: [REDACTED]]  
**Sent:** Friday, July 04, 2014 1:31 PM  
**To:** REGENTS@AZREGENTS.EDU  
**Subject:** Fwd: Letter to UA Foundation

Team, Tom told me he is sending this to the foundation board so I wanted you to be aware. Thanks, Rick

Sent from my iPhone

Begin forwarded message:

**From:** RICHARD MYERS [REDACTED] >  
**Date:** July 3, 2014 at 2:02:07 PM MST  
**To:** Tom Keating < [REDACTED] >  
**Cc:** Jim Moore < [REDACTED] >, Ann Hart < [REDACTED] >, Eileen Klein < [REDACTED] >, "Mark Killian" < [REDACTED] >, Nancy Tribbensee < [REDACTED] >  
**Subject:** Letter to UA Foundation

Tom,

Congratulations on being the new chairman of the University of Arizona Foundation. I know you and the rest of the foundation share our desires to keep the university among the top public research institutions and to be an important part of shaping our states future. I was pleased that there is now a new executed services agreement and budget and that the new capital plan is underway.

As I step down as chair of the regents I do want to clarify some items that I continue to hear. It is frustrating that in the midst of so much positive movement we continue to have misinformation. I hope that the following clarifies some of this and provides a common understanding that we can all move forward with. I hope that you can share this with other foundation board members.

1) Dr. Hart did not misrepresent herself in the interview process as some are saying. The regents were looking for a strong leader who could be a change agent to get UA back into a competitive posture and address many areas. Strong change agents don't make everyone comfortable and we clearly understood that when we hired her. We should all recognize the many significant accomplishments that Dr. Hart has already made at UA including things like

Tech Launch AZ, Defense Institute, key personnel changes, a detailed strategic plan and the planned Banner relationship. As we conducted the search I talked to many senior presidents around the country and it was common for them to say that the UA was in need of strong change or could become a second tier university.

2) There has been confusion about the foundation process for supplemental compensation. I had requested to the prior chair and CEO to look at best practices and at what ASU has done and that a construct be put in place to allow this at UA, not as part of the regent salary, but as a recognition of the value to the foundation. I have learned more about appropriate ways to do this based on good information that your team has provided. I will say again that neither I nor the Board of Regents made any commitment on behalf of the Foundation at any time. The amount and details of what the foundation might do is solely up to the foundation. My desire is that we are competitive and follow best practices and that the foundation values Dr. Harts contributions to shared goals.

3) A number of foundation members have informed me that there is a concern that I am personally upset that I was not hired years ago or that I somehow I have a prime position secured at ASU. I hope that can help dispel this. The foundation search process that I participated in was done in a professional way and I have no regrets.

4) There is also discussion that Dr. Hart wants to redo Old Main just to have a nicer office. As you and I have discussed the regents will no longer allow projects which have large donor plans to be approved without a clear understanding of who will own the fundraising. Our student tuition is at risk if the fundraising does not happen. We all agree there was poor communication on the cancer center in Phoenix, so when the Old Main project came forward the regents would not approve it until we received a letter from the foundation saying they would prioritize this. This project is planned almost entirely with donations. The regents are the ones that told Dr. Hart that instead of just saving the structure she should move her office there to be more accessible and visible to the campus community. This was never something she chose to do to be self serving.

5) Finally there are many individuals reaching out to help Dr. Hart. These is not an official group for the board of regents, but simply people who have indicated a desire to help the university and Dr. Hart personally to be successful. Some on your board continue to express a major concern with Dr. Harts contract being extended by the board of regents. This decision will be made in September for all of the presidents. There is still much to do and she needs time to get that large ship turned around. There is a lot of stress in being a president and all of us need to be helping her deal with this to be successful.

I want to be empathetic and respectful of individuals with concerns, but I also want to be very clear that I support the actions of Dr. Hart and want all of us to focus on helping to generate the overall results. I would encourage the foundation to take the time to better understand the details contained within the Never Settle strategic plan. I also commit that I will work with my fellow board members at ABOR to build stronger relationships with the foundation at UA and our other great universities so that we all can align our energy in the best way to achieve our common goals.

Sincerely,

Rick Myers

Rick Myers

Regent

Arizona Board of Regents



## Ann Dockendorff

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**From:** Susan Myers  
**Sent:** Monday, August 11, 2014 2:32 PM  
**To:** Dale Frost  
**Subject:** FW: Daily Star Public Records Request  
**Attachments:** AWH Accomplishments.docx; UABackgrounder.docx

**From:** Katie Paquet [mailto: [REDACTED]]  
**Sent:** Monday, August 11, 2014 12:50 PM  
**To:** [REGENTS@AZREGENTS.EDU](mailto:REGENTS@AZREGENTS.EDU)  
**Subject:** Daily Star Public Records Request

Regents:

Below is a link to a secure site that includes the documents that will be shared with the *Arizona Daily Star* early this afternoon in compliance with their public records request for correspondence that references the job performance of University of Arizona President Ann Weaver Hart. We will stay in touch with you as this story unfolds and would encourage you to contact President Klein or I if you are contacted by the press for comment on this issue given that it is a personnel matter. We have shared with reporters that the board is currently reviewing all presidential contracts and performance incentives and takes all feedback it receives into consideration throughout that process. We have also shared that the expected timeline for the board to take action on presidential contracts is sometime this fall.

Additionally, I am attaching two documents that you may find useful. One highlights a number of President Hart's accomplishments and the other provides background information on her hiring, accomplishments and select university issues.

Link to Daily Star file:

<https://azregents.asu.edu/Daily%20Star%20Files/Forms/AllItems.aspx>

Please let us know if you have any questions.

Thanks,

Katie

Katie Paquet | *Vice President for Public Affairs and External Relations*  
W [REDACTED] M [REDACTED] | [REDACTED]  
2020 N. Central Avenue, #230 | Phoenix, AZ 85004 | [www.azregents.edu](http://www.azregents.edu)



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## Accomplishments

### ABOR and UA strategic goals

Led university-wide development of the Never Settle strategic plan, which is designed to elevate the UA and meet ABOR goals for growing the research enterprise, improving retention and graduation rates and enhancing student success and the value of the degree. It is the first-ever strategic plan paired with a business plan and Regents approved it November 2013.

Created a senior leadership team of highly accomplished individuals with a shared vision and expertise in line with the UA's and ABOR's strategic goals. Recruited a respected provost from within and new leadership for health sciences, university relations, research and strategic planning externally. Developed effective and transparent relations with faculty senate and student leadership.

Elevated research commercialization and technology transfer to a cabinet-level position. Worked with the faculty senate to revise tenure rules to incentivize faculty commercialization and entrepreneurial activities. In the last fiscal year Tech Launch Arizona negotiated 72 licenses, filed 167 patent applications, secured 24 patents and helped create 11 start-ups.

Looked beyond state appropriations and tuition dollars for resources to achieve major goals.

- Currently in due diligence process on UAHN hospital merger with Banner Health. The proposed merger would catapult the UA into a top destination for the nation's best physician-scientists and medical students and enhance its reputation for leading-edge medical innovation. It would provide:
  - \$500 million in capital expenditures over the next five years
  - \$146 million to eliminate UAHN debt
  - Continuation of historical funds flow between the clinical and academic enterprises, plus an additional \$20 million annually
  - \$300 million endowment generating \$20 million annually to advance research at the College of Medicine in Tucson and Phoenix
  - \$21 million to UA/ABOR for land
- Partnered with Dignity Health and the City of Phoenix to build the UA Cancer Center in Phoenix
- Partnered with the City of Phoenix to construct the 10-story, 245,000-square-foot Biosciences Partnership Building, which will help the university pursue expanded research partnerships with industry.
- Worked with a private donor to create an innovative retention package for the basketball and football coaches and the athletic director that does not use taxpayer or student dollars

Launched a branding initiative for UA focused on the boundless possibilities and benefits offered by UA education and research accompanied by the “Bigger Questions, Better Answers, Bear Down” advertising campaign. The sophisticated campaign included rigorous marketing research and targeting, campus and key stakeholder buy-in, improved web and digital media presence and multiple visual assets throughout Tucson and Phoenix. The second stage will expand across Arizona, including rural areas, and primary export states. The digital marketing effort, one aspect of the six-week campaign, yielded 8.3 million impressions, 82% of whom were new users.

The two-year-old UA Bridge Program now has formal agreements with more than half of Arizona’s community colleges and supports student transfer offices at Mesa, Glendale, Paradise Valley and Pima community colleges. The program offers community college students guaranteed admissions into most UA undergraduate degree programs, dedicated staff for admissions counseling and renewable scholarships for eligible students.

A UA presidential delegation to Oman and the United Arab Emirates in January 2014 consisted of high-level meetings and receptions with government, education and private sector leadership in both countries. The purpose was to establish joint research programs around shared challenges, become an approved institution for students wishing to study in the U.S. and build relations with a significant alumni population.

The UA contingent, met with a number of influential government leaders, including, among others, Reem Al Hashimi, the United Arab Emirates' minister of state, whose role is the comparable to that of the U.S. president's chief of staff, and Sheikh Sultan III bin Mohammed Al-Qasimi, the ruler of Sharjah emirate, who is a member of the Supreme Council of the United Arab Emirates.

Early outcomes include:

- Two potential consulting and capacity development opportunities related to the Oman National Field Research Institute (NFRI) and the Million Date Palms (MDP) projects were consolidated into one proposal which was recently submitted. The proposal relates to design and implementation of a \$4.5 million state-of-the-art environmental analysis laboratory; ongoing collaboration related to laboratory services; and ongoing educational opportunities (both degree and non-degree) for Omanis connected to these initiatives.
- At the recommendation of high-level officials in the United Arab Emirates (UAE) Department of Education, we pursued follow-up meetings with the Abu Dhabi National Oil Company (ADNOC), which sponsors students at U.S. institutions. As a result, the UA was approved by ADNOC to receive students and will host 24 undergraduates entering degree programs or English language preparation for those programs this fall.
- Based on an invitation from a representative of the Sultan of Oman, our College of Social and Behavioral Sciences submitted a \$1.25 million proposal in May

2014 to establish an academic professorship in Physical Geography. The proposal is under consideration.

- Discussions with the staff of Oman's Ministry of Higher Education will result in a proposal to help establish Oman's new national research university. The Minister and her key personnel are to visit several U.S. universities this year, including the UA.
- Mohammed Sharaf, a UA alumni and the CEO of Dubai Ports World, has accepted the opportunity to serve as the Eller College of Management 2014 Distinguished Executive in Residence. Mohammed will conduct programs at Eller this September.
- Based on a visit with the Ruler of Sharjah and continuing discussions with UA alumni in the region, the Ruler will host the next GCC alumni reunion in Sharjah in January 2015. The executive council of the GCC alumni group has recommended that an event be held in Tucson the following year.

Launched Arizona NOW, a \$1.5 billion fundraising campaign in April 2014. Recent gifts include:

- \$ 3 million for faculty and faculty fellowships for the College of Science/Biosphere
- \$ 1.5 million for an endowed chair in the College of Agriculture and Life Sciences
- \$ 10 million commitment to the College of Optical Sciences for graduate student fellowships.
- \$25 million for the McKale renovations

### **Student Success**

The UA administration worked with student leaders to create a guaranteed tuition plan for all incoming students that will help them and their families plan a predictable budget for college. The UA team took the concept from proposal to Regent-approval in less than four months. Not only does a guaranteed tuition rate help make UA more affordable and attractive to students, it also provides a powerful incentive for them to graduate in four years.

The University has achieved the following results in student recruitment for fall 2014 (as of 7/27):

- A record number of freshman applications of 32,718 for Summer/Fall 2014, an increase of 23.7% over fall 2013
- Freshman admits of 23,396, an increase of 19.2% over fall 2013
- Undergraduate transfer admits of 2,977, an increase of 2.6% in resident student transfers over last year, including a 1.3% increase in Arizona residents from Arizona community colleges and non-resident transfer increase of 4.4%

First Time Full Time Freshman (FTFTF) Retention rates are at their highest levels ever for the University of Arizona.

Retention rates have increased significantly since 2010. In 2010, first to second year retention was 77.4%. For 2013, the overall student retention increased to 81.5% and retention of ethnic minority students has increased by 9% to 80.9%.

The first-year retention rates of all four of the UA's academic success programs exceed the overall UA first-year retention for the freshmen cohort:

- Arizona Assurance Scholars (90%)
- New Start (88%)
- TRiO (90%)
- Prodigy (89%)

versus all UA freshmen (81.5%).

UA graduation rates are improving as retention improves. The 4-year graduation rate is 42.1%, up from 40% the year before and the 6-year graduation rate is 61.4 percent, up from 61.3%.

Recognized national leader for student veteran programs – retention for UA veterans is higher than the national average and Melissa Vito testified to a congressional subcommittee on efforts to improve veteran success in higher education. The UA also opened its second veteran center in April dedicated to veterans studying health sciences.

Worked with Graduate College to emphasize workforce-ready graduates, including creation of the workforce-ready Master's Scholarship program and accelerated masters programs (AMPs) to help bright undergraduates at UA earn a masters degree in one additional year.

The College of Medicine-Tucson achieved a full eight-year accreditation term in the final Liaison Committee on Medical Education decision (June 2014). The overall report lauded the COM-Tucson for several institutional strengths including the Commitment to Underserved People program, the effective system of confidential and easily accessible personal counseling for students and the UA COM-Tucson Societies Program for providing a strong longitudinal experience with a trained faculty mentor.

### **Research**

We have been awarded several new, large grants in the Never Settle areas of strategic research focus. Grants over \$2 million include:

Water and the Arid Environment

- \$5.8 million Regional Algal Feedstock Testbed Partnership (algae for food and fuel)
- \$4.9 million Behavior of Energy, Water and Carbon, Biosphere II
- \$4.8 million Earth System Dynamics and its Role in Human Evolution
- \$4.5 million Green Glycolipid Surfactants
- \$3.0 million EarthCube

#### Space Systems

- \$4.7 million TAO 6.5-Meter Telescope Mirrors
- \$4.2M Adaptive Optics Systems

#### Defense and Security

- \$7.5 million MURI Center for Material Failure Prediction
- \$2.2 million Advanced X-ray Explosive Threat Detection
- \$2.2 million Ultrafast Light Coupling in Semiconductor Materials

#### Biomedical Initiatives

- \$50 million iPlant Collaborative, continuing, an additional 5 years
- \$3.2 million School-Based Supervised Asthma Therapy
- \$2.8 million Metformin for Reduction of Obesity-Associated Breast Cancer Risk
- \$2.3 million Neisseria colonization
- \$2.3 million Molecular Organization of Renal and Hepatic Organic Cation Transporters
- \$2.2 million Intense physiotherapies to improve function in young children with cerebral palsy
- \$2.1 million Care delivery and coordination for sleep apnea

The UA-led OSIRIS-REx asteroid sample return mission successfully passed NASA's Mission Critical Design Review in April, giving the go-ahead to begin building the spacecraft, flight instruments, ground system and launch support facilities. OSIRIS-REx is the first U.S. mission slated to send a spacecraft to a near-earth asteroid and collect samples. The mission will focus on finding answers to basic questions about the composition of the very early solar system and the source of organic materials and water that made life possible on Earth. The mission's cost breaks down roughly into \$800 million for the flight system and science operations and \$240 million for the launch rocket. NASA's Goddard Space Flight Center will provide overall mission management, systems engineering and safety and mission oversight for OSIRIS-REx. The UA will lead the effort, provide the camera system and science processing and operations center. Lockheed Martin Space Systems in Denver will build the spacecraft.

#### **Fiscal Affairs**

The UA has increased efficiencies and made cuts in order to reduce the need for tuition increases. Over the last four years, administrative support staff numbers

have been cut by 80 positions, personnel expenses in facilities management have been reduced and improvements in purchasing processes and energy conservation have saved \$21.2 million.

In addition, the UA has closed 24 underperforming undergraduate degree programs and 20 graduate degree programs plus eliminated or merged 60 academic units over the last five years.

In its inaugural year, The Campaign for Common Sense, a quality improvement program that solicits employee recommendations, has generated more than 800 unique ideas to diversify revenue, increase efficiency, grow our research enterprise, enhance the student experience, and improve the quality of work life. Implemented improvements include an expedited approach for managing clinical trials, a more flexible course withdrawal policy, a streamlined faculty hiring process, more transparent communication about academic program fees, and a cost-saving enterprise learning management system for employees.

## Background on UA President Ann Weaver Hart's Hiring, Key Accomplishments & University Issues

### Hiring

Dr. Hart was selected through a competitive national search in a rigorous process that yielded nearly 500 potential candidates. A community advisory committee of 11 members helped screen applications and nominations. The selection committee reviewed more than 80 nominees and identified 11 potential prospects for the board's consideration. Dr. Hart emerged as the single and best qualified candidate.

An extensive reference check was conducted of Dr. Hart as part of the selection process. She received overwhelmingly favorable commendations and had strong support from major donors to Temple University. No adverse reasons for her departure from her prior positions were given. Dr. Hart's relative length of service in her past positions was not unusual and is consistent with the national average tenure of university presidents. In Dr. Hart's case, she chose to end her employment with Temple to relocate to the western U.S. to be closer to her ailing mother, who recently passed away.

### Key Accomplishments Since Arriving at UA

Since her arrival, Dr. Hart has completed several projects that the board identified as essential to position UA for the future, such as the new UA Academic and Business Strategic Plan, entitled *Never Settle*. President Hart led the development of *Never Settle*, which contains detailed academic, financial, and capital plans to support the UA mission and 2020 goals and assigns accountability in key areas such as student success, research growth and commercialization, and business and community partnerships. (See more below in paragraph on *Never Settle* )

Strong and Effective Leadership - President Hart has reorganized internally and assembled a high quality and effective leadership team for the University of Arizona. The leadership team includes promoting talent from within by elevating Dr. Andrew Comrie to Provost and Laura Todd Johnson to General Counsel and bringing in new talent such as David Allen to position Tech Launch Arizona to better meet the needs of the business community and translate university knowledge more quickly into the marketplace. Dr. Hart has also augmented the research team's leadership with the addition of Joe G. N. "Skip" Garcia, MD as a direct report in the role of Senior Vice President for Health Sciences and Kimberly Espy as Senior Vice President for Research, both of whom will be responsible for meeting the university's aggressive clinical and scientific research agenda.

Barbara Bryson has been hired as the university first Vice President for Strategic Planning to oversee the continued growth and implementation of *Never Settle*. Other significant steps forward include creating a meaningful role for UA South, augmenting UA's role with the military bases in Arizona and exploring UA's opportunities in online education. To strengthen the university's relationship with the community

(including NAU and ASU) and to improve intra-campus communications to achieve university and enterprise goals, Jon Dudas has recently been hired as the university's Secretary.

Dr. Hart has also asserted UA's role in the PAC-12 conference. In defense of men's basketball coach, Sean Miller, she demanded an audit that ultimately revealed issues in officiating.

New and Sustainable Clinical Partner for Medical Schools - Through negotiations with UAHN and Banner Health, President Hart is working toward the completion of a definitive agreement that will transform UA's academic medical center. The agreement will provide an additional \$40M in clinical revenue for UA's academic medical center, infuse \$500M in new capital to update the teaching hospital in Tucson and will provide for the first time a clinical partner to COM-Phoenix to meet accreditation requirements and a dedicated teaching hospital for UA medical students in Phoenix. Separately, Dr. Hart also resurrected negotiations for the Cancer Center and revamped plans so that the partnership with Dignity Health could be realized. Absent that, the center would likely have lost NCI designation.

Revamped Student Financial Aid – Dr. Hart has introduced a tuition pledge program to help make college costs more predictable for Arizona families. She has also outlined a new model for financial aid, so that the university is giving the right amount of aid to the students who most need it and saving the institution more than \$5M. The UA is also the largest institution partner by grant dollars in the nationally recognized Earn to Learn program, an innovative Arizona-based financial aid program that teaches students financial literacy skills as they save for college.

Greater Financial Accountability and Transparency - The UA is making strides in developing a new budget model, Responsibility Centered Management (RCM), intended to make the University's budget process more transparent, more decentralized and more closely aligned with the goals of the *Never Settle* strategic academic and business plan. RCM ties revenues to costs at each college and department, increasing accountability and ensuring the priorities get funded. The model is currently being tested and reviewed by a campus-wide steering committee.

#### **Specific Topics:**

##### *Conduct*

The regents have high expectations, not only in the performance of their presidents, but in their conduct. Presidents are held to strict account for their conduct and can be terminated for cause by the Board for conduct that impairs their ability to fulfill their responsibility as president.

##### *Foundation*

A strong and cooperative relationship between any university and its foundation is essential to the university's long-term success. The regents acknowledge that the interactions between Dr. Hart and the UA Foundation have been less than ideal. This is complicated by the fact that the relationship and expectations between the organizations have been ill-defined and lack transparency. However, many of the outstanding issues are being addressed through the new services agreement between the university and the foundation. This will allow the Foundation to maintain its legal independence but will define



expected roles, responsibilities, plans and outcomes for all parties. UA attorneys, ABOR General Council Nancy Tribbensee, Dr. Hart and Tom Hyatt of the Association of Governing Boards have been working with the Foundation to update the services agreement, which both parties have signed. Teri Thompson, Senior Vice President of University Relations, has been appointed to represent Dr. Hart on the Foundation board to help ensure constant and effective communication. We are encouraged by this progress.

#### *2014 Commencement Ceremonies*

Since Dr. Hart's arrival, there has been a greater emphasis on commencement as an important ritual and a number of efforts have been made to improve the program to add excitement and meaning to the experience for new graduates and their families. For the first time in more than four decades, the ceremony was held in UA stadium and included multi-media shows and fireworks. The changes and excitement resulted in higher-than-expected demand at the main ceremony, drawing 22,000 attendees, which unfortunately created some logistical problems. Dr. Hart has apologized for the problems that occurred during the events this year and plans have been made for improvements to next year's event.

#### *Old Main*

The renovation of Old Main has been planned for some time. Prior to the renovation, Old Main was a symbol of the university that had degenerated into ineffective and underutilized space in the center of campus. Old Main is an important symbol of the university and an ideal place to house the office of the president. The current offices designated for the UA president are located at the top of a tower, making them difficult to access by students, faculty or the public. The current facilities are outmoded and are insufficient to conduct meetings or host groups.

It is important to remember that beyond the normal course of business meetings during the day, university presidents are expected to host many events and gatherings and entertain alumni, donors and other public dignitaries. Given the level of business conducted, it is common practice that presidents' offices are used to display and showcase the university, including collections from the university art gallery. The new spaces at Old Main will help serve that purpose and provide a suitable office for the president of one of the nation's premier research institutions.

Prior to Dr. Hart's arrival, project commitments would be made by UA and the Foundation without clear plans for funding. In the past year, the regents have strengthened the review and oversight process for privately funded projects. Universities must now present specific details about gift funding plans and backup plans should the gift funding not materialize. Projects without clear funding plans will not be approved.

#### *Never Settle*

Dr. Hart is to be commended for the development of the *Never Settle* plan. The regents have set aggressive goals for Arizona's public universities in the areas of graduation, student success, research

and public impact. Past administrations at UA ignored their responsibility to develop plans to achieve those goals. Worse, they made no alternative plans and as a result, the university's stature and rankings were falling. Since Dr. Hart's arrival, she has outlined the vision for UA's future and outlined the path to success. *Never Settle* was developed over many months and was created by a broad and diverse group including university leaders, faculty and prominent leaders in the business community. Since then, she and her team have been working to embed the plan in each of the academic and support units throughout UA, align incentives to the expected outcomes and build capacity to help achieve the plan. Arizona now has a statewide strategic plan for the public university system and each university now has an academic and business plan in place to guide its work in achieving the state's expectations.

#### *UAHN Personnel Issues*

The University of Arizona Health Network is a separate, private 501(c) (3) organization. Its personnel matters, including the employment of physicians for clinical practice, are not under the jurisdiction of the University of Arizona or the Arizona Board of Regents. The university role is limited to decisions regarding the faculty appointments of its academic personnel who practice at UAHN (but it does not make any employment decisions regarding their clinical appointments). Both UAHN and the University of Arizona have strong risk management programs in place to minimize financial exposure to the individual institutions. Individual employment matters (at UAHN or UA) are confidential, but each entity provides grievance procedures for employees to use to address concerns.

#### *AZ Public Media*

The UA and the state have set aggressive goals for educating students and performing research and have limited state and tuition dollars available to meet those goals. In the face of limited state support, UA cannot justify the use of student tuition dollars for AZPM.

Our understanding is that the budget reduction assigned to AZPM, which is four percent of its fiscal year 2015 budget, will be phased-in deliberately over five years to help AZPM to preserve its level of service. The UA administration is fully aware of the value AZPM returns to the University and the community, which is why they have committed to support AZPM with more than \$2 million per year, in cash and in-kind support, even after the full impact of the reduction has been realized in fiscal year 2019. As well, the UA administration is working with AZPM to develop new revenue opportunities, both on and off campus.

The leadership of AZPM has shared that they believe they have addressed the UA reduction in the fiscal year 2015 budget with no impact to programming or staffing. They are working diligently to increase the investment area businesses make through program underwriting support, and encouraging more viewers and listeners to become financial contributors – to further ensure AZPM's future and offset reductions in future years.

*Other*

Campus safety and security is an important issue to the regents. We recently held a statewide student safety task force to ensure we have the best policies and practices in place to help safeguard students and promote their well-being. Likewise, the safety of our presidents and other personnel is important. While we do not discuss specific security plans, we do support the appropriate measures necessary to protect the safety of our employees.

**Subject:** FW: Ann Hart's Radio Interview Today

**Date:** Wednesday, August 6, 2014 at 1:06:02 PM Mountain Standard Time

**From:** Nancy Tribbensee

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**From:** Stevie Eller [<mailto:stevie@stevieeller.com>]

**Sent:** Thursday, July 31, 2014 2:06 PM

**Subject:** Ann Hart's Radio Interview Today

### **Ann Hart's radio interview today**

Here are the highlights of her radio interview today.

The host asked her to assess her past 24 months at UofA

She said that she has been getting to know people and concentrating on research and the Med School. She has faced enormous budget cuts and is restructuring. She has had to make a lot of tough decisions in setting up the future.

She said how brilliant her Never Settle Program is and reiterated that she had to make a business plan with hard choices.

Next topic: Banner Health.

A God send for the UofA and Tucson. It will draw world class leaders and researchers. Banner will eliminate the \$146.M debt, it will use \$500 M to expand the facilities and it will provided a \$300 endowment that will give the Med School \$20M annually to fund research.

She said that she did not sell off the Med School. That the faculty was dual employed by the University and Banner.

Christopher called in and asked what assurances did they have that all for the doctors wouldn't move up to Phoenix and take their research with them leaving Tucson high and dry. Hart replied that Banner was interested in Tucson succeeding. She said that because of a lack of funding the Med school had dropped down to 70 of 100 schools She then said that Chris Garcia...must be Skip's brother....had hired world class physicians.

Next: Old Main

Before she was appointed the decision had been made to remodel Old Main. It was originally where the President's office was located. The foundation, roof, veranda and mid floor were all collapsing and someone would have died. The chairman of ABOR made the decision to put her office in Old Main. Her office is only going to be a very small part of that building. There will be a conference center with a catering kitchen. It will be a University Community Center. There will be open houses and everyone can use the Silver and Sage room. They have created a classic Southwest building.

Next: Tech Launch

This was the vision of Gene Sander. She hired David Allen to run it.( the truth is that Len Jessup recruited him before she came) It will start new businesses and partnerships. She recruited David Allen.

Next: The economy

The Arizona legislature has big challenges. The pressure has fallen on tuition. Now she makes all of her decisions based around the impact of raising tuitions and her concern for what students pay. She has saved lots of money through her efficiencies and spending less. All departments have been affected and some haven't met stye standards. Budget cutting is so unpopular but she can't please everyone.

Athletics:

This is self sustaining. The McKale project met new standards. Coaches are self sustaining. She made a large deal to get big retention money and create a golden handshake.

Everyone won't agree so she and the Regents will do what is necessary. Arizona is one of the top 20 schools in America where students have a chance to get into the school.

So this is what she said. About half of it is garbage. Looks like she is trying to counter what we have been saying.

*Stevie Eller*  
[stevie@stevieeller.com](mailto:stevie@stevieeller.com)

July 31, 2014

Arizona Board of Regents  
2020 N. Central Avenue  
Suite 230  
Phoenix, AZ 85004-4593

Dear Regent Killian,

Thank you for your service to higher education in Arizona.

Sharon and I have been strong supporters of the University of Arizona and are very excited about its future. To show our passion and commitment for our university I happily accepted the position as Co-Chair for the Arizona Now Capital Campaign.

One of the reasons I chose to accept the position was because of the leadership of President Hart. She has been a strong leader and has made many tough decisions that Sharon and I feel are in the best interest of the University.

As we move the University of Arizona forward, it is important for there to be stability and continuity and President Hart is a critical part of that.

We look forward to continuing to support The University of Arizona and Athletics for many years to come.

Sincerely,



Jeff Stevens  
President & CEO  
Western Refining

Friday, August 8, 2014 at 2:08:49 PM Mountain Standard Time

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**Subject:** FW: Arizona Public Media

**Date:** Friday, August 8, 2014 at 2:08:07 PM Mountain Standard Time

**From:** Nancy Tribbensee

**From:** Frances Merryman <[fmw2@ntrs.com](mailto:fmw2@ntrs.com)>

**Date:** July 8, 2014 at 5:33:44 PM MST

**To:** Richard Myers <[Rick.Myers@azregents.edu](mailto:Rick.Myers@azregents.edu)>

**Cc:** "Ronald E. Shoopman ([rshoopman@salc.org](mailto:rshoopman@salc.org))" <[rshoopman@salc.org](mailto:rshoopman@salc.org)>

**Subject:** RE: Arizona Public Media

Rick,

Jennifer and I belong to the same last Sunday of the month lunch group. Ann was being vilified at the lunch for the funding cut to AZPM & I tried to give the perspective that I had gotten from long talks with Ron and with Teri Thompson. There was a lot of push back and I finally said the funding from tuition dollars to non-student focused groups like AZPM and UAPresents has to stop, which I had been told by Andrew Comrie, Teri, Ron, Sarah Smallhouse and JP Jones. So I suggested that we needed to stop trashing Ann & Teri for the way it was handled and start thinking of alternative sources of funding. Everyone finally agreed that they needed to let go, but still thought it was a PR nightmare in how it was handled. As a coincidence I think all of the women there volunteer for AZPM. Hopefully the furor has died down now over how it was announced and the unfortunate e-mails from Chris Helms and we can focus on how to continue to support a vibrant part of the University and our community.

I also suggested that people need to stop calling for Ann's ouster, given that over the last 12 years while ASU has had one president, the U of A has had 4 and we can't afford to have another interim president now or we will truly get nothing from the legislature and the UofA will really be in trouble.

Francie

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Please visit [northerntrust.com](http://northerntrust.com)

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**Subject:** FW: \$2 Million AZPM Reduction

**Date:** Friday, August 8, 2014 at 2:18:39 PM Mountain Standard Time

**From:** Nancy Tribbensee

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From: [RBornstein@aol.com](mailto:RBornstein@aol.com)  
To: [president@email.arizona.edu](mailto:president@email.arizona.edu)  
BCC: [chelms@cox.net](mailto:chelms@cox.net), [jgibson@azpm.org](mailto:jgibson@azpm.org)  
Sent: 6/16/2014 3:23:38 P.M. Pacific Daylight Time  
Subj: \$2 Million AZPM Reduction

**Dear President Hart:**

**Having served as a long time major university senior administrator and officer, I have had the privilege and the opportunity to work directly with university presidents and chancellors--each of whom left a legacy during their tenure.**

**In my view, no matter what else you may do or accomplish during your time at Arizona, your principal legacy will likely be that you will be known and remembered as the University of Arizona president who made devastating cuts to Arizona Public Media and significantly diminished one of the shining aspects of our land grant institution. Cutting AZPM's budget by \$2 million over a five year period is a direct insult to the thousands of dedicated and generous listeners, viewers, and supporters who have rallied to make Arizona Public Media a keystone of the University of Arizona's educational and public service to its region.**

**The reduction appears to be an arbitrary one, without evident substantive analysis of the unit's value to the University and its constituents--or the damage to its core services that will result from your action. Arizona Public Media is the University's principal communications vehicle in reaching and influencing a significant portion of its constituents and contributors.**

**To reduce the capacity of such an integral resource at the onset of a major capital campaign seems contrary to any basic logic or thoughtful campaign strategy. Along with countless others, I am deeply puzzled and disappointed with your decision, which has no discernible "upside", and that will inevitably take a truly great media institution down the road to mediocrity.**

**Ronald C. Bornstein  
2588 East Via Corta Di Amore  
Tucson, AZ 85718**

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**Subject:** FW: UA affairs/Confidential

**Date:** Friday, August 8, 2014 at 2:24:58 PM Mountain Standard Time

**From:** Nancy Tribbensee

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**From:** Sarah Smallhouse <[sarah@famofc.com](mailto:sarah@famofc.com)>

**Date:** Friday, June 20, 2014 at 5:07 PM

**To:** RICHARD MYERS <[rtmyers1@comcast.net](mailto:rtmyers1@comcast.net)>

**Subject:** RE: UA affairs/Confidential

Dear Rick,

My sympathies to Ann regarding her mother. We should rightly give her some space right now.

I have no information except what I read in the paper and what people report to me... I try to present the other side, supporting the UA is all I am focused on doing, but there is little I can speak with authority about. I am not staff, and not in "the loop".

As far as things that will benefit the university for years to come, maybe so – but we have not seen it. Regarding the announcement regarding AZPM – there may well be another side of the story, but why is it not being told? Angry people are ubiquitous. They may be jumping to conclusions, but there is a huge information gap – even senior people on campus are in the dark. Nobody knows "the other side", meetings are hard to get, there is confusion, fear and despair, and that is what gets channeled to me. I also have my own experiences which I am trying not to dwell on.

People in Tucson are demoralized, that's the message.

Sarah

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**From:** Rick Myers [<mailto:rtmyers1@comcast.net>]

**Sent:** Friday, June 20, 2014 4:45 PM

**To:** Sarah Smallhouse

**Subject:** Re: UA affairs/Confidential

Sarah,

Dr. Harts mother died at 2 last night.

The state has cut back 40% of UA's budget and most of the funding now comes from tuition. We need to ask ourselves what should the priorities be of how we spend the hard earned income of families who pay student tuition. UA met with the Public Media board and executives and told them this would be done over 5 years and the cut this year is nominal. I'm sorry that selfish individuals spread

their concerns in an inaccurate and emotional way.

She is not just selling assets she is working on deals that will benefit the university for years to come. I'm sorry you can't see this. I am also glad that people are standing up to incompetence and dealing properly with individuals at the hospital and other places that have needed it for a long time. Why do you always assume that the wrong thing was done. You continue to bend things into a negative view. I'm sorry you feel this way and can't see the good that is happening as well as the supposed concerns that you point out. I am working on real problems and things that need to be made better.

Sincerely, Rick

Rick Myers

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**From:** Sarah Smallhouse <[sarah@famofc.com](mailto:sarah@famofc.com)>  
**Date:** Friday, June 20, 2014 at 4:07 PM  
**To:** RICHARD MYERS <[rtmyers1@comcast.net](mailto:rtmyers1@comcast.net)>  
**Subject:** UA affairs/Confidential

Dear Rick,

President Hart may have had good reason to announce cutbacks at AZPM, but it has turned into a firestorm! I receive emails throughout the day every day. The community is coming unglued – rightly or wrongly. The way this has been handled has been insensitive and novice at best, and the reputation of the UA is in a crash dive. I think this put people over the edge... here is an excerpt from an email I got today:

“I think I should respond by reneging on my existing pledges to the UA and refusing to make any further pledges except, of course, to retain my basketball seats. Instead, I could use my money to donate to Arizona Public Media. I think that is what we should all do.”

I understand there are two sides to the story, but the above quote comes from Stanley Feldman, retired judge and leading citizen for decades, and it is only one example of many I could give you from upset people. The public relations blunder is hard to overstate. Needless to say this is not what we imagined in the immediate aftermath of a \$1.5 billion capital campaign launch.

To make matters worse, both Dr. Hart and her VP for External relations, Teri Lucie Thompson, are virtually absent around Tucson and unavailable to provide perspective. There was a reception yesterday to introduce community members and potential donors to new space the UA is developing downtown to advance the college of Social and Behavior Science, and also to contribute to the revitalization of downtown. I got there 20 minutes after the event started and Teri Thompson was leaving, and Dr. Hart never came. I

could understand her absence at any given event, but she really never shows – it's what people expect now. Jim Moore was named a Father of the Year at an event benefiting the UA Steele Children's Research Center on Friday - she wasn't there either. Michael Crow circulates in Tucson more than President Hart does. She even missed graduation at the last winter ceremony.

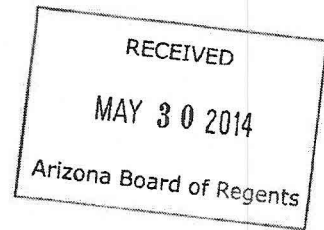
I know she has been working on some "big deals", but her vision seems to be limited to selling assets and cutting budgets. She is not taking a stand on RCM – something that will never be easy, and must be implemented. Deans tell me she has a hard time with the idea of strategic investments- everything is an "expense". There are more people that you might imagine talking about how Arizona should have Michael Crow in charge of the whole system – the feeling is the UA would be better led and have brighter prospects. We will continue to support her publically, and do all we can for the UA, but I think she has very few supporters on the UAF board – some are campaigning to get her removed (as I am sure you are aware).

I wish I had different things to report, but sadly I do not. People down here range from disappointed to furious. Faculty and staff are afraid. Law suits abound at the hospital. I fear deeply that core teams of our academic stars will start to look elsewhere. Confidence and hope are eroding. Announcements have come out that she is adding 6-figure salaried people to her staff to interface with the regents (never necessary before) and manage development on campus (Jim Moore consistently got good reviews – until she got here). Those two salaries alone add up to more than she saves from cutting AZPM.

There may well be good reasoning behind some of these decisions, but they are not being communicated well, if at all. This is an unqualified F in the public relations department.

Sincerely, Sarah

Shari S. James  
PO box 64634  
Tucson, AZ 85728



May 28, 2014

Arizona Board of Regents  
2020 N. Central Ave. Suite 230  
Phoenix, AZ 85004-4593

RE: Dr. Ann Weaver Hart

Dear President Klein and distinguished members of the Board of Regents;

I am writing my concerns in regards to the lack of leadership conducted by the University of Arizona president, Ann Weaver Hart. I, like many others, are appalled with the mishandling of the dismissals of two excellent surgeons from the U of A Medical Center, in particular, Dr. Robert S. Poston. I have several concerns regarding Dr. Hart's priorities in general, anyway.

I have read the newspaper articles, including comments from witnesses who can verify the demonization of Dr. Poston. These comments have exposed unprofessional and dysfunctional behavior committed by Dr. Poston's academic peers. Clearly, this crisis manifested from economical and political agendas that were dealt poorly by the leadership of the U of A administration. Tragically, these events suppressed education and disintegrated all that once made the U of A College of Medicine a place of the highest education. Both students and the public have suffered from this failure.

It's apparent to me Dr. Hart must spend most of her time dealing with damage control and petty dramas, rather than face her challenges in a responsible way. It appears that there is one crisis after another and I have very little faith that she can continue to act responsibly beyond protecting her glorious reputation like a lot of CEO's who make poor judgments without impunity. I truly feel that when people of leadership have failed to stand up for the greater good genuinely have low self-esteem and lack the appropriate vision to carry the banner for any institution. Stumbling, poor decisions and misdeeds are a wake-up call to correct the balance, and so we must act responsibly now.

The highest command comes from the esteemed Board of Regents. How you choose leadership for the U of A is ultimately your responsibility. It is your sworn duty to use extreme caution while vetting any prospect for such an important role. And, as a tax-paying resident in the state of Arizona, I implore you to NOT consider any prospect of renewing Dr. Hart's contract as President of the U of A. We need a new president who can return the University to a better place of education that the community can trust again.

Respectfully,

A handwritten signature in cursive script that reads "Shari S. James".

Shari S. James