

ACTION AND IMPACT



A Report on the Programs and
Activities of the Flinn Foundation

2014



THROUGH LONG-TERM
VISION AND PRESENT-DAY
ACTION, WE AIM TO
IMPROVE THE QUALITY
OF LIFE IN ARIZONA.

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.

OUR MISSION

To improve the quality of life in Arizona to benefit future generations.

OUR VISION

We envision Arizona as a global center for research and commercialization in the biosciences, a thriving and renowned arts community, and a state known for its commitment to education excellence and effective civic leadership.



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UR LAST REPORT ON FLINN FOUNDATION activities, aptly titled "Commitment," outlined the Foundation's pledge to future generations of Arizonans based on the results of an extensive strategic planning process that ended in late 2011. During that period, the Board of Directors and staff performed a comprehensive review of the Foundation's traditional program areas—biosciences, Flinn Scholars, and arts and culture—and identified strategies to enhance their effectiveness and meet contemporary opportunities and challenges.

These commitments are now in full action and making an impact across Arizona. In this report, we present the Foundation's current priorities within these three program areas. Also included is an update on the Foundation's latest program area—the Arizona Center for Civic Leadership, now in its fourth year of strengthening civic leadership and developing future state-level leaders in Arizona.

Our approach varies from one program area to the next. In the biosciences and arts and culture, we award grants to Arizona nonprofit organizations and public universities, and provide related programs and services. The Flinn Scholars and civic leadership programs, both focused on building Arizona's talent pipeline, offer education and enrichment opportunities for high-aspiration individuals. But all programs share a common charitable goal—the Foundation's mission of improving the quality of life in Arizona for future generations.

We take great pride in the Foundation's determination to thoroughly review its grantmaking strategies every few years. In this rapidly changing world, constant review and retooling are needed to stay relevant and provide our greatest service to Arizonans. It is most satisfying to see these plans fully taking root throughout the state.

David J. Gullen, M.D.
CHAIR, BOARD OF DIRECTORS

Jack B. Jewett
PRESIDENT & CEO

Biosciences

GOAL → Build Arizona as a global center for research and commercialization in the biosciences and a leader in such areas as precision medicine.



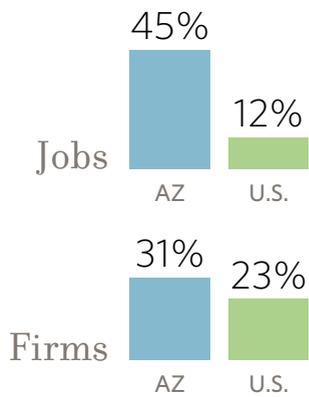
IN REACHING ITS LANDMARK 2001 DECISION to devote \$50 million over the next decade to advance the biosciences in Arizona, the Flinn Foundation's Board of Directors and staff spent nearly 18 months performing extensive research, interviewing community, health care, and science leaders, and scrutinizing 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."

The launch of TGen in 2002 and its success in genomics research discoveries have been integral to the advancement of precision medicine in Arizona and nationally.

**GROWTH IN BIOSCIENCES:
2002-11**



SOURCE: BATTELLE

Arizona made strong headway over the decade in earning a reputation as one of the nation's fastest-growing bioscience 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, neurosciences, 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.



The expansion of the University of Arizona College of Medicine to Phoenix is boosting local research efforts while addressing Arizona's physician shortage.

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

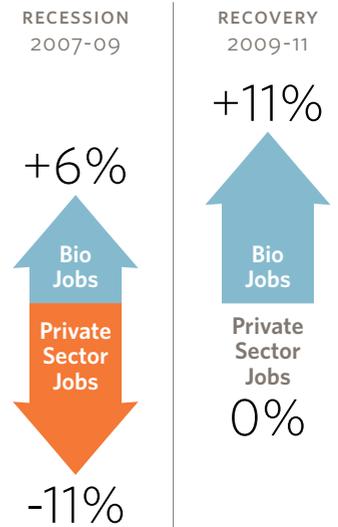
The following major grant commitments are underway to implement the Foundation's bioscience strategies.

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



About 300 members of an extended family of 5,000 Colombians predisposed to Alzheimer's disease are being studied by Arizona researchers with hopes of developing a drug to prevent onset of the disease.

**ARIZONA JOB GROWTH:
RECESSION AND RECOVERY**



SOURCE: BATTELLE

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. Buffmire 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 Arbsource
- **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 BioIndustry Association, 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.

The new Scottsdale branch of the Mayo Medical School in partnership with Arizona State University will train next-generation physicians with a multidisciplinary emphasis.



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.

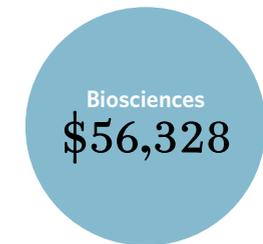
ENTREPRENEURSHIP PROGRAM: The success of Arizona's bioscience endeavors depends in part on its ability to build a critical mass of bioscience companies. In an effort to address this goal, the Foundation has launched a program that offers modest funding and a package of benefits to help fuel the development 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.



BIOSCIENCES

AVERAGE WAGES: 2011



vs.



SOURCE: BATTELLE

The Northern Arizona Center for Entrepreneurship and Technology, a Flagstaff incubator, has played a key role in the Foundation's Bioscience Entrepreneurship Program to boost early-stage bioscience firms.

Through a Foundation grant to ASU, the National Biomarker Development Alliance aims to set these important standards and have them mandated by the U.S. Food and Drug Administration. This bold venture to tackle an industry-wide, international need would emanate from Arizona.

Updating the Bioscience Roadmap

While most states are pursuing development of the biosciences, Arizona is one of the few regions with a formal, active strategic plan. The longevity of Arizona's

Bioscience Roadmap—from 2002 to ultimately 2025—further differentiates it from other bioscience regions.

In April 2014, the Foundation will launch the next era of the Roadmap. The newly refreshed plan will include updated strategies and actions to propel Arizona's bioscience sector over the next decade. The updated Roadmap is under development by Walter Plosila, Ph.D., senior advisor to Battelle, based on extensive research and input from 150 bioscience leaders in Arizona and beyond.

The Foundation will continue to monitor and report publicly on the Roadmap's progress through metrics tracked by Battelle, in addition to working with Arizona's Bioscience Roadmap Steering Committee to guide the Roadmap's implementation.

More than Grants

Beyond their core purpose of awarding grants, private foundations have great capacity that often goes untapped. As a neutral and objective third party, foundations can provide services usually not available from public-sector institutions or private-sector companies. At the Flinn Foundation, this is known as the "5 C's"—convening, collaborating, catalyzing, communicating, and consensus-building.

In the biosciences, this translates to facilitating the Bioscience Roadmap and its steering committee, forging collaborations, educating the public and policymakers, tracking performance metrics, communicating progress, and much more. These endeavors, inherent to the first decade of the Roadmap, will continue.

"So much of what we have to offer in the biosciences—and across all of our program areas—comes from the expertise and depth of our seasoned board and talented staff," said Jack B. Jewett, Flinn Foundation President & CEO. "This adds a dimension to the Flinn Foundation's impact that grant dollars alone cannot achieve."



Walter Plosila, Ph.D., a key architect of the 2002 report, "Arizona's Bioscience Roadmap," is leading its 2014 update to help continue Arizona's ascent in the biosciences.



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.

**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.

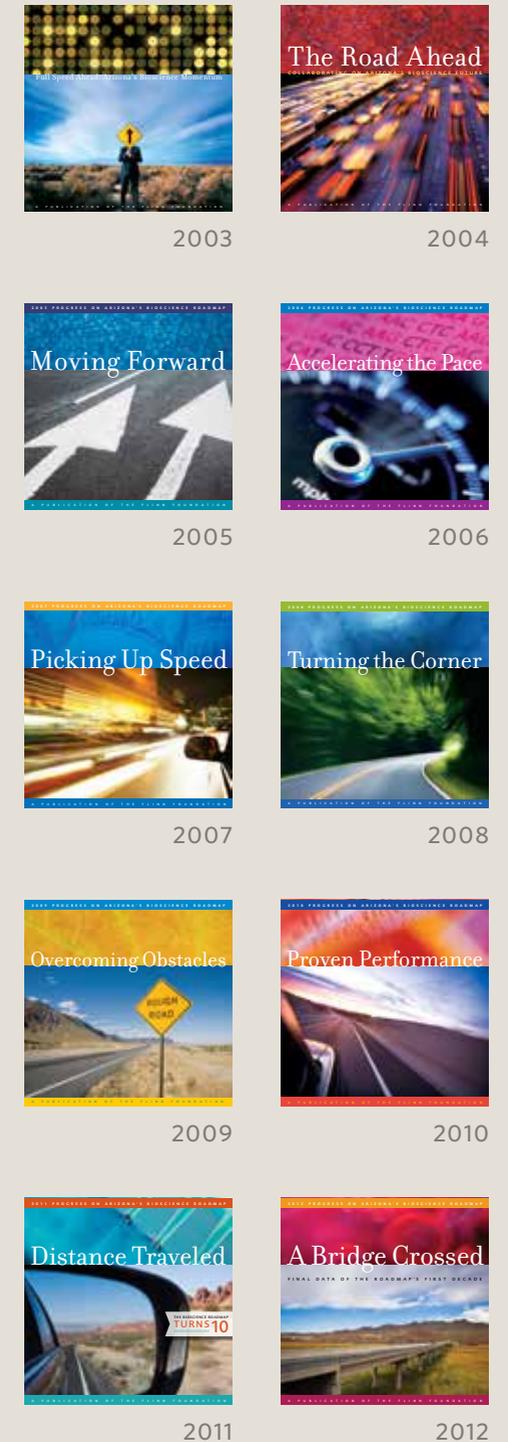
From Flagstaff to Tucson, major research institutes and facilities have emerged, attracting top researchers and faculty from around the nation. Concentrated bioscience clusters are being planned and developed, such as the downtown Phoenix Biomedical Campus, where research, education, and industry intersect. 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.



**A DECADE OF FLINN REPORTS:
Tracking the progress of
the Bioscience Roadmap**



Civic Leadership

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



To strengthen the development of future state-level leaders, the Flinn Foundation launched the nonpartisan Arizona Center for Civic Leadership in 2010, including the Flinn-Brown Civic Leadership Academy, co-sponsored by the Thomas R. Brown Foundations of Tucson.

STRIKE UP A CONVERSATION ABOUT what makes a strong leader for Arizona and you will probably hear, in part, about making long-term decisions to improve the entire state. Ask if Arizona is doing enough to identify and nurture the future state-level leaders who can do that, the answer is usually “no” or “I don’t know.”

Bringing more Arizonans from all perspectives and walks of life into state-level civic leadership for the long term is why the Flinn Foundation launched the Arizona Center for Civic Leadership in June 2010. Since then, the center has created three inter-related programs, presented more than 120 seminars and events, built an online community of more than 1,100 people who receive regular updates about the center, worked intensively with 156 Arizonans in the Flinn-Brown Civic Leadership Academy, and spread the word about civic leadership through sponsorship of an Arizona Town Hall.

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

CIVIC LEADERSHIP

Flinn-Brown Fellows (spring 2013 class pictured below) are experienced leaders who aspire to work at the state level. They come from all walks of life and perspectives from across Arizona.



This network of diverse, committed, and ambitious leaders will continue to grow and strengthen through future cohorts and a variety of supports.

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 become 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

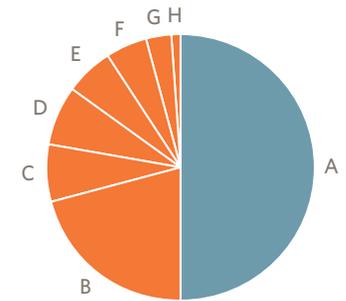
In this post-recessionary era, arts and culture organizations face not only declining revenue, but shifting cultural and social expectations and decreasing participation among audiences. In response, the Foundation launched the Participation Enhancement Grants Program. With support diminishing from traditional 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.



The Tucson Symphony Orchestra is attracting younger audiences through contemporary programming at the popular Fox Theatre.

SOURCES OF SUPPORT FOR ARIZONA NONPROFIT ARTS AND CULTURE ORGANIZATIONS (2011)



- A Earned revenue **50%**
- B Individuals **21%**
- C Parent Organizations **7%**
- D Government **7%**
- E Foundations **6%**
- F Special events, related support **5%**
- G Corporations/Businesses **3%**
- H Other **1%**

SOURCE: CULTURAL DATA PROJECT

273

Number of organizations participating in Arizona Cultural Data Project

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, \$210,000 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.

"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."

— ALAN BROWN

Flinn Scholars

GOAL → Providing world-class undergraduate education in partnership with Arizona's public universities.

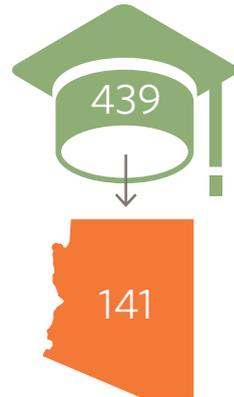


AS 22 FLINN SCHOLARS DROVE THROUGH BEIJING one day last May, they stopped to talk with a man who said authorities were about to demolish his home. He, like his neighbors, did not know if or when a new house would be built for him in the city of 20 million where demolition and reconstruction has become 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.

Total number of Flinn Scholars alumni



Total number of alumni currently in Arizona

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.



Flinn Scholars, who have the opportunity for at least two international travel experiences, often develop powerful relationships with those they meet abroad.

“I 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. “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 annual summer retreat, a tradition that unites current Scholars, is an example of the benefits the merit-based scholarship provides beyond the classrooms of the state’s three public universities.

SELECTED FELLOWSHIPS WON BY FLINN SCHOLARS:

- Fulbright
- Gates-Cambridge
- Goldwater
- Jacob Javits
- Marshall
- NSEP (Boren)
- Rhodes
- Alfred P. Sloan
- Truman
- Udall



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local and national leaders in business, education, government, and the arts. The Scholars continue to be accepted to the nation's most prestigious fellowships, sometimes taking them halfway across the world to further their educational and research pursuits. They attend the leading graduate schools and upon entering the workforce pursue a countless variety of careers.

They also have the opportunity to participate in Flinn Foundation programs and events. Alumni have been selected as Flinn-Brown Civic Leadership Academy Fellows. Scholars have attended the Donald K. Buffmire Lecture Series at the Flinn Foundation, which twice a year hosts a nationally-acclaimed medical clinician or researcher, as well as the Arizona's Bioscience Roadmap annual luncheons, where they sit alongside the state's research and business leaders.

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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GRADUATE SCHOOLS ATTENDED BY FLINN SCHOLARS (IN ORDER OF FREQUENCY):

- University of Arizona
- Arizona State University
- Harvard
- Stanford
- UC-Berkeley
- MIT
- New York University
- Yale
- Cambridge
- Northwestern
- Oxford
- UCLA
- USC

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.



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.



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MF Andrews

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