



EXECUTIVE SUMMARY

The award-winning MAP Dashboard project was created to measurably improve Southern Arizona through data-driven collective civic action and education. The MAP provides users with measures of our region's progress, as well as access to the latest information and research. MAP fills a gap by providing a common collection of information upon which to evaluate our community and collaborate to address our shared issues.

The Southern Arizona community continues to embrace the MAP Dashboard. The website had over 270,000 unique users since its launch with more than 760,000 page views. In addition, over 2,700 people receive the MAP monthly newsletter, 419 people follow on Twitter, and 332 people follow on Facebook.

Since its founding, the MAP Dashboard has been recognized for excellence five times by international, national, state, and local organizations. Most recently, the MAP was featured in the University of Arizona's application for the Carnegie Classification for Community Engagement.

The content on the MAP Dashboard is constantly expanding and changing in response to the most pressing community issues. In addition to the 36 core data updates found in the Economy, Education, Health & Social Well-Being, Infrastructure, Quality of Place, and Workforce & Demographics categories in 2022, 23 feature articles appeared on the website. These included articles on:

- Arizona manufacturing
- Housing and poverty trends for the Southern Arizona communities
- Educational challenges during the pandemic
- Women business owners
- Series of articles highlighting diversity, equity, and inclusion
- · Updates on Tucson's labor market
- Soaring prices and what that means for electricity costs
- · How much Arizona college graduates earn
- And many others

The MAP Dashboard highlights regional impact through the Community Spotlight. This Spotlight highlights how various organizations around Southern Arizona are using the MAP Dashboard. Each spotlight provides insight on how to get the most out of the MAP and inspire others on new ways to use the website. Community Spotlights in 2022 featured the Pima Association of Governments and the Southern Arizona Leadership Council.

36 Core Indicators					
Economy	Education	Health & Social Well-Being	Infrastructure	Quality of Place	Workforce & Demographics
Business Growth	College Major	Behavioral Health	Air Travel	Air Quality	Employment Share by Industry
Employment Growth by Industry	Educational Attainment	Health Insurance Coverage	Bicycling Capacity	Cost of Living	Labor Force Participation Rate
GDP by Industry	High School Graduation Rates	Housing Cost Burden	Energy Use	Creative Occupations	Occupational Wages
Housing Affordability	PreK-12 Enrollment	Physical Well-Being	Internet Access	Outdoor Recreation Opportunities	Population Profile
Median Household Income	Student Achievement	Poverty Rate	Residential Water Use	Public Safety	Wage Distribution
Patents	Teacher Wages	Teen Birth Rate	Transportation to Work	Voter Turnout	Working Age College Graduates

Community outreach and engagement is a key part of the MAP Dashboard. Researchers from the University of Arizona's Economic and Business Research Center frequently participate in print, radio, and television interviews. The MAP team and associated researchers gave 11 public presentations to local residents last year, reaching 2,040 attendees. These public presentations included events such as:

- MAP Webinar on Diversity, Equity, and Inclusion in collaboration with the Community Foundation for Southern Arizona and the Southern Arizona Leadership Council
- Eller's Economic Outlook Luncheon and Breakfast with the Economists
- MAP 101 Training with the Community Foundation of Southern Arizona
- MAP Talks on Select Topics: Housing and the Economy
- MAP 101: Health and Social Well-Being of Southern Arizona
- And many other public gatherings

Information from the MAP Dashboard website also reaches thousands of readers each month through a full-color feature in the Sunday Business section and Monday Health section of the *Arizona Daily Star*.

This annual report provides a snapshot of the MAP Dashboard as of spring 2023, using the most up-to-date annual data. Since federal agencies release this information with significant delays, the majority of the estimates are for 2021 and 2022. In some cases, in particular the health-related data, the most recent estimates available for all comparison regions are for 2020. That is due to the time required by federal agencies to acquire and report the data. This report summarizes the latest results for all indicators and highlights key changes during the past year. It also documents changes to the website during 2022, brings together website metrics, and summarizes outreach activities.

Arizona Manufacturing Job Gains Far Outpace the Nation

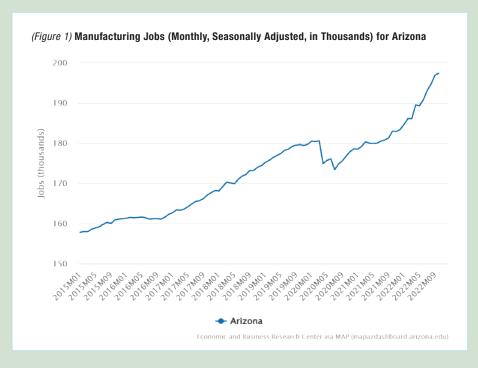
Arizona's manufacturing jobs have hit the accelerator lately! In 2021, manufacturing represented 6.0% of total employment in Arizona. That was slightly less than the national share of 8.3%. Manufacturing jobs and GDP in Arizona have increased significantly since the end of the Great Recession and surged after the initial onset of the pandemic. Manufacturing is important to our region because it often provides high-wage jobs across a broad spectrum of skill levels.



As of October 2022, Arizona added 39,600 manufacturing jobs since the beginning of 2015 (Figure 1). That was a 25.1% increase in manufacturing employment in just under eight years. Nationally, manufacturing employment increased by only 5.1% during this time.

Arizona manufacturing job growth is expected to remain strong in the near term, reflecting in part the shortening global supply chains and the significant expansion of both the semiconductor chip and battery industries. In October of 2022,

the Arizona Commerce Authority announced that Arizona ranked third in the country for employment in semiconductor manufacturing. To learn more about which subsectors of manufacturing are growing the fastest in Arizona, visit the MAP Dashboard website for the full article.

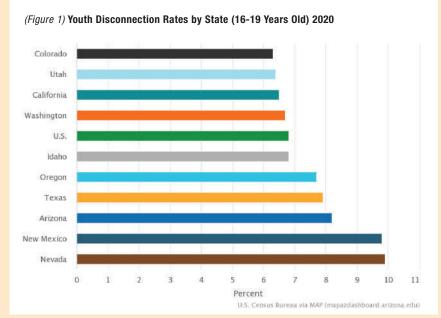


Arizona's Disconnected Youth

Arizona has a high percentage of disconnected youth compared to other western states. Young people who are neither employed nor attending school are considered disconnected. Included are teenagers in the age range of 16–19 and young adults from 20-24. In 2020, 6.8% of U.S. teenagers between 16 and 19 years old were neither working nor in school. That represented 1.15 million young Americans. Arizona had a disconnection rate of 8.2%, the third highest among the 10 western states. Figure 1 highlights youth disconnection rates in 2020.

Youth disconnection is a strong indicator of a community's potential and a barometer of its residents' access to opportunity. It relates to the region's well-being and the nation's economy. It is linked to poorer earnings, higher unemployment rates, living in poverty, worse health conditions, and an increased likelihood of relying on government support and engaging in criminal activity.

The rates of disconnected youth vary by race and ethnicity across the country. Of the geographies tracked on the MAP, all metros and nine states



reported youth disconnection rates that were higher for young Hispanics and Latinos when compared to white, non-Hispanic youth.

In 2020, girls and young women in the U.S. were less likely to be disconnected than boys, with 6.1% and 7.5% disconnection rates, respectively. One consequence of youth disconnection is an increased probability of currently or eventually living in poverty. According to "Data for Persons Defined as Disadvantaged Youth and Adults (2011-2015)", the rate of 16- to 21-year-olds living in poverty or earning less than 70% of the Lower Living Standard Income Level in the U.S. was 11.2%.

Over the past 10 years, the state of Arizona and the Tucson Metropolitan Statistical Area have seen a significant decrease in youth disconnection rates, thanks to local programs and community incentives.

Highlighting Diversity, Equity, and Inclusivity

During the past 39 years, Tucson's residents have become much more diverse. As this trend continues, it is important to understand the changes taking place and identify the challenges that may exist. Diversity makes our lives richer. When inclusion matters and diverse groups are brought to the table, it helps drive new ideas and creativity. According to the National Equity Atlas, companies with more diverse workforces are more competitive, have a larger market share, higher revenues, and more customers.

The National Equity Atlas reports a Diversity Score that measures the racial and ethnic diversity of a region based on six major groups (White, Black, Latino, Asian or Pacific Islander, Native American, and Mixed/ Other Race). A maximum diversity score of 1.79 occurs if each group was represented evenly in the region. This measure is tracked over time to determine if a region is becoming more or less diverse. Tucson had a diversity score of 1.1 in 2019. That was a substantial increase from 1980 when the score was 0.8. There has been no change in Tucson's score over the past decade. Among the MSAs tracked on the MAP, Las Vegas had the highest diversity score at 1.4, while El Paso had the lowest at 0.6. El Paso is the only MSA that has seen its diversity score decrease over the past forty years. Figure 1 highlights the diversity score for the U.S., the Western states, and Tucson's peer MSAs.

The increase in diversity in Tucson was driven by very different population growth rates across groups. From 2010 to 2019, the mixed/other race increased by 27.0%, those identifying as Asian or Pacific Islander increased by 16.0%, the Latino population grew by 13.0%, while the Black and Native American populations increased by 8.0% and 7.0%, respectively. During this same time, the white population declined by 2.0%. The growth in population by race and ethnicity in Tucson was similar to the trend seen nationally, with the mixed/other and Asian or Pacific Islander races growing the most and the white population leveling off or declining. The only significant difference was that the Native American population declined nationally while growing by 7.0% in Tucson.



Visit the MAP Dashboard to review a series of articles related to diversity, equity, and inclusion in Tucson. These articles explore disparities among people of color, if the region has an equitable economy, and demographic changes.

Housing Affordability Plummets

The MAP Dashboard published several articles last year on housing trends. One of the key findings from those reports was declining housing affordability in Tucson and across the nation.

Tucson's home prices have increased rapidly over the past few years, far outpacing income gains. Combine that with spiking mortgage interest rates, and housing affordability has plummeted. In the fourth quarter of 2022, 35.0% of homes sold in Tucson were considered affordable for a family earning the local median income (Figure 1). That ranked Tucson second among peers, behind Albuquerque. The percent of houses considered affordable in Tucson fell by more than 20 percentage points between the fourth quarter of 2021 and the fourth quarter of 2022. Despite the significant decline, Tucson remains one of the most affordable places to buy a home compared to peer Metropolitan Statistical Areas (MSAs).

Housing affordability has declined since 2020 for all MSAs tracked on the MAP Dashboard. Tucson's decline of 23 percentage points between the fourth quarter of 2021 and the fourth quarter of 2022 was comparable to the losses experienced among all MSAs tracked. The significant decline in housing affordability during this period was driven by increases in home prices and the doubling of mortgage rates during 2022. Prior to the pandemic, during the fourth quarter of 2019, 71.2% of single-family homes sold were considered affordable to a family earning the local median income. That was more than 36 percentage points higher than the current housing affordability rate of 35.0% posted in the fourth quarter of 2022.

Check out the MAP website for an updated housing article in the early fall of 2023.



Overview MAP Dashboard

The award-winning Making Action Possible (MAP) Dashboard was formed through a unique partnership between the University of Arizona, Community Foundation for Southern Arizona, and Southern Arizona Leadership Council to develop a project to measurably improve Southern Arizona through data-driven collective civic action and education. Subsequently, the Pima Association of Governments and Sun Corridor Inc. joined the partnership in 2016 and 2018, respectively.

The partnership represents the non-profit and business communities, regional government, local economic development, and higher education. The MAP Dashboard fills a resource gap by providing a common collection of research and information upon which to evaluate and measure key socio-economic indicators in our community and collaborate to address our shared issues.

The socioeconomic indicators are grouped into six categories: 1) Economy, 2) Education, 3) Health and Social Well-Being, 4) Infrastructure, 5) Quality of Place, and 6) Workforce and Demographics. For each indicator, users can learn how Southern Arizona is doing, how it compares, and what the latest trends tell us about our progress. Users can compare Southern Arizona to the United States, states in the West, and select Metropolitan Statistical Areas (MSAs). With this information Southern Arizonans can decide priorities, shape and pursue effective policies, and seek external funding opportunities. They can also use the data to drive business and organizational decisions, as well as build collaborative and cross-sector partnerships capable of taking action throughout our region.

While the MAP Dashboard focuses on state, county, and metropolitan area data, it also includes a wealth of information for cities and towns located in the Southern Arizona region. The Southern Arizona region commonly includes the following counties: Cochise, Graham, Greenlee, Pima, Pinal, Santa Cruz, and Yuma. The MAP Dashboard also includes data for all 15 Arizona counties and 41 of the largest cities, towns, and census-designated places within Southern Arizona.

In the eight years since its launch, the MAP Dashboard has received international, national, state, and local

recognition. It was awarded the 2016 Award for Website Excellence by the Association for University Business and Economic Research and the 2016 DataViz Award from the Association for Public Data Users. The MAP Dashboard was one of three finalists for the Arizona Governors Award for Innovation in Academia and received the 2016 Common Ground Award from the Metropolitan Pima Alliance. Additionally, in 2018, the MAP received the impact award from the international Community Indicators Consortium for its demonstrated ability to drive positive community change in Southern Arizona. Most recently, the Council for Community and Economic Research (C2ER) awarded the MAP the 2021 Research Award for Data Collection, Dissemination, and Visualization for its contribution to the success of local, regional, or state community, economic, and workforce development initiatives. In 2023, the MAP was featured in the University of Arizona's application for the Carnegie Classification for Community Engagement.

Local community support makes the MAP Dashboard possible. Funding partners include the Community Foundation for Southern Arizona, Pima Association of Governments, the Southern Arizona Leadership Council, Sun Corridor Inc., and the University of Arizona. The University of Arizona's Economic and Business Research Center maintains, updates, and administers the MAP Dashboard website.

Financial support is also provided by community sponsors. Sustaining sponsors include the Thomas R. Brown Foundation, Tucson Electric Power, and Freeport McMoRan. Wells Fargo and NüPoint Marketing are supporting sponsors, while Sundt Construction and Visit Tucson are contributing sponsors.

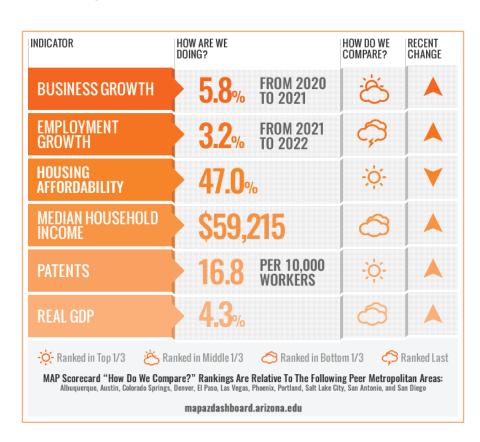
Infrastructure Economy Quality of Place Education Health & Social Workforce & Well-Being Demographics

Overview Economy

An economy is defined by the production, distribution, and consumption of goods and services. The decisions of individuals and firms interacting in this process determine how economic resources are allocated. The quality of a region's economy reflects the opportunities available to individuals and businesses. Strong economies typically result in a high standard of living, higher wages, and consistent job growth. The economic indicators included in this section help identify where Southern Arizona stands in comparison to other economies in the Western United States.



Economy Scorecard



NOTABLE ANNUAL CHANGES

- In 2021, the growth in the number of establishments employing workers was 5.8% for the Tucson MSA. That ranked Tucson sixth among peer MSAs, a substantial improvement from 2020 when Tucson placed last.
- Housing affordability in the Tucson MSA dropped by nearly 20 percentage points in 2022, driven by rapidly rising house prices and higher mortgage interest rates.

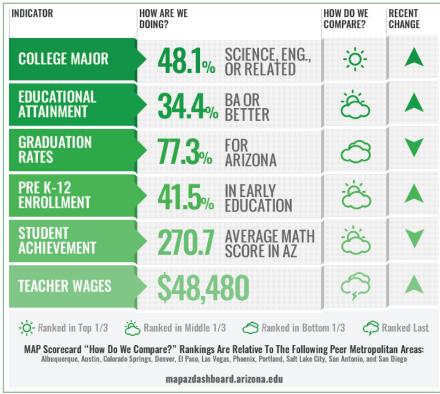
- The trade, transportation, and utilities industry generated the most new businesses for the Tucson MSA during 2020, followed by leisure and hospitality, and the education and health services sector.
- In 2022, the Tucson MSA replaced all the jobs lost during the early months of the pandemic. Total nonfarm employment increased by 3.2% last year
- In the Tucson MSA, 47.0% of homes sold were affordable to a family earning the local median income in 2022. That was a drop of nearly 20 percentage points from 2021 due to home prices rising at a faster pace than wages and higher mortgage interest rates.
- Median household income in the Tucson MSA has displayed an upward trend since 2000, increasing by 61.1%. However, at \$59,215 in 2021, Tucson remained well below the nation and many of its peer MSAs.
- Arizona's patent activity of 10.1
 patents per 10,000 workers in
 2020 ranked low among the
 Western states. The Tucson
 MSA's patent activity remained
 well above the state and
 national levels.
- In 2021, the Tucson MSA's industry mix was heavily weighted toward government activity, compared to the nation, with 18.3% of local GDP in the government sector.

Overview Education

Education is one key driver of economic success, both for individuals and for regions. Individuals benefit from education in a variety of ways, including higher productivity, higher wages, better health outcomes, and less need for publicly funded economic assistance. In addition, research has shown that the benefits of education spill over to the region as a whole. Local areas with high concentrations of highly educated residents tend to have better aggregate socioeconomic outcomes, such as higher per capita income, lower crime, and faster job and population growth. Thus, less educated residents also benefit by locating in regions with high educational attainment rates.



Education Scorecard



- In 2021, 48.1% of college graduates in the Tucson
- MSA reported a science and engineering or related field as their college major. That ranked Tucson fourth among peer MSAs.
- College attainment rates vary significantly across age groups. The share of residents with a Bachelor's degree or higher in the Tucson MSA was the highest for the 65-and-older age group at 37.9%, far above the national average, while the young working-age population in Tucson had rates well below the national average.
- Arizona had one of the lowest high school graduation rates in 2020 compared to the other Western states, at 77.3%, Within Arizona, Pima County (same geographic region as the Tucson MSA) posted the lowest high school graduation rate in 2021 at 70.7%.
- The Tucson MSA placed in the middle of its peer group, with 41.5% of three-to-four-year-olds enrolled in an early education program in 2021.

NOTABLE ANNUAL CHANGES

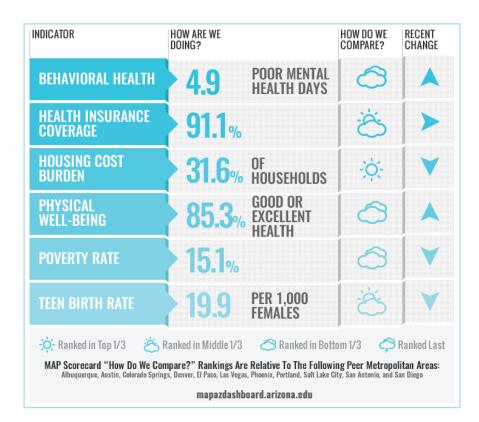
- High school graduation rates in Arizona declined slightly in 2020 to 77.3%. That placed Arizona well below many of the other Western states
- The Tucson MSA's four-year college attainment rate of 34.4% exceeded the national rate in 2021 and was up by more than four percentage points since 2015.

- In 2021, 27.0% of eighth-grade students in Arizona passed the AzM2 in math. Pima County's rate was lower at 23.0%. AzM2 scores in 2021 were lower across the board than in 2019. mainly due to the challenging environment the COVID-19 pandemic created for students and educators.
- · Secondary school teachers in the Tucson MSA earned a median wage of \$48,480 in 2022. That placed Tucson last among peer MSAs.

Overview Health & Social Well-Being



Health & Social Well-Being Scorecard



NOTABLE ANNUAL CHANGES

- The percent of the population in the Tucson MSA that reported good or excellent health in 2020 increased by nearly five percentage points to 85.3% from 2019.
- In 2021, the percent of housing cost-burdened households in the Tucson MSA declined to 31.6%. That is expected to rise over the next few years as wages have not kept pace with rising home prices and interest rates.

- In 2020, Tucson MSA residents reported 4.9 poor mental health days each month. That ranked Tucson 10th among peers and was an increase from 2019.
- The Tucson MSA had fewer children with health insurance in 2021 compared to the nation at 93.1% and 94.7%, respectively.
- The percentage of households that were housing cost burdened (paid more than 30% of their income in housing-related expenses) was 31.6% in the Tucson MSA during 2021. That ranked Tucson with the fourth lowest among peers.

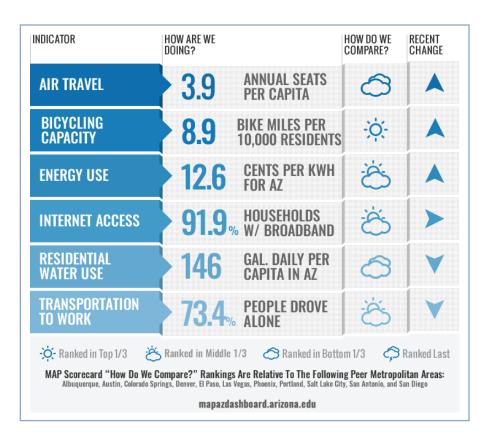
- The Tucson MSA reported the sixth-lowest prevalence of obesity in 2020 at 29.3% compared to its peers.
- The poverty rate in the Tucson MSA was 15.1% in 2021. That ranked Tucson 10th among 12 peer MSAs. All races and ethnicities in Tucson experienced higher poverty rates than their national peers.
- Since 2006, teen birth rates have declined in the Tucson MSA by 63.1%. The current teen birth rate of 19.9 births per 1,000 females aged 15-19 placed Tucson seventh among peer MSAs.

Overview Infrastructure

A region's overall prosperity is related to the quality of its infrastructure. People rely on transportation and communication networks for access to employment, goods, and services. Businesses also rely on infrastructure to provide access to trade, raw materials, labor, and other inputs to production. The responsible use of natural resources by residents is also important, as energy and water use can affect long-term regional sustainability. Responsive and well-planned infrastructure results from a collaborative process between residents and policymakers, improving current levels of service and meeting future demand. Data presented in this category identify key trends in infrastructure performance and provide a valuable basis to inform future decisions related to its development.



Infrastructure Scorecard



NOTABLE ANNUAL CHANGES

- The state of Arizona posted the second-highest average monthly electricity bill among Western states at \$131.40 in 2021. That was about \$10 higher than the average bill nationally.
- In 2021, 10.3% of residents in the Tucson MSA reported working from home. That ranked Tucson eighth among peer MSAs. Work-from-home rates skyrocketed during the pandemic.

- The Tucson airport ranked near the bottom of comparable airports with 46 departures per day in 2022. That was an improvement over the past two years, from the losses experienced due to the coronavirus pandemic, but was still significantly below the 2007 average of 78.
- The city of Tucson provides its residents with nearly double the miles of bicycle infrastructure per square mile than Phoenix.
- Average residential electricity prices increased in Arizona from 12.3 cents per kilowatthour (kWh) in 2020 to 12.6 cents in 2021. Among the Western states, Arizona ranked second in the number of customers who generate electricity through net metering.
- In 2021, the percentage of people living in a household with broadband internet access was 91.9% in the Tucson MSA. That placed Tucson seventh among 12 comparable MSAs and slightly ahead of the nation.
- The city of Tucson posted a substantial decrease in residential water use, from a high of 121 gallons per capita per day (GPCD) in 1996 to only 82 GPCD in 2020.
- The percentage of commuters driving alone in 2021 was 73.4% in the Tucson MSA. That was a decline of several percentage points from the rate of 76.6% in 2015. The reduction in commuters driving alone is likely due to more individuals working from home.

Quality of Place

Indicators in this category capture a wide range of influences on quality of life. Individuals who feel safe in their homes and surrounding areas are more likely to be involved in their community, increase civic participation, and even overall outdoor activity. Likewise, good air quality may increase residents' ability to participate in outdoor activities. Another aspect of quality of place is access to cultural amenities, such as the arts, entertainment, and other creative activities. How an individual values the quality of a region may differ depending on a multitude of factors, such as race and ethnicity, age, socioeconomic status, gender, and personal preference. However, the indicators included in this category reflect a broad range of factors affecting the quality of life in a region.

Quality of Place Scorecard



- The percentage of good air quality days in the Tucson MSA improved from 39.2% in 2021 to 51.8% in 2022. That ranked Tucson fourth among peers. Prolonged smoke during fires in the Tucson region has contributed to the decline in air quality over the past couple of years.
- The cost of living data can be broken down into four major categories. In 2021, the Tucson MSA was below the U.S. for all four categories. The Utilities category was 17.6% below, Housing was 11.3% below, Other Services was 7.8% below, and the Goods category was 3.3% below the U.S.
- Wages in creative occupation jobs in the Tucson MSA were below the national average in 2021 by more than \$11,000 at \$79,097. Tucson ranked 10th among peer metropolitan areas.
- In 2022, national park visits in the Tucson MSA fell by 18.0%. That was a significant decline from the increase of 33.2% in 2021.
- The Tucson MSA had the third highest rate of firearm fatalities in 2020 compared to peer MSAs at 17.8 per 100,000 residents.
- Since 2000, the Tucson MSA has experienced an 8.4 percentage point increase in voter turnout for presidential elections.

NOTABLE ANNUAL CHANGES

- The cost of living in the Tucson MSA was 7.1% below the nation in 2021, ranking Tucson second among its peer MSAs.
- The Tucson MSA had the fourth highest homicide rate among peer MSAs in 2020 at 6.1 homicides per 100,000 residents.

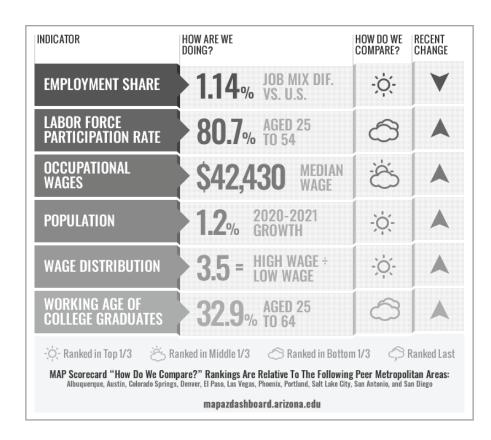
Overview

Workforce & Demographics

The indicators included in this section help identify the demographic mix and workforce characteristics of Southern Arizona compared to other regions in the Western United States. The data can provide government officials, policymakers, and planners with the information necessary to gauge demand for future resources. The type of resources a region may need in the future are highly dependent on the demographic mix and could range from educational needs to infrastructure to services, such as health care. Population growth is a measure of how well a community attracts and retains residents, which reflects economic opportunities and the quality of life. The workforce is a subset of the population and refers to those individuals who participate in the labor market. A highly educated and skilled workforce tends to generate greater economic opportunities for a region's residents.



Workforce & Demographics Scorecard



- In 2022, the military share of total employment for the Tucson MSA was nearly double the state of Arizona and the nation. Military employment represented 2.2% of total jobs in Tucson.
- The labor force participation rate in the Tucson MSA was 80.7% among adults in their prime working years (ages 25-54) in 2021. That ranked Tucson 10th among peer MSAs.
- In 2022, the highest-paying occupation in the Tucson MSA was Management, with a median wage of \$89,070. The lowestpaying occupation was Food Preparation and Serving Related jobs at \$29,570.

- In 2021, the Tucson MSA had a higher percentage of Hispanic or Latino residents at 38.0% than the state at 31.9% or the nation at 18.4%.
- The ratio of wages for the Tucson MSA's high earners compared to low earners, the 90/10 ratio, increased from 3.4 in 2021 to 3.5 in 2022. That means the gap between high-wage earners and low-wage earners grew slightly.
- The working-age college attainment rate for men in the Tucson MSA was 30.4% in 2021, compared to 35.4% for women.

NOTABLE ANNUAL CHANGES

- In 2022, the employment mix by industry across the Tucson MSA was similar to the nation, with a few notable differences. In Tucson, government jobs account for a much larger share than they do nationally.
- Wages in the Tucson MSA for all occupations picked up significantly in 2022, increasing by 11.5%.
 Tucson's median wage of \$42,430 ranked it eighth among peers.

Acknowledgements

The MAP Dashboard is made possible through the support of its partners and sponsors.



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CONTRIBUTING SPONSORS





The MAP Dashboard would like to thank our media partners for their contributions in promoting the content on the MAP and supporting MAP-related events.

Arizona Daily Star



The MAP Dashboard is a product of the Economic and Business Research Center in the Eller College of Management at the University of Arizona.

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Jan Howard Vice President, NüPoint Marketing

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MAP Dashboard Update: Web Analytics

2,717



NEWSLETTER RECIPIENTS

273,025



USERS

419



TWITTER FOLLOWERS

332



LIKES ON FACEBOOK

Growth between 2021 and 2022

+18.0%



USERS

+23.5%



PAGEVIEWS



Southern Arizona Leadership Council

SALC relies on MAP Dashboard to accomplish our mission and we convene our partners to present events centered around this data, such as The Future of Workforce in 2022. We are proud partners of the MAP Dashboard and will continue to use it to advance the region.

TED MAXWELL, PRESIDENT AND CEO OF SALC



