Enhancing Excellence in a Changing Academic Landscape

Joe G.N. “Skip” Garcia, MD
Senior Vice President for Health Sciences
Interim, Dean of COM
Arizona Health Sciences Center (AHSC) Town Hall
September 4, 2014
Immediate AHSC 1-Year Goals

- Increase integration of AHSC resources across the Colleges/Centers
- Recruitment of UA Cancer Center Director
- Recruitment of Chair, Department of Surgery
- Recruitment of Chair, Department of Medicine
- Strengthen the relationship with UA Health Network

(December 17, 2013 AHSC Town Hall)
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(December 17, 2013 AHSC Town Hall)
Year 1 Goals:
Increase Integration of AHSC Resources

AHSC Research Administration Services

Pre-Award
- Budget development
- Prepare grant administrative sections
- Secure Institutional Endorsement
- Submit grant to external sponsor

Research Development
- Find grant opportunities
- Institutional support letters
- Internal grant competitions
- Maintain description of core facilities services
- Develop/maintain trainee tracking database (T32s)

Post-Award
- Monitor grant spending
- Consulting agreements and subawards
- Grant close-outs & no-cost extensions

Clinical Trials
- Budget development & negotiation
- Institutional endorsement all CTAs, CDAs, MTAs and Amendments
- Visit earning reconciliation & invoicing
- Cash collection & deposits

Lauren Zajac
AHSC Executive Director
Research Administration

This centralized service has already processed 8 R01s, 3 U01s, 1 PPG (P01) & 2 Training Grant applications
Year 1 Goals: Increase Integration of AHSC Resources

AHSC Research Space Committee

Propose Innovative Solutions
- Incubator for AHSC Matrix Centers
- AZiCATS
- Research Development Collaborative
- Facilitate centralized Biobank efforts

Master Planning / Programming
- Inventory existing AHSC Space
- Research Expansion Space
- BSL2, Phoenix Research Building and HEAT building planning
Immediate AHSC 1-Year Goals

- Increased Integration across the ASHC Colleges
- Recruitment of UA Cancer Center Director
- Recruitment of Chair, Department of Surgery
- Recruitment of Chair, Department of Medicine
- Strengthen Relationship with UA Health Network

(December 17, 2013 AHSC Town Hall)
Andrew Kraft, MD

UA Cancer Center Director
Associate Dean for Translational Research
Associate Vice President for Oncology Services

Professor of Medicine
Director of NCI Hollings Cancer Center
Medical University of South Carolina

Welcome Reception September 9, 2014 Cancer Center

Many thanks to Anne Cress PhD for her fabulous leadership as Interim UACC Director!!
Dr. Andrew Kraft came to Charleston in 2004 to be the director of the Hollings Cancer Center. He came to us from the University of Colorado in Denver, where he had led a successful oncology division in a prominent cancer center.

The Hollings Cancer Center, formed in 1993, had made steady progress through the years, but one goal for the center had remained elusive. That goal was to achieve National Cancer Institute (NCI) Center designation.

In 2003, the prospects of obtaining this goal appeared bleak. Although the Hollings Cancer Center was busy seeing over 1,000 new cancer patients a year, there were relatively few NCI competitive grants and only about 40 patients a year were being enrolled into investigative protocols to find new and better ways of caring for particular cancers. In other words, the center was a good place for care, but few faculty were engaged in the cutting-edge research that would make the center of interest to the NCI and nationally prominent.

Dr. Kraft’s mandate on his recruitment was to elevate the Hollings to that level of national recognition that it could be one of the less than 70 NCI Cancer Centers in this country. There was one in the Deep South, at the University of Alabama-Birmingham at the time, but South Carolina, Georgia, Mississippi and Louisiana did not have one. Meanwhile, there were several in Boston and New York. The closest NCI center to Charleston was in Durham, N.C., at Duke University, and many South Carolinians went there for the special care one can receive at a NCI Center.

Dr. Kraft transformed the Hollings Cancer Center with his focused leadership, vision, inspiration, academic skills and just plain hard work. He has tirelessly recruited new physicians and scientists in multiple departments at MUSC. A team of nurses, scientists, administrators and physicians has been busy, very busy turning the Hollings into a nationally recognized and important cancer center.

This can best be seen by the fact that in 2009 and again this year, consecutive five year awards of multi-million dollar National Cancer Center grants were obtained, making Hollings a NCI designated Center. The research grants this year at Hollings stand at over $42 million compared to $27 million in 2004.

To be an NCI designated center means that a primary mission is to learn the causes of cancer and the best methods of prevention. Of course, it also means that the center is a place where one can go to get the latest medicines and treatments in the battle against cancer. Charlestonians and South Carolinians need no longer travel to Durham for this kind of unique care. Today the number of new cancer patients being treated at Hollings has more than doubled, and 10 times the number of patients are enrolled in scientific protocols with novel approaches to various cancers. The range of treatments and expertise has greatly expanded and cancer prevention has become a core competency.

Dr. Kraft leaves this month for the University of Arizona where he will continue his quest to cure cancer. He leaves the Hollings Cancer Center that he has led for 10 years a far better place than the one he found. His successor will be able to continue to build on an incredibly firm foundation.

We thank Dr. Kraft for a job well done and accomplishing the mission he came here to do. The patients in all hospitals in South Carolina have and will for years benefit from the transformative force Dr. Kraft brought to the Hollings Cancer Center.

Ernest F. "Fritz" Hollings served as governor of South Carolina from 1959-63 and in the U.S. Senate from 1966-2005. Jerry Reves, M.D., is dean emeritus of MUSC’s College of Medicine.
Immediate AHSC 1-Year Goals

- Increase Integration across the ASHC Colleges (research, HR, IT, space)
- Recruitment of UA Cancer Center Director
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- Recruitment of Chair, Department of Medicine
- Strengthen Relationship with UA Health Network

*(December 17, 2013 AHSC Town Hall)*
Leigh Neumayer, MD

Chair, Department of Surgery
Margaret and Fenton Maynard Professor of Surgery

Vice Chair, Department of Surgery
University of Utah

Welcome Reception October 9, 2014

Many thanks to Sam Keim, MD and the entire DOS Search Committee for their efforts.
Immediate AHSC 1-Year Goals

- Increase Integration across the ASHC Colleges (research, HR, IT, space)
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- Strengthen Relationship with UA Health Network

(December 17, 2013 AHSC Town Hall)
Monica Kraft, MD

Chair, Department of Medicine
Robert and Irene Flinn Professor of Medicine
Professor of Medicine
Director, Division of Pulmonary and Critical Care Medicine
Co-PI Duke CTSA
Duke University

Start date December 15, 2014
Welcome Reception December 2014

Many thanks to Fernando Martinez MD and the entire DOM Search Committee for their efforts
AHSC 5-Year Goals

- Increase AHSC Biomedical Research Revenue
- Improve National Ranking in Research for each College
- Successfully Compete for CTSA & Increase # Physician Scientists
- Increase AHSC Student, Trainee and Faculty Diversity
- Establish National Leadership in Interdisciplinary Education & Practice (IPEP)
- Increase AHSC Philanthropy and Public Private Partnerships

(December 17, 2013 AHSC Town Hall)
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(December 17, 2013 AHSC Town Hall)
November 22, 2013

NEVER SETTLE

THE STRATEGIC ACADEMIC AND BUSINESS PLAN FOR THE UNIVERSITY OF ARIZONA

President Ann Weaver Hart

UA plans to double research to $1.2B in research dollars by 2020
Strategic Resource Areas

Defense and Security
Space Systems
Water and the Arid Environment

Population Health & Health Outcomes
Healthcare Disparities
Precision Health
Neuroscience

AHSC Advisory Councils

Imaging and Informatics
5-Year AHSC Goals: Increase Research Funding

Population Health & Health Outcomes

Recommendations/strategies included:

- **Address Infrastructure efficiencies:** IDC distribution; bid & proposal system; facilities; data use agreements; technology transfer; pre- and post-award support; professional development, mentorship and training
- **Increase Biostatistics support**
- **Increase Border Health science**
- **Establish a Center focused on population management**
  - Health Care Analytics and Big Data Science
  - Comparative Effectiveness Research

**Iman Hakim, MD, PhD, MPH**
Dean, UA College of Public Health

**Tammie Bassford, MD**
Department Head, Family & Community Medicine
UA College of Medicine – Tucson
Enhancing Excellence

Center for Population Science and Discovery

Divisions of:
- Comparative Effectiveness
- Health Care Analytics
- Health Care Policy
- Strategy Initiatives

“Big Data” Informatics
Biostatistics

Elizabeth Calhoun, PhD
- Director of the Center
- AVP for Population Health Sciences
- Nationally recognized researcher in breast cancer disparities, in population health and the health care exchange

Grant Senner, MD
- Director of Strategy Initiatives
- Medical Finance / Health Economics / Health Analytics

Michael Halpern, MD, PhD
- Associate Professor COPH
- Director of Health Care Policy
- Access to care, outcome and disparities
5-Year AHSC Goals: Increase Research Funding

Recommendations/strategies included:

- Address Infrastructure efficiencies
- Establish a “Center for Border Health and Outcomes” (recommended by both Population Health and Health Disparities Advisory Councils)
- Expanded relationships with regional cross-border health partners
- Evaluate social determinants of disease and leverage UA strengths

David Armstrong, DPM, MD, PhD
Director, Southern AZ Limb Salvage Alliance (SALSA)
Professor of Surgery
UA College of Medicine – Tucson

Chelsea Kidwell, MD
Vice Chair of Research, Department of Neurology
UA College of Medicine – Tucson
Center for Border Health and Outcomes

AZ Prevention Research Center
- Received $4 million in CDC Awards
- Health prevention focusing on Latinos living in border communities

ARDSOBO- (AZ Sonoran Border)
- Nonprofit that provides low-cost Medical Devices
- Wheelchairs, hearing aids and prosthetics

Center Director recruitment near completion
5-Year AHSC Goals: Increase Research Funding

Recommendations/strategies include:

- Address infrastructure efficiencies
- Expand the number of AHSC genomic and genetic scientists
- Establish a “Center for Applied Genetic & Genomic Medicine”
  - Pharmacogenetics & genetic screening
  - Create and expand genetic counselor training program
- Health Data Stewardship Group and Biomedical Information Commons

Michael Hammer, PhD
Associate Professor, Anthropology
UA College of Social & Behavioral Sciences

J. Lyle Bootman, PhD, ScD
Dean, UA College of Pharmacy
Professor: Pharmacy, Medicine & Public Health
Founding Executive Director, HOPE Center
ENHANCING EXCELLENCE

Center for Applied Genetic and Genomic Medicine

Ken S. Ramos, MD, PhD, PharmB
- Interim Center Director
- Internationally recognized researcher in genomics, toxicology, & predictive biology
- Permanent Center Director search underway

Rick Kittles, PhD
- National leader in cancer health disparities
- Pioneer in DNA testing to trace the ancestry of African Americans
- Director of Division of Population Genetics

Nathan Ellis, PhD
- Cancer geneticist
- National leader in colon cancer genetics
- Director of Division of Cancer Genetics

Divisions of:
- Population Genetics
- Cancer Genetics
- Pharmacogenetics
- Genetic Consultation & Counseling
- Cardiovascular Genetics
- Diabetes and Metabolic Genetics

“Big Data” Informatics
Biostatistics
5-Year AHSC Goals: Increase Research Funding

Recommendations/strategies included:

- Address infrastructure efficiencies
- Expand the pool of AHSC Neuroscience clinician scientists
- Establish a “Center for Innovation in Brain Science”
  - Cross cutting across entire UA landscape
  - Mine the interface between clinical medicine & translational research

Carol Barnes, PhD
Regents' Professor, Psychology & Neurology
Director, McKnight Brain Institute, UA College of Science

Todd Vanderah, PhD
Professor and Head,
Dept. of Pharmacology, UA COM- Tucson

Leslie Tolbert, PhD
Regents' Professor, Neuroscience, UA College of Science
Progress in launching this Neuroscience Center

- Center Job description and ad have been finalized
- Search Committee formed and has met with Todd Vanderah PhD as Chair
- SVP met with VPR Espy and BIO5 Director Martinez re: Center support and recruitment strategies
- AHSC Space committee to address infrastructural needs

Divisions of:
- Aging Brain
- Chronic Pain
- Traumatic Brain Injury
- Stroke and Aphasia
- Movement Disorders
- Degenerative Brain Disease

“Big Data” Informatics
Biostatistics
AHSC 5-Year Goals

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- Improve National Ranking in Research for each College
- Successfully Compete for CTSA & Increase # Physician Scientists
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5-Year AHSC Goals: Increase College Rankings

Ranked #14 out of the “Top 50 social media friendly nursing schools”
(nursejournal.org)

Ranked #20 in the “Top 30 Cutting-edge Nursing Schools”
(nursingschoolhub.com)
5-Year AHSC Goals: Increase College Rankings

Total Research Awards by AHSC College

- COM-Tucson
- COM-Phoenix
- Pharmacy
- Nursing
- Public Health

Total (in millions)

2008: $140 million
2009: $130 million
2010: $120 million
2011: $150 million
2012: $160 million
2013: $140 million
2014*: $150 million
5-Year AHSC Goals: Increase College Rankings

**COM-Phoenix Research**
- Total (in millions)

- Projected 2014 College Rank - #114
  (2013 Rank - #120)

**College of Nursing Research**
- Total (in millions)

- Projected 2014 College Rank - #36
  (2013 Rank - #32)
Enhancing Excellence

5-Year AHSC Goals: Increase College Rankings

College of Pharmacy Research

Projected 2014 College Rank - #20
(2013 Rank - #26)

<table>
<thead>
<tr>
<th>Year</th>
<th>NIH</th>
<th>Other Sponsors</th>
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<tbody>
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<td>2014*</td>
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College of Public Health Research

Projected 2014 College Rank - #26
(2013 Rank - #32)

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Enhancing Excellence

5-Year AHSC Goals: Increase College Rankings

Projected College Rank 2014 - #60
(2013 Rank - #60)
Depts. of Cellular & Molecular Medicine, Physiology, Family Medicine, Emerg. Medicine ranked in top 20
# Enhancing Excellence

## AHSC T32 Applications Currently Funded and Planned

<table>
<thead>
<tr>
<th>PI Name</th>
<th>Subject Area</th>
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<tbody>
<tr>
<td>Dave Alberts</td>
<td>Cancer Prevention and Control</td>
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<tr>
<td>Carol C. Gregorio</td>
<td>Complex Heart and Lung Diseases</td>
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<tr>
<td>Serrine Lau</td>
<td>Toxicology</td>
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<tr>
<td>Jonathan Lifshitz</td>
<td>Brain Injury</td>
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<tr>
<td>Janko Nikolich-Zugich</td>
<td>Aging and Immunobiology</td>
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<tr>
<td>Chen Qin</td>
<td>Environmental Medicine</td>
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<tr>
<td>Todd Vanderah</td>
<td>Pain and Medical Pharmacology</td>
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<tr>
<td>Jason X.J. Yuan</td>
<td>Translational and Regenerative Medicine</td>
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<thead>
<tr>
<th>PI Name</th>
<th>Proposal Title</th>
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<tbody>
<tr>
<td>Qin M. Chen</td>
<td>Training in Environmental Toxicology of Complex Diseases</td>
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<tr>
<td>William R. Montfort</td>
<td>Chemistry-Biology Interface Training Program</td>
</tr>
<tr>
<td>Jennifer K. Barton</td>
<td>Cardiovascular Biomedical Engineering Training Grant</td>
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<tr>
<td>Arthur F. Gmitro</td>
<td>Graduate Training in Biomedical Imaging and Spectroscopy</td>
</tr>
<tr>
<td>Janis M. Burt</td>
<td>Interdisciplinary Training In Cardiovascular Research</td>
</tr>
<tr>
<td>Timothy W. Secomb</td>
<td>Computational and Mathematical Modeling of Biomedical Systems</td>
</tr>
<tr>
<td>Jesse D. Martinez</td>
<td>Cancer Biology Training Grant</td>
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5-Year AHSC Goals: Increase Physician Scientists

62 CTSA in 31 states and DC are active CTSA Consortium members
5-Year AHSC Goals: Increase Physician Scientists

Development of Strategic Goals

**IOM Report Recommendations**
- Formalize and standardize evaluation processes
- Advance innovation in education and training programs
- Ensure community engagement in all phases of research
- Strengthen clinical and translational science relevant to child health

**WG Focus Areas**
- Training and education
- Collaboration and partnerships
- Community engagement of all stakeholders
- Academic environment for translational science
- Translational science across the lifespan and unique populations

**Strategic Goal Recommendations**
- Workforce Development
- Collaboration and Engagement
- Integration
- Methods, and Processes
5-Year AHSC Goals: Increase Physician Scientists

Arizona Latinos
Arizona Native Americans
Arizona Elderly

AZiCATS Focus in this CTSA
5-Year AHSC Goals: Increase Physician Scientists

AHSC CTSA initiatives undertaken past 6 months

- Strengthened our community engagement and inter-professional education leadership
  - Arizona Clinical and Translational Research Certificate (ACTR–COPH)
  - Masters of Science in Clinical Translational Science (COM)
  - PhD in Clinical Translational Science (COM)
- Developed tiered educational offerings, ready for fall 2014.
- Increased clinical resources – biobanking initiative, biostatistics core development, pre-post research award services, etc.
- Informatics overhaul
- Demonstrate institutional support for career development for clinician scientists–new KL2 award offering
5-Year AHSC Goals: Increase Physician Scientists

AHSC CDA Awardees

PI: Cristine E. Berry, MD
Mentor: Fernando Martinez, MD
“The Impact of Early Life Exposures on Lung Function Trajectory: Childhood Origins of COPD”

PI: Pavani Chalasani, MD
Mentor: Mark D. "Marty" Pagel, MD
“Optimizing AcidoCEST MRI as a Novel Method for Measuring Tumor pH in Breast Cancer Patients”

PI: Ankit A. Desai, MD
Mentor: Joe GN Garcia, MD
“Sudden Death and Sickle Cell Disease – An Electrophysiological and Molecular investigation”

PI: Amol Patwardhan, MD, PhD
Mentor: Frank Porreca, PhD
Intraoperative TRPV1 antagonist for treatment of hypothermia and postoperative pain
5-Year AHSC Goals: Increase Physician Scientists

AHSC CDA Awardees

PI: May Khanna, PhD
Mentor: Todd Vanderah, PhD
“Designer Drugs for Chronic Pain: Indirect Targeting of Nav 1.7”

PI: Christian Bime, MD
Mentor: Sairam Parthasarathy, MD
“Genetic and Non-Genetic Contributors to ARDS Outcomes”

PI: Katri Typpo, MD
Mentor: Fayez K. Ghishan, MD
“Intestinal Barrier Function and Post Operative Enteral Nutrition for Children with Congenital Heart Disease”
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5 Year AHSC Goals: Increase AHSC Diversity

UA COM-T Incoming URM Students, 2005-2014

- American Indian or Alaska Native
- Hispanic
- Black or African American
- Multi-racial
5 Year AHSC Goals: Increase AHSC Diversity

UA COM-P URM Incoming Students, 2007-2014

- American Indian or Alaska Native
- Hispanic
- Black or African American
5 Year AHSC Goals: Increase AHSC Diversity

UA COM-T Incoming URM Residents, 2003-2014

- Hispanic
- Black/African American
- Native American
5 Year AHSC Goals: Increase AHSC Diversity

% UA COM-T Incoming URM Residents, 2014
5 Year AHSC Goals: Increase AHSC Diversity

UA COM-T URM
Full-Time Faculty, 2007-2014

- Hispanic
- Black/African American
- Native American
5 Year AHSC Goals: Increase AHSC Diversity

New Assistant VP for Diversity

- The AHSC Diversity Committee, convened with leaders from each member college, was charged with developing a strategy to improve the diversity of the AHSC health professions workforce.
- COM-T Office of Faculty Affairs launched Faculty Fellows Mentoring Program for promising early career faculty from underrepresented backgrounds.
- Both Colleges of Medicine have instituted conditional admissions programs to help address the needs of underserved communities in Arizona and the country.
Pre-Medical Admissions Pathway (P-MAP) Program
- 12-month program to help students challenged in preparing competitive medical school applications and successful medical school entry
- All have strong academics, amazing backgrounds, and are members of under-represented groups in medicine

5 Year AHSC Goals: Increase AHSC Diversity

COM Tucson

Phoenix Pathways Scholars Program
- Socioeconomically disadvantaged students
- 1st generation college attendees from rural Arizona
- Registered members of American Indian Tribes
- Committed to serving the under-served and diverse populations of Arizona
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5 Year AHSC Goals: Increase AHSC Philanthropy

University of Arizona Health Sciences Development

Total Private Support: FY 2012 only*
5 Year AHSC Goals: Increase AHSC Philanthropy

University of Arizona Health Sciences Development

Total Medical Development Budget: 5-year Average (FY 2008-2012)
(Note for Arizona: This does not include UMC Foundation expenses)

- UAB: $0.9
- Cincinnati: $1.0
- Arizona: $1.1
- Iowa: $1.9
- Kansas: $2.0
- UCSD: $2.4
- Cohort Median: $2.5
- Cohort Average: $2.6
- Florida: $2.6
- UNC: $3.2
- Utah: $3.2
- UC Davis: $3.7
- UW: $4.7
Lack of specialization in key areas:
- Major Gifts, Planned/Estate Giving, Prospect Development
- Corporate/Foundation Donor/Employee/Alumni Relations
- Special Events, Sponsorships

With UAF advice/support, AHSC FY15 Goals are to:
- Improve HR decision-making (recruitment, hiring, salary)
- Integrate/coordinate DO activities with clear reporting lines
- Improve accountability for performance & efficiencies
- Development staff specialization, mentorship, & career pathway
- Fill vacant DO positions

5 Year AHSC Goals: Increase AHSC Philanthropy
5 Year AHSC Goals: Increase AHSC Philanthropy

Structure of Arizona Health Sciences Center Development FY 2015

Senior Vice President for Health Sciences
Joe G.N. “Skip” Garcia, MD

Health Sciences Executive Committee
Joe GN “Skip” Garcia, MD
J. Lyle Bootman, PhD
Iman A. Hakim, PhD, MPH
Stuart Flynn, MD
Joan Shaver, PhD, RN

University of Arizona Foundation
Shaun Sommerer, Vice President

Associate Vice President & Chief Development Officer
TBA

AHSC Development Office
Prospect Development, Alumni/Constituent Relations, Special Events, Gift Processing, Reporting & Analytics

Unit/Specialty Focused Senior DOs
(7-10 FTE)
- UA College of Pharmacy Medication Management Center
- Medication Management Center licenses software and business model to Sinfonía Healthcare
- Spinoff SinfoníaRx completed
- MMC provides services to 6 million lives, saves $75 million in avoidable healthcare costs during 2013
- Medication Management Center expands to Phoenix
5 Year AHSC Goals—Increase Public-Private Partnerships

- Annual funds flow from the clinical enterprise are required to sustain the AHSC academic mission.
- In FY 2014, UAHN loss was $-40M representing a severe threat to the academic enterprise.
5 Year AHSC Goals: Increase Public-Private Partnerships

- Historic Banner Affiliation
  - $500M in capital in Tucson
  - Aligns both COM-T and COM-P with a single health care delivery system
  - Provides a state-wide reach for our translational programs and efforts to address health care disparities
  - Enhanced annual funds flow to build the tripartite academic mission (~500% increase)
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 Positioned to **Lead.**
 Poised for **Success.**
My thanks for your extraordinary efforts!!