



## **The Hugh Revolution**

### **Innovation. Disruption. From Ordinary to Extraordinary.**

I'm running for Governor to be the candidate of **prosperity and purpose**.

And this state deserves and needs one. Because our system is not just broken, it's on the verge of collapse and threats to democracy have never been more real. Not because of bad people, but because of a **bad structure**.

The two parties are trapped in a fight that never ends. They argue, posture, divide—but they don't solve the big problems. Not education. Not the economy. Not the future our kids are walking into. They can't even fix the system that elects them.

This isn't about blaming the candidates.

They're not villains.

They are prisoners of a system that punishes independent thought and rewards obedience to party machines.

And when free thought dies, progress dies with it.

I'm running to change that. I am not satisfied with the status quo in our state, and the parties and candidates looking to extend it. **I intend to be the first Independent governor in Arizona history** and am organizing a thorough, compelling campaign to do just that.

There's a lot about me you should know. I came to Arizona to be a Quarterback at ASU until a broken collarbone ended that chapter. I went on to build three, Arizona-based, national healthcare companies – each with a strong social mission that generated system-wide, radical transformation in healthcare. Axia/Silversneakers was a pioneer in prevention & wellness, Univita Health was a first-of-its-kind for post-acute care, and most recently, Equality Health was designed to help improve the quality of care for diverse and underserved communities in Medicaid. I'm known as a disrupter. I do hard things. I embrace bold ideas, even radical ideas, if they help real people.

Here is one central truth: America was built on a radical idea—that power does not come from kings, parties, or elites. It comes from individuals. It comes from our Constitution.

I stand for equal rights, human rights, civil rights, property rights, free markets, free trade, the right to own what you create, and the right to freely choose your leaders. These were radical concepts once.

These are not just moral ideals. They are the wellspring of prosperity.

They create more buyers and sellers. More builders and dreamers. More creators and problem-solvers. More upward mobility. More prosperity.

The radical ideas I believe in come from both Martin Luther King Jr. and Milton Friedman. MLK taught us that civil rights and equal rights unleash human potential. Milton Friedman taught us that free people in free markets create abundance.

Different voices. Same truth: When individuals are free, society rises.

But today we face this: Many young people fear they won't do as well as their parents. They're questioning whether capitalism even works for them anymore. That is not something to dismiss—it's something to confront.

So I'm starting this campaign by talking about the economy—but especially about the people most harmed by its failures: young families.

My intent is to disrupt the status quo. We suffer through the mediocrity and excess of both political parties. If you're going to vote for an independent, it should be because you want someone who brings people together—and if you vote for me, it should be because you want someone who swings for the fences. I'm not willing to accept ordinary. I want extraordinary for Arizona.

Let's start with what young families face.

Young people today carry economic burdens heavier than the ones we carried. I still believe America is the most upwardly mobile place in the world—but there is a real argument that this generation may not do as well as the one before it. That is unacceptable.

Young people face higher unemployment. In Arizona today it's about 10.4%—much higher than the general rate. They're struggling to buy homes. Student debt is crushing opportunity. And too many high school graduates are not prepared for the pathways available to them—whether service, trades, entrepreneurship, or college. That is why I am announcing my candidacy on a university campus.

If you chart the S&P 500 against job creation over the last 50 years, they track closely—until 2023. That's when stock values kept rising but job openings began to plunge. That moment lines up almost perfectly with the arrival of ChatGPT. I'm not saying that proves causation—but it demands attention.

Some want to respond by attacking AI. I believe that would be a tragic mistake. But we must address the real challenges this new innovation economy creates. We have to show that democracy and capitalism work. From Mamdani to MAGA.

So let me tell you where I would begin as Governor. These ideas are not the result of polls like every other politician.

I call this the Great Eight—big ideas to help you and the generations that follow.

### **Student Debt Insanity**

Decent, hardworking young Arizonans are being forced into massive debt just to get an education. That is not a ladder—it's a trap.

But here's the good news: with artificial intelligence, we can now deliver an Ivy League-quality education at a fraction of the cost. I will bring together our universities, college professors, and the AI technology sector to create a new kind of degree—an AI-powered university degree, sponsored by the state, that is world-class and affordable.

My moonshot is simple and bold: \$99 per semester.

I will engage leaders inside and outside our universities to disrupt a system that has become a barrier to entry for too many young people. We cannot ignore the mountains of student debt, the billions forgiven at taxpayer expense, and the federal pressure to slash spending. The system is breaking, and it's time to fix it.

Arizona needs a leader who is not afraid to challenge powerful special interests. My loyalty is not to institutions—it is to students. To you.

### **Home Sweet Home**

There is no greater ladder to stability than homeownership. But today, the down payment alone keeps too many families locked out.

I will push for a regulatory climate laser-focused on lowering costs. Some Arizona cities now have some of the highest regulatory burdens in the Southwest—and that makes homes unaffordable.

I will create the Touchdown Town Award & Designation—a privately funded prize for cities that move fastest on permitting and zoning. I will challenge industries like modular housing

to create beautiful homes that cost far less. And I will use state land to build mixed-income communities that prioritize first-time buyers.

To move swiftly, and upward, I am committed to restructuring ESA's to become more accountable, and merit-based for those who truly need them. Excess funds will be redirected into housing vouchers for first-time homebuyers. This is revolutionary. This is necessary.

### **Quarterbacks for Youth Sports**

It's been well documented that playing sports not only improves physical health, but also improves social skills like teamwork, communication, and resilience. It improves academic performance and mental health and leads to higher self-esteem. But youth sports has become too expensive for too many families in Arizona. School and club team fees, travel, equipment, uniforms, insurance are putting sports out of reach. Especially for single parent households.

So, we will **broaden tax deductions** so youth sports become more affordable for every Arizona family.

### **Healthcare Matters**

Federal Medicaid cuts are coming. I can't promise miracles. But I can promise this: I may be one of the few people in the country who truly knows how to lower costs for a Medicaid population without losing access to quality care. That will be a top priority of my administration. Politicians pledge this all the time. They never get it done. I have and I will. Ask yourself this: as the healthcare crunch arrives in the next few years, who do you want to fight for you? An administration that continues to struggle with state healthcare, or a congressman who wants to disband it all?

### **MentorCorps**

The Peace Corps. The Marine Corps. Symbols of American excellence.

Arizona is filled with retired CEOs, builders, creators, and leaders who still want to give back. It's time to launch MentorCorps—a statewide effort to inspire and train the next generation of entrepreneurs: teenagers, college students, and adults.

I've spoken with Sarah Smallhouse, whose foundation has worked to build mentorship programs. The biggest challenge isn't finding mentors—it's placing them inside real companies. So, I will create, in my Governor's Office, a new Center for Entrepreneurial Exceptionalism.

The old contract was:

Work hard → Get ahead

The new contract must be:

Build something → Create value → Advance with purpose

I will engage investors and investor networks, business leaders, and innovators across Arizona to build a new generation of business pioneers. MentorCorps will be a core part of that effort.

But the bigger vision is even bolder: a new Department of Entrepreneurship, building the largest entrepreneurship mentorship network in the nation. Recruiting companies to Arizona will grow income in the short term. But cultivating homegrown talent and teaching people to build something—that's how we create lasting prosperity, even in a world where AI changes work itself.

## **Champions of Charity**

Here is a hard truth: government cannot fix everything. A great Governor knows their role is bigger than just running agencies—they must mobilize people.

As Governor, I will expand state charity incentives so our nonprofits can do more and have more —whether they're protecting abused women, reducing teen suicide, developing therapies to cure disease, or fighting for affordable housing. When citizens are empowered to help each other, society grows stronger than any bureaucracy ever could.

## **The HERO Program**

We spend enormous energy recruiting companies—and that indirectly improves your life. But imagine what would happen if we put that same energy into recruiting the best teachers, police detectives, and first responders in America, think how that would directly improve your life?

Crime would fall. Test scores would rise. Neighborhoods would thrive.

These efforts will live inside a more innovative Arizona Commerce Authority. We pay some college coaches millions a year, often through private fundraising—yet we struggle to recruit math and science teachers. Why not raise private investment and use public funding by the state to attract world-class teachers and officers and pay them a fraction of what we pay coaches to secure our future? The impact to our neighborhoods and quality of life with the diversification of what economic development truly means will be extraordinary.

## **Escaping from Purgatory**

Arizona's public-school enrollment has dropped by over 83,000 students in a decade. The Kyrene district may close eight schools. Amphitheater Public Schools in Tucson is moving to close four elementary schools. Scottsdale may repurpose eight more.

Republicans seem to want to tear down public education. Democrats want to freeze it in place. Parents are choosing a third way—they are voting with their feet.

Some of Arizona's charter schools are now among the best in the nation. They succeed because expectations are clear, discipline is real, teachers are empowered, and parents are engaged.

My plan is a Charter-Inspired Reform Framework—safer schools, stronger classrooms, higher achievement. Every public school should be able to operate with the clarity, authority, and accountability of a high-performing charter.

Real reform is bottom-up, not top-down. Through School Autonomy Compacts, principals, teachers, and parents will shape solutions for their own communities—with freedom, and with accountability.

My approach challenges the entrenched partisan thinking on this topic, but it's time for the radical center to do what must be done. We all know it. Last place rankings in public education are a non-starter. Upward action is needed. Let's get to it.

And last, here is how you will judge me:

Can you afford more with your paycheck than last year?

Can your kids imagine a future here?

Can a young family build a life without drowning in debt?

Arizona has fallen from #3 in the nation to #47 in job growth. We are near the bottom in wage/salary growth. Recruitment of opportunity will be our top priority—but purchasing

power will be the scoreboard of leadership. My success will be measured by real median household income, adjusted for inflation.

As a businessman, I know investors demand a return. Voters should demand the same.

So here is my covenant with you:

I will be a Governor who recruits opportunity, unleashes individuals, builds pathways for every kind of dream, measures success by your real life—not political headlines—and breaks the grip of a system that no longer serves the people.

This is not a campaign of left or right. It is a campaign about results, and to be as radical as we need to be to escape the mediocrity and toxicity of the current system.

This is a campaign for free minds and free people – building a future worthy of them. We will restore civility to public discourse - bold in vision, yet compassionate in action.

But I can't do this alone. Not even government can do this alone. I need you—to help rebuild the social contract around agency, creativity, and opportunity. You have a role to play. I can't do this without you. I need you to help make Arizona history. To be a pioneer like so many that came before us to trailblaze this amazing state.

Welcome to the Hugh Revolution. Upwards!