



Research *Evaluation* *Strategy*

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Case Study

The Arizona Board of Regents: Standing at the Crossroads

Arizona anticipates a troubling economic future if it does not raise the overall level of educational attainment in the state. This issue haunts the state level decision makers who have identified improvements in accessibility and collaboration as key elements for securing Arizona's economic growth. To develop a strategic approach that addressed the particular challenges facing Arizona, the Arizona Board of Regents engaged Hezel Associates. The Hezel team compiled and analyzed data -- including demographic, education, social, and economic information -- from across different agencies and sources to identify key factors impacting education attainment.

An environmental scan, a benchmark study of best practices, a review of internal documents and policies, and interviews with state level leaders and higher education officials provided the Hezel team with data that formed the basis of a strategic roadmap. Hezel Associates synthesized the data and presented it to Arizona's education leaders as possible scenarios, each of which took into account implications for the state's internal capacities, external demands, policy implications, institutional partnerships, and operational processes.