A Report on the Programs and Activities of the Flinn Foundation

2014
Every few years, the Flinn Foundation thoroughly reviews its strategies to
invest in Arizona’s long-term well-being. Decisions made often lead to abundant
new grants and programs, in addition to extensions of successful endeavors.
This report presents the full spectrum of activities that arose out of the most
recent review, now in action and making an impact across Arizona through the
biosciences, civic leadership, arts and culture, and the Flinn Scholars Program.
In reaching its landmark 2001 decision to devote $50 million over the next decade to advance the biosciences in Arizona, the Flinn Foundation’s Board of Directors and staff spent nearly 18 months performing extensive research, interviewing community, health care, and science leaders, and scrutinizing alternative options.

Ten years later, the Board reconvened to decide whether to extend the commitment. This time, the decision took about 90 seconds.

“Ten years is a long period of time for a foundation to commit to a new program,” said Board Chair David J. Gullen, M.D. “But as that initial commitment drew to a close, it was obvious to us that despite substantial progress, our work—Arizona’s work—was far from finished.”
Arizona made strong headway over the decade in earning a reputation as one of the nation’s fastest-growing biosciences regions. High-paying bioscience jobs grew substantially faster in Arizona than the rest of the nation. Nationally recognized bioscience research institutes, facilities, companies, incubators, and education programs cropped up throughout the state. Star scientists relocated to Arizona, oftentimes bringing their labs and research grants with them.

The result: A sector of Arizona’s economy has developed that is producing high-wage jobs and helping the state to weather economic storms, while making the latest health care therapies and products available to Arizonans.

Yet 10 years is far from sufficient in developing a concentrated, thriving industry. While the initial emphasis focused on building the state’s research infrastructure in areas such as cancer research, neuroscience, and bioengineering, years more are needed to mature the state’s capacity to compete in commercializing research discoveries and therapies that will grow companies and jobs.

These efforts have been guided by Arizona’s Bioscience Roadmap, a long-term strategic plan developed by Battelle, the world’s largest nonprofit research and development organization, in partnership with state science and business leaders. Commissioned by the Flinn Foundation in 2002, the Roadmap provides information and strategic goals to help the state become nationally and internationally competitive in the biosciences, and fosters collaborations across the state to put the recommendations into action. Helping to guide the Roadmap process is the 100-member Bioscience Roadmap Steering Committee, a panel of Arizona’s top-level leaders in science, health care, business, education, and government, including elected officials.

During its strategic planning process, the Flinn Foundation refreshed its grant priorities to advance Arizona biosciences. In addition, the Foundation is preparing to launch an updated Bioscience Roadmap that will extend through 2025.

**Continuing Grant Priorities**

Three specific priorities carry over from the Foundation’s first decade in the biosciences.

**TRANSLATIONAL GENOMICS RESEARCH INSTITUTE:** Since forming in Arizona in 2002, TGen has quickly ascended to international renown in the genomics field. The institute has achieved notable discoveries in genomics research and translating these discoveries into patient care, and has great potential to spin off successful commercial entities that can take root in Arizona. TGen quickly became one of the pillars of Arizona’s bioscience activities and has formed collaborations with numerous organizations throughout the state and beyond. Since helping to launch TGen in 2002, the Flinn Foundation has awarded grants to the institute exceeding $34 million.

**UNIVERSITY OF ARIZONA COLLEGE OF MEDICINE-PHOENIX:** The university’s bioscience programs have been a target of Flinn support for decades, including its medical school, given the Foundation’s traditional focus on medical and graduate medical education. The expansion of the College of Medicine to Phoenix, culminating in the 2007 launch of its four-year program and its recent designation as the university’s second medical school, has been critical to addressing Arizona’s physician shortage and establishing the medical education and research base in Phoenix. The Foundation’s current grant support of the College of Medicine-Phoenix includes the Flinn Medical Innovation Visiting Scholars Program, which supports national medical experts spending a year in residence at the College; an effort to plan an academic medical center for the College; and the Donald K. Buffmire Visiting Lecture Series in Medicine.

**DEVELOPING HUMAN CAPITAL:** The Foundation continues its tradition of supporting the recruitment of top faculty and scientific leaders to Arizona, particularly in the precision medicine field. One example is the Foundation’s support of the Critical Path Institute, which the Foundation helped to start in 2005. The Foundation supports C-Path’s new director, Martha Brumfield, Ph.D., as she guides programming that is having impact nationally and internationally on improving the processes to advance drugs and drug safety, diagnostic tests, and devices.

**New Grants, Initiatives**

The following major grant commitments are underway to implement the Foundation’s bioscience strategies.

**ALZHEIMER’S PREVENTION INITIATIVE:** Researchers at the Banner Alzheimer’s Institute in Phoenix have developed a groundbreaking strategy to test investigational treatments to prevent the clinical onset of Alzheimer’s disease. The plan was described by the director of the National Institutes of Health as “a cornerstone in the national plan to address Alzheimer’s disease” and designated by Scientific American as one of the “ten world-changing ideas in 2012.” The first prevention trial involves a partnership with researchers in Antioquia, Colombia, where about a quarter of the 5,000 individuals in an extended family carry a gene that makes them virtually certain to develop this dread disease in their 30s, 40s, or 50s. Led by Eric Reiman, M.D., and

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**Arizona Job Growth: Recession and Recovery**

**Growth in Biosciences: 2002–11**

- **Jobs**: 45% in Arizona, 12% in U.S.
- **Firms**: 31% in Arizona, 23% in U.S.

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**About 300 members of an extended family in Antioquia, Colombia, are predisposed to Alzheimer’s disease.** The researchers are in their 20s, 30s, or 40s. They are now testing investigational treatments to prevent the clinical onset of Alzheimer’s disease.” The first prevention trial involves a partnership with researchers in Antioquia, Colombia, where about a quarter of the 5,000 individuals in an extended family carry a gene that makes them virtually certain to develop this dread disease in their 30s, 40s, or 50s. Led by Eric Reiman, M.D., and

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Current Bioscience Grants

Arizona State University, $1 million to develop the National Biomarker Development Alliance.

Banner Alzheimer’s Institute, $2 million to support clinical-trial infrastructure including a trial based in Colombia to prevent the onset of Alzheimer’s disease under the Alzheimer’s Prevention Initiative.

Critical Path Institute, $225,000 to develop strategic opportunities under new leadership.

Mayo Clinic and Arizona State University, $500,000 each for the new Mayo Medical School in partnership with ASU.

Translational Genomics Research Institute, final payment on $10 million grant authorized in 2007 to develop a proteomics research lab.

University of Arizona College of Medicine-Phoenix, $500,000 for the Flinn Medical Innovation Visiting Scholars Program. Also, $85,000 to the medical school to plan an academic medical center, and more than $45,000 annually in support of the Donald K. Bufmire Visiting Lecture Series in Medicine.

Translational Research in Precision Medicine Seed Grant Initiative: $800,000 to support research collaborations between basic scientists and clinical researchers. Includes grants to:
- Arizona State University with Mayo Clinic, $100,000
- Arizona State University Biodesign Institute with University of Arizona College of Medicine-Tucson, $100,000
- Northern Arizona University with Flagstaff Medical Center, $200,000
- University of Arizona with Banner Sun Health Research Institute, $200,000
- University of Arizona Department of Ecology and Evolutionary Biology and the College of Medicine-Tucson, $200,000

Bioscience Entrepreneurship Program: $75,000 to provide funding and program services to benefit early-stage bioscience firms through partnerships with nonprofit incubators, higher education institutions, or government agencies. $25,000 apiece to:
- Arizona Center for Innovation with MSDx, Inc.
- Northern Arizona Center for Entrepreneurship and Technology with Arburst.
- Northern Arizona Center for Entrepreneurship and Technology with Pinnacle Transplant Technologies, LLC

These grants were formally authorized and/or paid during 2011-13, partially or fully. Grants are often paid over multiple years contingent upon successful project implementation. Additional recent bioscience grants have been awarded to Arizona Biodesign, Arizona State University, Barry Goldwater Center for the Southwest, Battelle, City of Phoenix, Economic Collaborative of Northern Arizona, International Genomics Consortium, Northern Arizona Center for Entrepreneurship and Technology, Plosila Contracting, Science Foundation Arizona, and Southern Arizona Leadership Council.

Arizona made strong headway over the decade in earning a reputation as one of the nation’s fastest-growing bioscience regions. Yet 10 years is far from sufficient in developing a thriving industry.

Pierre Tariot, M.D., the $100 million-plus trial, which involves 300 family members, received more than $15 million from NIH and a substantially larger commitment of funds and in-kind support from biotech giant Genentech. The Foundation’s grant supports the clinical infrastructure needed for this and similar trials, and enabled Banner to complete its required match of the NIH award.

Mayo Medical School in Partnership with ASU: This new Scottsdale branch of the highly regarded Mayo Medical School will not only generate more doctors to help confront Arizona’s physician shortage but produce next-generation physicians skilled in 21st-century health care. Students graduating from the four-year program will have an opportunity to also earn a master’s degree from Arizona State University in the Science of Healthcare Delivery, which includes modules on topics such as health economics and policy, health disparities, illness and disease prevention, change management, and more. The medical school, expected to be an economic driver, is likely to open in 2017.

Translational Research Seed Grant Initiative: To advance precision medicine, collaborations among basic scientists, clinical researchers, and patients are essential. This process of moving research discoveries from the lab to patient care is known as translational research. In order to build a more robust statewide translational research effort in Arizona, this invitational grants program encourages research collaborations among the state’s three public universities, research hospitals and clinics, and independent research institutes. The program directly supports the goal of Arizona’s Bioscience Roadmap to propel discoveries, especially in precision medicine, of new diagnostics, treatments, disease prevention, and health promotion strategies.

Entrepreneurship Program: The success of Arizona’s bioscience endeavors depends in part on its ability to build a critical mass of bioscience companies. In an effort to address this goal, the Foundation has launched a program that offers modest funding and a package of benefits to help fuel the development of Arizona’s promising early-stage bioscience firms. Grants are awarded to nonprofit business incubators, universities, community colleges, or governmental organizations that partner with the bioscience firms in this endeavor.

ASU National Biomarker Development Alliance: Biomarkers—biological signals that may indicate disease—are at the epicenter of precision medicine. They are seen as potential keys for early detection of disease and monitoring treatment progress. However, few biomarkers have proven to be clinically relevant—they are not easily measurable, reproducible, quantifiable, or predictable, all of which are essential to their application in human medicine.
2002-2012: The Rise of Arizona Biosciences

The year 2002 was a banner one for Arizona biosciences, with the recruitment and formation of the International Genomics Consortium and Translational Genomics Research Institute, and the launching of Arizona’s Bioscience Roadmap, the long-term strategic plan to bioscience prominence. The momentum continued as Arizona’s bioscience sector developed and matured throughout the Roadmap’s first 10 years. Commissioned and coordinated by the Flinn Foundation, the Roadmap provided Arizona leaders the tools to help advance the state’s bioscience pursuits, and catalyzed collaboration within and across the public and private sectors to implement its most promising consensus strategies. Nearly 20 committees involving more than 400 science and business leaders have helped put the Roadmap into action, led by the 100-person Steering Committee that continues to meet quarterly to address challenges and opportunities.

Arizona has followed the Roadmap strategy of concentrating its resources and efforts on its top strengths—neurosciences, cancer research, bioengineering, and more recently, precision medicine, including diagnostics—and becoming internationally competitive in these niches. The plan has helped Arizona to develop a solid research infrastructure and laid the groundwork for new commercial entities and increased opportunities for innovative patient treatment and care.

From Flagstaff to Tucson, major research institutes and facilities have emerged, attracting top researchers and faculty from around the nation. Concentrated bioscience clusters are being planned and developed, such as the downtown Phoenix Biomedical Campus, where research, education, and industry intersect. New programs to train entrepreneurs are helping to spur a wave of startup companies. High-tech and bioscience incubators and accelerators have formed, empowering early-stage companies to grow into stable enterprises. And there’s been a newfound emphasis on STEM education—Science, Technology, Engineering, and Math.

Collaborations and consortia have developed among hospitals, universities, research institutions, educators, philanthropic organizations, local and state governments, and others. This has helped Arizona to earn a national reputation for having the “collaborative gene”—a state where disparate organizations work together to achieve mutual goals.

During the Roadmap’s first decade, Arizona bioscience jobs, including hospitals, grew by 30,000 and firms by more than 200, with wages nearly a third higher than the average state private-sector salary. Bioscience jobs even grew during the Great Recession, while Arizona suffered catastrophic job losses. This economic growth and stability, and local access by patients to the latest treatment options, have been hallmarks of Arizona’s bioscience success.

Arizona is one of few regions with a formal, active bioscience strategic plan. The Flinn Foundation will continue to monitor and report publicly on the Roadmap’s progress.
Civic Leadership

**Goal →** Strengthen civic leadership throughout Arizona, particularly at the state level.

It might seem unusual for a nearly 50-year-old foundation to be home to such a startup, but a civic leadership center is consistent with Flinn’s mission and its long-term strategy. The Foundation’s program areas all feature investment in leadership and advance work that will benefit the quality of life for future generations of Arizonans. The nonpartisan Arizona Center for Civic Leadership fills a unique niche and will continue to expand its reach while leveraging the work of others across the state. Its programs highlight the wealth of talent available for civic leadership in Arizona and also the work remaining to be done to tap it fully. The center’s programs can be characterized today as relationship-driven, hands-on efforts that combine direct services for selected Arizonans and local programs with broad efforts to enhance the state’s civic culture.

**Flinn-Brown Civic Leadership Academy**

Evidence of Arizona’s capacity for civic leadership is clear in the 156 Flinn-Brown Fellows who hail not just from metro Phoenix and Tucson but communities from Douglas to Kykotsmovi. Selected competitively, they have shared intensive high-level seminars on issues from arts and culture to water, taken part in personal advising, and participated in continual learning opportunities. They have studied facts, figures, and perspectives from practitioners, experts, and scholars and learned from each other. This network of diverse, committed, and ambitious leaders will continue to grow and strengthen through future cohorts and a variety of supports. State-level service may take many forms but is envisioned especially as election to state-level public offices, selection for seats on state-level boards and commissions, and acceptance of jobs as executives and policy advisors at state agencies and statewide organizations that affect public policy.

Flinn-Brown Fellows are running for the Arizona Legislature, State Superintendent of Public Instruction, and Governor in 2014. One of these is seeking re-election as an Arizona Representative. A number of Fellows are helping their colleagues’ pursuit of elected office across political affiliations. Others have been appointed to state-level boards and commissions, while some are looking to public service careers in state agencies and influential organizations. Ad hoc groups are forming to tackle issues important to particular communities as well as the state. This progress would not have been possible without the partnership and funding of the Tucson-based Thomas R. Brown Foundations.

The academy “is a short course in everything Arizona for those who aspire to make it an even better place,” said Julie Walker, a Fellow who serves on the board of...
A Statewide Reach

The Arizona Center for Civic Leadership currently works with 156 Flinn-Brown Academy Fellows and more than 50 leadership programs throughout the state, and is continually expanding into additional cities and counties.

the Verde River Institute. “It will excite you to learn so much in so little time. It will devastate you to confront the level of need in this state. It will inspire you to meet and listen to so many fantastic residents already working on solutions. It will compel you to do more than you thought you could.”

Civic Leadership Collaborative

The Arizona Center for Civic Leadership stands out by its statewide scope but not in its devotion to public service.

Scores of local civic leadership programs, such as Valley Leadership and Greater Tucson Leadership, have worked for years throughout Arizona to introduce residents to their communities and engage them in local service. The Arizona Civic Leadership Collaborative, which provides a hub for communication and sharing, offers new potential to enhance local efforts and boost the effectiveness of all programs.

There are more than 50 leadership programs throughout the state, most focused on a specific region or audience. The Collaborative is the only statewide resource and convener for these leadership programs, enabling them to share best practices to have the greatest impact.

Civic Communications

Given the mobility and diversity of Arizonans and the state’s youth, Arizona’s civic culture might best be described as a work in progress. Toss in demographic changes, shifting economies, and new technologies and there’s no question that the environment for civic leadership, even for the most basic engagement, is changing rapidly. Through timely information and activities, the communications component of the Arizona Center for Civic Leadership is expected over time to help Arizonans create a dynamic civic culture and a greater appreciation of the role and development of civic leadership.

Civic leadership can suffer from a stereotype that says it is only for the few. Arizona’s history shows that is not the case. Nearly every Arizonan has the chance to lead. It comes down to being able to work with real people on the real issues that affect Arizona now and in the future. Or, as the Arizona Center for Civic Leadership likes to say, having the knowledge, skills, and commitment to address Arizona’s long-term issues for the common good.
Arts and Culture

**GOAL → Advance the critical role of arts and culture in the vitality of Arizona’s communities.**

The Heard Museum is generating new audiences by introducing a Sunday afternoon arts series via the Foundation’s Participation Enhancement Grants Program.

The great recession took a devastating toll on the arts and culture sector nationally. Sources of revenue suddenly dried up, and, in Arizona, largely have not been replenished. The economic chaos ushered in a new reality for arts and culture institutions, one where innovative organizational, creative, and fiscal strategies must be employed to survive and thrive.

To assist organizations in adapting to this new environment, the Flinn Foundation continues its longtime support of the arts and culture sector in Arizona through programs designed to help organizations redefine their creative and business models to increase audience participation and generate broader community involvement.

**Arizona Cultural Data Project**

Through a collaboration involving the Flinn Foundation, Virginia G. Piper Charitable Trust, Arizona Commission on the Arts, and eight additional funding organizations, Arizona in 2011 became the ninth state in the nation to join the Cultural Data Project (CDP) launched by the Pew Charitable Trusts.

The CDP’s simple premise belies its profound impact. Arts and culture organizations submit their essential data—attendance, revenues, expenses, and more—to the national CDP organization. In turn, they receive confidential analyses, reports, and benchmarking services that can improve their financial management and services to their communities. The collective data are aggregated at regional and statewide levels in ways that can educate policymakers and the general public on the impact and needs of the sector. These analyses also allow funders to be more strategic in helping organizations prosper.

Through a collaboration with the Piper Trust, the Foundation continues to support the CDP’s implementation, most recently through a grant to Technical Development Corp. (TDC), a Boston consulting firm with a history of helping arts and culture organizations and funders understand and adapt to challenging times. TDC enables organizations to develop successful strategies to stabilize, create, grow, and thrive when financial, cultural, and social changes force rethinking of organizational missions and products.

The Flinn Foundation, like other Arizona arts and culture funders, requires organizations eligible for its grants to submit their data to CDP and report it confidentially to funders when they submit grant proposals.

**Participation Enhancement**

In this post-recessionary era, arts and culture organizations face not only declining revenue, but shifting cultural and social expectations and decreasing participation among audiences. In response, the Foundation launched the Participation Enhancement Grants Program. With support diminishing from traditional sources—government, corporations, philanthropies—the program encourages Arizona’s largest arts and culture organizations to employ strategies to further their engagement in the communities they serve in ways that can also increase their earned income. Grants support new efforts to attract new audiences and increase the numbers of patrons, donors, and other participants.

Examples of successful efforts include programs to expand participation among the Hispanic community; appeal to younger audiences through new music and venues; and enhance attendance through upgraded online ticketing and patron stewardship systems. Grants of up to $50,000 each were awarded during 2011-13, with projects demonstrating early success receiving an additional $25,000 recognition grant.
Current Arts and Culture Grants

Arizona Cultural Data Project:
Implementation and strategic use of organizational data to assist arts and culture organizations and funders.
Includes grants to:
• Pew Charitable Trusts, Philadelphia, $200,000 to implement the national Cultural Data Project in Arizona.
• Arizona Commission on the Arts, $25,000 to support the Arizona implementation of the CDP project.
• Technical Development Corp (TDC), Boston, $56,000 in partnership with the Virginia G. Piper Charitable Trust to support TDC’s provision of technical assistance to selected arts and culture organizations to use CDP data to help understand capitalization needs.

Participation Enhancement Grants
Program for Large Arts and Culture Organizations: Strategies to expand and deepen audience and donor participation.
• Alliance for Audience, $50,000
• Arizona Opera, $25,000
• Arizona Theatre Company, $50,000
• Ballet Arizona, $75,000
• Childsplay, $55,000
• Desert Botanical Garden, $75,000
• Heard Museum, $50,000
• Mesa Arts Center Foundation, $75,000
• Museum of Northern Arizona, $50,000
• Phoenix Art Museum, $50,000
• Phoenix Symphony, $25,000
• Phoenix Zoo, $75,000
• Tucson Museum of Art, $50,000
• Tucson Symphony Orchestra, $75,000

These grants were formally authorized and/or paid during 2011-13, partially or fully. Grants are often paid over multiple years contingent upon successful project implementation. Additional grants were awarded to CALA, Museum of Northern Arizona, Tucson Festival of Books, and WolfBrown.

The program has enabled organizations to think of innovative ways to reach out to potential audiences, setting the stage for the Foundation’s newest initiative.

Financial and Creative Health

Drawing from lessons learned during the Participation Enhancement initiative, the Foundation will launch a new program in 2014, the “Initiative for Financial and Creative Health.” This effort also incorporates insights from the Cultural Data Project and from discussions with Arizona and national experts on the profound cultural changes that are impacting how individuals access and participate in arts and culture.

Working with internationally respected arts consultant Alan Brown of WolfBrown in San Francisco, Susan Nelson of TDC in Boston, and others, the Foundation has developed a program that encourages institutions to undertake activities to grow demand and promote their long-term sustainability.

“Arts and culture as beloved disciplines cannot be separated now from the economic and societal realities that are transforming audiences and uncovering the fault lines in established business models,” said Alan Brown. “More and more arts and culture leaders have realized their institutions must be, at the same time, reflective of place, savvy financially, and bold programmatically. Achieving that combination is not an easy task but arguably the most critical one now for arts and culture.”

The initiative aims to develop an organization’s “programmatic core”—the products, services, connections, experiments, and approaches that allow it to achieve goals and carry out its mission at the highest level. It also intends to positively impact a capital need that is essential to an organization’s sustainability and the advancement of its creative product.

The first round of grants, reviewed by a national expert panel, will be awarded in fall 2014 to selected organizations in the Foundation’s grantee pool, consisting of 19 large arts and culture organizations throughout Arizona.

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– ALAN BROWN

As 22 Flinn Scholars drove through Beijing one day last May, they stopped to talk with a man who said authorities were about to demolish his home. He, like his neighbors, did not know if or when a new house would be built for him in the city of 20 million where demolition and reconstruction has become a way of life.

This real-life encounter was one of many memorable learning experiences for the Scholars who in 2013 attended the program’s study-abroad seminar to China. Such moments complemented the academic focus of the program—the environmental, economic, and social sustainability challenges facing China today. Students started the three-week trip with site visits, lectures, and discussions in the capital city of Beijing. They then lived with a host family in the rural, poor province of Guizhou, where they learned about a different set of sustainability issues.

The study-abroad seminar, which made its China debut in 2013, introduces Flinn Scholars to international travel, cultural nuances, and specifically how sustainability challenges in China are affecting the entire world.
The trip to China was a first for the Flinn Scholars Program following 13 straight years of visiting the burgeoning democracies of Hungary and Romania where students saw firsthand the transition away from authoritarian political systems.

As Hungary and Romania became more integrated with the European Union, the Scholars Program began searching for a new destination. China presented the opportunity for Scholars to contend with some of the most significant economic, political, and environmental challenges confronting the world. In addition, over the course of their careers, many Scholars are likely to develop important relationships with Chinese professionals.

**Program Enhancements**

The annual China seminar is just one enhancement to the Flinn Scholars undergraduate experience and their preparation for graduate schools and careers. In addition, the Scholars Program is placing a greater emphasis on helping the members of each 20-student class build networks with other Flinn audiences, providing Scholars the opportunity to engage in periodic discussions with Flinn Foundation board members, interact with Scholar alumni, and make links with other Flinn programs.

These hands-on, in-person learning experiences, including the China trip, are critical to the success of the Scholars Program. The merit-based Flinn Scholarship is awarded annually to 20 Arizona high-school seniors who receive a package worth more than $100,000 from the Foundation and Arizona's public universities. The Scholars attend Arizona State University, Northern Arizona University, and the University of Arizona.

“...made the most of my experience in China,” says 2012 Flinn Scholar Jon Zia, who stayed in Shanghai to study Chinese after the seminar ended. “...the by the end of the summer, I went from the ability to say ‘I want that one’ to having complete conversations about Confucius or politics or even going out with Chinese friends. I was able to do this because I was so engaged with the language and culture, and because I was genuinely curious to hear the views of people raised on the other side of the world, where the problems and perspectives are so different.”

**Furthering the Legacy**

As the 28-year-old scholarship program continues to mature, an alumni network has begun to pay greater dividends. The first Flinn Scholars are now in their mid-40s and are in professional positions where they are able to help other Scholars by making their undergraduate experiences more productive and rewarding. The total number of alumni, now at nearly 450, continues to grow each year, meaning more and more are working and settling down in their home state of Arizona.

A Flinn Scholar alumnus, Matt Ellsworth, oversees the program as a Flinn Foundation employee, while alumnus Shaun Kirkpatrick serves on the Foundation’s Board of Directors. The decision decades ago to invest in this young talent is paying off today not only for the Foundation and its work, but for the people of Arizona. As the years go by, the expectation is that the Foundation will see a steadily growing number of its Scholars contributing to the quality of life of Arizonans both within and beyond the Foundation’s program areas.

The longevity of the program has impacted not only the offerings to Scholars during college, but to thousands of high-achieving students from Arizona and around the country. A stated goal of the Flinn Scholars Program since its inception in 1985 is to help strengthen Arizona’s public universities and especially their honors colleges and programs. And the maturation of those institutions has been remarkable. For instance, the University of Arizona’s Honors enrollment increased from the program’s 500 in 1985 to 4,507 top-echelon students in the Honors College in 2013. Arizona State University had seven National Merit Scholars in 1985, while the number was 421 in 2012-13. Northern Arizona University’s Honors Program, which provides a distinctively intimate environment for NAU’s top students, is increasingly focusing on preparing young scholars for nationally competitive fellowships. For the nation’s brightest students, the state’s public universities are a compelling, and in some cases even superior, option compared to prestigious private schools.

**Empowering Students, Impacting Arizona**

The Flinn Scholarship package includes the cost of tuition and fees, room and board, the China seminar, as well as funding for at least one more international study-travel experience and further professional development. Scholars also have the opportunity to build mentor relationships with university advisors, faculty, and administrators and are invited to cultural events and meetings with...
The camaraderie that develops among the Scholars during their college experience and beyond is one of the rewarding aspects of the 28-year-old program.

A total of 624 high-school seniors submitted their applications by the October 2013 deadline for the Flinn Scholarship. In the spring, after several rounds of application reviews and interviews are complete, 20 outstanding students will remain and be announced and celebrated as the 2014 Class of Flinn Scholars.

It will be a life-changing award for an Arizona high-school senior. But the impact will go far beyond those selected students and their families. The beneficiaries are also the state’s universities and ultimately the people of Arizona.

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About the Flinn Foundation

The Flinn Foundation was established in 1965 by Dr. Robert S. Flinn, a prominent Phoenix cardiologist, and his wife, Irene Pierce Flinn, with the broad mission of improving the quality of life in Arizona. The Foundation is a private, nonprofit, philanthropic endowment that supports the advancement of the biosciences by making grants and investments, fostering multi-institutional collaborations, and commissioning and staffing Arizona’s Bioscience Roadmap. The Foundation also awards scholarships for undergraduate study in partnership with the state’s three public universities through the Flinn Scholars Program, supports the advancement of arts and culture in Arizona, and administers the Arizona Center for Civic Leadership. Located near downtown Phoenix, the Foundation’s building features a conference facility that is open at no cost to qualified nonprofit organizations.