

# Arizona Funder Collaborations

## Models of Successful Collaborations in Arizona

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## ARIZONA FUNDER COLLABORATION: **BENEFITSCHECKUP**

*The BenefitsCheckUp program is an Internet tool designed by the National Council on Aging (NCOA) to help persons 55 and older (and the agencies that serve them) determine whether they are eligible for an array of public and private benefits. Initial funding for the program came from three Arizona foundations: The Virginia G. Piper Charitable Trust, BHHS Legacy Foundation and St. Luke's Health Initiatives. During the first two years of the program, the cash costs of this program, including the cost of the person coordinating the effort in the Governor's Office, was supported by the grants from the three foundations. The state then developed a strategy for sustaining the program at no or very low cost to the state beyond the end of the grant period.*

1. **What is the mission of the collaboration?** To bring to Arizona an Internet tool designed by the National Council on Aging (NCOA) to help persons 55 and older (and the agencies that serve them) determine whether they are eligible for an array of public and private benefits.
2. **What geographic location & clientele did it serve, primarily?** State of Arizona, persons age 55 and over
3. **When did it start/end?** 2004
4. **How was/is the collaboration structured?**
  - Information exchange/co-learning
  - Strategic alignment of grants
  - Pooled fund
  - Joint venture
  - Other:
5. **Who were/are the participants?** The Virginia G. Piper Charitable Trust, BHHS Legacy Foundation, St. Luke's Health Initiatives and the Governor's Office for Children, Youth & Families.
6. **What factors compelled the participants to collaborate?** This partnership evolved in a truly organic fashion. Representatives from the three foundations initially began discussions about health problems faced by the expanding senior population in the state and what their respective foundations might do to address the problem. After many months of research and dialogue, they landed upon the BenefitsCheckUp program - an Internet-based program that provides information about national benefits available to seniors and can be tailored to include state/local information.
7. **What were/are the benefits of the collaboration?** Although the funders felt they collectively could provide the necessary dollars to pay the licensing fees and research costs to institute the program in Arizona, they were concerned about the long-term sustainability of the program. That's when the idea of partnering with the Governor's

Office became obvious. And the Governor's Office was excited by the offer presented by the foundations to cover the initial costs of implementing the Benefits Check Up program as well as paying for a policy position on aging within the Governor's Office.

- 8. What were/are the risks?** The funders have had to address issues like which organization will pay for which components, who will be the lead person and how long their organizations will remain involved. The Governor's Office has had to address issues like where to put the grant dollars (state agencies aren't used to getting grants), overcoming geographic challenges to the program, and securing long-term funding.
- 9. Is there a website or contact person for further information?** Karla Averill, Special Projects Director, 602-364-2250; <http://www.benefitscheckup.org/link/az>

**ARIZONA FUNDER COLLABORATION:**  
**CHILD ABUSE PREVENTION LICENSE**  
**PLATE PROGRAM**

*The Child Abuse Prevention License Plate program is a partnership between The Arizona Republic and Gov. Napolitano's Office for Children, Youth and Families. Since the program's inception in 2000, nearly \$3.3 million in grant funds has been distributed to agencies throughout Arizona. For each \$25 plate, \$8 covers the cost of production and \$17 goes directly to the Prevention of Child Abuse Fund. The \$17 is matched 50 cents on the dollar for a total of \$25.50 through The Arizona Republic Charities, up to \$400,000.*

1. **What is the mission of the collaboration?** The goal of the program is to raise funds for primary child abuse prevention programs throughout Arizona.
2. **What geographic location & clientele did it serve, primarily?** Nonprofit agencies providing primary child abuse prevention programs throughout Arizona.
3. **When did it start/end?** 2000-present
4. **How was/is the collaboration structured?**
  - Information exchange/co-learning
  - Strategic alignment of grants
  - Pooled fund
  - Joint venture
  - Other:
5. **Who were/are the participants?** The Arizona Republic, Governor's Office for Children, Youth and Families, Nina Mason Pulliam Charitable Trust, The Virginia G. Piper Charitable Trust, BHHS Legacy Foundation, Arizona Community Foundation, Valley of the Sun United Way and United Phoenix Firefighters Association.
6. **What factors compelled the participants to collaborate?** There were a few compelling reasons to collaborate: 1)The Arizona Republic had partnered with several of the private foundations on an individual basis, so there was a mutual respect that the program would be effective with all of us involved 2) This was a unique opportunity to raise funds for an issue that rarely gets funded (primary prevention) 3) The funders realized the benefit of having a matching dollar component in making this plate stand out among the many other specialty plates as well as the benefit of having The Arizona Republic leading the marketing and logistics for the program.
7. **What were/are the benefits of the collaboration?** As funders, we're always asking agencies to collaborate. This program is a great testimony that we practice what we

preach. This type of collaboration allows us to pool our funds and other resources to make a greater impact on primary child abuse prevention efforts throughout our state.

- 8. What were/are the risks?** The legislation that made this program a reality requires that matching funds are provided, so we need to secure matching funds partners on an annual basis.
- 9. Is there a website or contact person for further information?**  
<http://www.childabuseplate.azcentral.com>

**ARIZONA FUNDER COLLABORATION:**

# **COLLABORATIVE RESPONSE TO HURRICANE KATRINA**

*This collaboration was in response to hurricane Katrina that hit the southern coast of the United States in September, 2005. Just hours after the devastation became apparent, nine Arizona foundations/funders pooled money to send a lift-equipped semi-truck and driver to support the efforts of Second Harvest in providing food to victims in the Gulf Coast area.*

*The Association of Arizona Food Banks (AAFB) was asked to support the Second Harvest efforts to provide food to hurricane victims in the Katrina-impacted area. The request needed a timely response, which resulted in a phone call by Ginny Hildebrand, Executive Director of AAFB. The cost to send a truck and driver to the hurricane area for one month was approximately \$49,000, which was outside the budgetary resources of the nonprofit. A call from Ginny triggered phone calls to a number of foundations to raise the needed funds. As a result, \$48,000 was raised in emergency grants from participating foundations.*

- 1. Who were/are the participants?** The Wallace Foundation of Arizona, the Dorrance Family Foundation, The Virginia G. Piper Charitable Trust, BHHS Legacy Foundation, Arizona Community Foundation, Lodestar Foundation, Preston McMurry, Harry and Rose Papp and the Martha Jane Youngker Foundation.
- 2. What factors compelled the participants to collaborate?** The desire to respond to a specific request to assist the Katrina victims in a tangible manner.
- 3. What were/are the benefits of the collaboration?** Each of the foundations has the ability to respond to emergency requests. By pooling resources, we were able to support a request that would have been more difficult to do in a timely way as individual funders. As a result of the collaboration, the truck filled with food arrived in Baker, Louisiana, just north of Baton Rouge, where an alternate food bank location and staging area was set up. The truck was unloaded and then the driver, Larry, went to work collecting food from surrounding locales, bringing it back to Baker for distribution into shelters and pantries in the hurricane-devastated areas. He is sleeping in his tractor and has access to food and water. He has reported that getting fuel is challenging; it took him three hours to drive 15 minutes to a fueling location. He is on standby now if Hurricane Rita relief requires that he be reassigned.
- 4. What were/are the risks?** AAFB was concerned about the availability of fuel; that issue was addressed and the driver left for the flood-impacted area.
- 5. Is there a website or contact person for further information?** Ginny Hildebrand, Executive Director, Association of Arizona Food Banks.

**ARIZONA FUNDER COLLABORATION:  
FIRST FOCUS ON KIDS**

*This collaboration, initiated by the United Way of Tucson and Southern Arizona, uses a broad range of strategies to reach its goal of ensuring more children enter school ready to learn and succeed. The focus of the collaboration is on improving child care quality, promoting early literacy, increasing prenatal care, supporting parent education, improving teacher education and enhancing community awareness of the importance of quality early care and education. Over the past five years, the collaboration has generated over \$2,000,000 in funding to support the work of the collaboration.*

- 1. What is the mission of the collaboration?** To ensure that more children start school ready to learn
- 2. What geographic location & clientele did it serve, primarily?** Pima County
- 3. When did it start/end?** 2000
- 4. How was/is the collaboration structured?**
  - Information exchange/co-learning
  - Strategic alignment of grants
  - Pooled fund
  - Joint venture
  - Other:
- 5. Who were/are the participants?** The First Focus on Kids Collaboration is made up of volunteers from the community, educators, business leaders, early childhood and literacy experts, youth and family development agencies, state and local government representatives, community members, parents and United Way staff.
- 6. What factors compelled the participants to collaborate?** The importance of the issue of long-term success of children and families in our community.
- 7. What were/are the benefits of the collaboration?** More children are entering school ready to learn, 44 child care centers have improved their quality and have become nationally accredited, over 20,000 books have been distributed to children and families, etc.
- 8. What were/are the risks?** N/A
- 9. Is there a website or contact person for further information?**  
www.unitedwaytucson.org, LaVonne Douville, Director, 520.903.9000,  
ldouville@unitedwaytucson.org

ARIZONA FUNDER COLLABORATION:  
**MARICOPA REGIONAL ARTS TASK  
FORCE**

*Four foundations formed the 30-member Maricopa Regional Arts Task Force in June 2003 to strengthen arts and culture organizations and position the arts as an important element in the Valley's development of a competitive 21st century economy. In May 2004, the taskforce released its findings in a report entitled "Vibrant Culture, Thriving Economy." The task force recommended the formation of a non-profit organization, the Maricopa Partnership for Arts and Culture, or MPAC, to develop a regional plan and implement the recommendations.*

1. **What is the mission of the collaboration?** The mission of the Regional Arts Task Force and the resulting nonprofit organization, the Maricopa Partnership for Arts and Culture (MPAC), is to develop arts and culture in Maricopa County as a key component of the knowledge-based economy.
2. **What geographic location & clientele did it serve, primarily?** Maricopa County arts & culture organizations
3. **When did it start/end?** June 2003; MPAC formed Sept 2004
4. **How was/is the collaboration structured?**
  - Information exchange/co-learning
  - Strategic alignment of grants
  - Pooled fund
  - Joint venture
  - Other:
5. **Who were/are the participants?** Flinn Foundation, The Virginia G. Piper Charitable Trust, the J.W. Kieckhefer Foundation, and the Margaret T. Morris Foundation.
6. **What factors compelled the participants to collaborate?** In 2002, the Flinn Foundation suspended its direct support of state arts organizations and joined with the Piper Trust, the J.W. Kieckhefer Foundation, and the Margaret T. Morris Foundation to launch an analysis of contemporary factors facing arts and culture organizations. The study, led by arts consultant Adrian Ellis, concluded that Arizona's arts organizations are ill-prepared to cope with a growing, changing population and diminishing civic leadership and funding sources. Ellis suggested that the foundations encourage a coordinated regional strategy. This led to the formation of the Maricopa Regional Arts and Culture Task Force, a panel of leaders from the corporate, arts, public, educational, and philanthropic sectors. The group developed a regional vision and strategic blueprint for positioning arts and culture as a vital component of the region's economic growth.

- 7. What were/are the benefits of the collaboration?** The collaboration raised public awareness of the importance of a vibrant arts and culture sector to the economic future of the community and developed MPAC, now funded by the Flinn Foundation and The Virginia G. Piper Charitable Trust, to mobilize resources, foster collaborations, and develop regional distinctiveness.
- 8. What were/are the risks?** Task forces often face several challenges:
1. Regional or sector competition may cause recommendations to be all things to all people and have neither the focus nor the vision to produce significant results.
  2. No champions step forward to ensure enactment of the recommendations and task force reports are put on a shelf and forgotten.
  3. There is not adequate funding to implement the recommendations.
- 9. Is there a website or contact person for further information?**  
<http://mpacarts.org/>  
<http://www.flinn.org/arts/arts.cms>  
[http://www.flinn.org/docs/Vibrant\\_Culture-Thriving\\_Economy\\_493.pdf](http://www.flinn.org/docs/Vibrant_Culture-Thriving_Economy_493.pdf)

## ARIZONA FUNDER COLLABORATION:

# SUCCESS BY 6®

*The Success By 6® Initiative is spearheaded by the Success By 6® Partnership which consists of a group individuals and organizations with a shared commitment to improve the lives of children throughout the state of Arizona. The partnership's vision is that all children, ages zero to six, will have the resources they need for healthy physical growth, social and emotional development and quality early learning experiences.*

- 1. What is the mission of the collaboration?** The partnership goals are to 1) Increase public will to invest in Early Childhood Education and 2) Increase public access to a range of quality early childhood education programs so that children enter school prepared to succeed.
- 2. What geographic location & clientele did it serve, primarily?** Children, ages 0-6, currently we have implemented the community based projects in three southwest elementary school districts, Pendergast, Cartwright, and Fowler. We are hoping to replicate this project in north phoenix. Eventually through a social marketing campaign (YOU'RE IT), we will cover statewide with the goal of changing peoples will to invest in children.
- 3. When did it start/end?** Success By 6 began at United Way of Minneapolis in 1988 as a collaborative effort by the city mayor, Honeywell's CEO, superintendent of School, and Chief Professional Office of United Way of Minneapolis. Today, SB6 has deep roots, with more than 350 initiatives across the US and Canada. These efforts improve the lives of children and their families by addressing system barriers, enhancing research-based strategies and mobilizing the community.

Our local SB6 Initiative began development around early childhood in 1999 with inception of the Kids Bright and healthy neighborhood Project tin Queen Creek. Implemented Early Learning Connections Project through funding from Early learning opportunities Act Grant, From the Department of health and Human Services, Administration for Children and Families.

**4. How was/is the collaboration structured?**

- Information exchange/co-learning
- Strategic alignment of grants
- Pooled fund
- Joint venture
- Other:

**5. Who were/are the participants? Major Partners** sharing accountability for successful planning and implementation:

United Ways of Arizona, The Virginia G. Piper Trust, Arizona community Foundation, St. Joe's Hospital Catholic health Center West, N Power Arizona, Wells Fargo Bank, city of Phoenix Human Services, State of Arizona School Readiness

Board, Rio Salado College, Arizona State University West – College of Education, Bank One, Arizona Child Care Association, Pulliam Charitable Trust, Phoenix Children’s Hospital, State School Readiness Board, St. Luke’s Health Initiatives, The BHHS Legacy Foundation, Department of Economic Security, Chicanos Por La Causa, Association for Supportive Child Care, Children’s Action Alliance, Arizona Department of Education Early Childhood Education.

6. **What factors compelled the participants to collaborate?** Arizona’s youngest children are not receiving the health, social/emotional and educational foundation they need to enter school prepared to learn and to succeed academically.
  - The population of children ages 0-5 is expected to increase by 72% in the next 15 years.
  - Arizona ranks near the bottom on several national indicators including uninsured children, children living in poverty and overall child well-being.
  - Services for young children are currently highly fragmented and under-funded.
  - 42% of children in Arizona, compared with 33% nationally, are scoring below average academic levels
7. **What were/are the benefits of the collaboration?** The benefit of the collaboration is to increase the effectiveness and capacity of systems that enhances early learning opportunities to children.
8. **What were/are the risks?** No risks identified with this strategy.
9. **Is there a website or contact person for further information?** Please contact Karyn Parker at 602-631-4821 or [kparker@vsuw.org](mailto:kparker@vsuw.org).

## Success By 6 Initiative – Project/Initiative Summary

**Related Issue for Action / Outcome:** Ensuring that all Arizona children have the resources they need for healthy physical growth, social emotional development and quality early learning experiences.

**The Problem,** issue or need:

Arizona’s youngest children are not receiving the health, social/emotional and educational foundation they need to enter school prepared to learn and to succeed academically.

- The population of children ages 0-5 is expected to increase by 72% in the next 15 years.
- Arizona ranks near the bottom on several national indicators including uninsured children, children living in poverty and overall child well-being.
- Services for young children are currently highly fragmented and under-funded.
- 42% of children in Arizona, compared with 33% nationally, are scoring below average academic levels

**Major Partners** sharing accountability for successful planning and implementation:

United Ways of Arizona, The Virginia G. Piper Trust, Arizona community Foundation, St. Joe’s Hospital Catholic health Center West, N Power Arizona, Wells Fargo Bank, city of Phoenix Human Services, State of Arizona School Readiness Board, Rio Salado College, Arizona State University West – College of Education, Bank One, Arizona Child Care Association, Pulliam Charitable Trust, Phoenix Children’s Hospital, State School Readiness Board, St. Luke’s Health Initiatives, The BHHS Legacy Foundation, Department of Economic Security, Chicanos Por La Causa, Association for Supportive Child Care, Children’s Action Alliance, Arizona Department of Education Early Childhood Education.

**Intended/achieved Results** (*who will benefit and how, what community changes are targeted*):

- Development of a statewide constituency for Children and Families
- Increased public/private investment in early care and education.
- Increased access to quality early education, parenting support, health care and other critical early care resources.
- Improvements in targeted social indicators (i.e. Kids Count, etc.)
- Documented indicators of improvement in systemic service delivery.

**Actions** (who is doing what to make this happen?)

- Create a statewide social marketing campaign, based on national research, which emphasizes children as a “public good” and moves people to action.
  - Collateral materials development
  - Website creation
  - Coordination of social marketing campaign with National Ad Campaign efforts (Born Learning)
  - Baseline survey data collection
  - Campaign Launch (Partnership, VSUW )

- Strategic Plan to define roles of Partnership committee members and VSUW

### **Success By 6 Initiative, Cont'd**

- Mobilize grass-roots efforts around You're It campaign
  - Support and create research that informs decision making.
  - Partnership Evaluation Plan (Research/Eval Subcommittee of Partnership)
  - Identify and report on other statewide early childhood research and baselines
- Develop local partnerships that increase school readiness among children through improved service delivery.
    - Facilitate United Ways of Arizona Success By 6 activities
    - National Ad Campaign 1-800 # coordination of statewide providers
    - ELOA (quality improvement, resource accessibility, community mobilization)
    - Snell and Wilmer (Self Study project)
    - Child Care Health Consultant requests

**United Way's Role** in the initiative (*e.g. convener, partners/collaborator, leader, data provider, data analyst, planning specialist, resource developer, policy advocate, issue educator, implementation manager, behind-the-scenes facilitator*) and general responsibilities related to those roles.

Learning Initiatives staff takes the lead role in facilitation of Partners for Arizona's Children Steering Committee and subcommittees such as social marketing subcommittee, research and evaluation subcommittees, School Readiness Kit Design subcommittee, and other ad hoc committees that may arise.

### **Where are we today?**

Initiated child care quality improvement activities in Roosevelt, Phoenix Elementary, and Deer Valley school districts with funds from Bank One and Snell and Wilmer

- Child Care Center - Self study to move center toward accreditation
- Kith and Kin provider training

Implemented Early Learning Connections Project with ELOA funds

- Goals include quality improvement, resource accessibility, and community mobilization.
- Supports Early Learning connection strategies: Community Mobilization, School transition/early literacy, Public awareness, Parent education and empowerment, and Quality improvement/professional development.
- Targets three Southwest Phoenix school districts – Pendergast, Cartwright, and Fowler. Implementation of a community early learning model comprised of:
  - City of Phoenix Head Start: Transitioning children from Pre-K Child Care Centers to Kindergarten
  - Institute of Cultural Affairs: Community Mobilization
  - Arizona Literacy and Learning Prevention: Pre Literacy Screenings, Parent and Provider Training

- Arizona Association for Supportive Child Care: Child Care Center self improvement services, increasing quality.
- Phoenix Public Library: Literacy Parent Workshops, book reading activities, and staff literacy training.

### **Success By 6 Initiative, Cont'd**

A total of 1,600 parent and community members have received services offered through this projects so far. 3,100 School Readiness Tool Kits have been distributed.

In collaboration with Association for Supportive Child Care 16 child care centers have conducted self-study programs, developed improvement action plans with enhancement grants, and are ready submit application for national accreditation.

At total of 773 individuals have received Literacy workshops

A total of 112 community events promoting literacy with approximately 4,300 participants.

101 children have received Developmental Screening Sessions

472 Home Child Care Providers have received technical assistance in quality improvement.

**ARIZONA FUNDER COLLABORATION:**  
**SUNNYSIDE NEIGHBORHOOD**  
**ASSOCIATION**

*United Way of Northern Arizona and Coconino County joined local residents, educators and law enforcement to encourage the preservation of Sunnyside neighborhood as a safe and caring community. The collaboration used the asset based community development model. The core purpose of United Way's involvement was to mobilize participation in a process that focused on the strengths of the residents and appropriately utilized resources from community partners to support the residents vision for their community.*

- 1. What is the mission of the collaboration?** To provide a voice to the residents of Sunnyside through their empowerment as leaders of their community to ensure that Sunnyside remains a culturally and economically viable place to live.
  
- 2. What geographic location & clientele did it serve, primarily?** A one square mile, ethnically diverse neighborhood in east Flagstaff, with beautiful views of the San Francisco Peaks. In the 1950's the neighborhood was the suburban/rural neighborhood where primarily Hispanic families bought homes and "moved up" to from the old town. Many of the generation of children raised there became quite successful (some of the natives included the then US Attorney, a Supervisor from Coconino, State Legislator, the school principal). The business district had once been the main shopping area for Flagstaff. By the 1990's the neighborhood became the lowest income area in Flagstaff, with the highest number of rentals and the highest crime rate. The central business plaza lost its anchor and subsequent vacancies in a retail and office space created an impression of economic blight. The school struggled because children rarely attended a full year before their family left the area. The focus of the effort was on providing the residents a forum to mobilize - most of the active residents were long time homeowners and were clearly invested in staying in the community. They determined that a primary focus of their strategies would be youth.
  
- 3. When did it start/end?** 1998- it is still functioning
  
- 4. How was/is the collaboration structured?**
  - Information exchange/co-learning
  - Strategic alignment of grants
  - Pooled fund
  - Joint venture
  - Other:
  
- 5. Who were/are the participants?** Neighborhood residents, local business owners, corporate partners, a member of County Board of Supervisors, elementary school principal and teachers, police department, staff from health and human service programs, affordable housing coalition, city staff, county staff, United Way staff and board and eventually the US Attorney

6. **What factors compelled the participants to collaborate?** For the residents it was love of their neighborhood and fear of watching their neighborhood and quality of life deteriorate for them and their children. The neighborhood was transitioning from a closely-knit largely Hispanic community to a low income, high crime and highly transient neighborhood. The transience of the community offered unique challenges to the schools, law enforcement and service providers. United Way of Northern Arizona wanted to explore community building funding models build on asset based work and collaboration.
7. **What were/are the benefits of the collaboration?** Improved neighborhood conditions (reduced crime, higher home ownership), increased civic participation, strengthen educational, health and human services system, leveraged funding. United Way of Northern Arizona, Coconino County and the City of Flagstaff each invested approximately \$50,000, the project attracted Federal Weed & Seed funds resulting in over \$1 million for the neighborhood. Additionally, once the city saw that the residents invested in the Sunnyside area, they invested \$3 Million in making infrastructure improvements in the area. Heightened awareness of United Way of Northern Arizona in a non-traditional arena. Strengthened partnerships with key community leaders - we got to know each other well!
8. **What were/are the risks?** Each of the partners took on new and unfamiliar roles. We didn't know exactly what to expect. Risks included possibility of losing funding and other organizational resources and not achieving results, overwhelming the residents with institutional partners and providers, losing the neighborhood agenda to the federal funding agenda. Loss of creditability for United Way as a community organization.
9. **Is there a website or contact person for further information?** Coral Evans, Executive Director, Sunnyside Neighborhood Association - [Voicesofmany@aol.com](mailto:Voicesofmany@aol.com)

ARIZONA FUNDER COLLABORATION:

# TRANSLATIONAL GENOMICS RESEARCH INSTITUTE (TGEN)

*The Translational Genomics Research Institute (TGen) is a non-profit biomedical research institute whose mission is to make and translate genomic discoveries into advances in human health. Initially the brain child of scientist Dr. Jeffrey Trent, TGen became a reality in 2002 through collaborative fundraising efforts of state, municipal and tribal entities, educational institutions, private foundations, corporations and private individuals, which collectively raised \$90 million in just 5 months to attract both the headquarters of the International Genomics Consortium (IGC) and establish TGen.*

1. **What is the mission of the collaboration?** To turn Arizona into a leader in the bioscience economy by creating an institute where the world's leading scientists would turn breakthroughs in genetic research into medical advances benefiting patients and their families.
2. **What geographic location & clientele did it serve, primarily?** Arizona/Worldwide
3. **When did it start/end?** February 2002
4. **How was/is the collaboration structured?**
  - Information exchange/co-learning
  - Strategic alignment of grants
  - Pooled fund
  - Joint venture
  - Other:
5. **Who were/are the participants?** Governor Jane Dee Hull appointed the Arizona BioInitiative Task Force, which successfully raised \$90 million to attract both the headquarters of the International Genomics Consortium (IGC) and establish TGen. The universities and colleges pledged resources and faculty support; the Flinn Foundation pledged \$15 million; the Virginia G. Piper Trust contributed \$5 million. The City of Phoenix promised to donate land and construct the research facilities. Health care providers, including Banner Health Systems, local corporations and private individuals contributed as well. Salt River Pima-Maricopa Tribe pledged \$5 million; the state of Arizona committed \$30 million. The collaboration that marked the fund-raising continues to govern TGen's organizational efforts. Arizona Public Service provided interim office space in the Arizona Center. Banner Health System in partnership with Quest Diagnostics donated temporary lab space in their Tempe facility. IGC has acquired lab space in the Virginia G. Piper Cancer Center at Scottsdale Healthcare.

See attached list of collaborative members.

- 6. What factors compelled the participants to collaborate?** The concept for creating TGen represented a unique opportunity for Arizonans to rally together for a shared vision into the future, and promised an economic boon for the state by establishing Arizona as a player in the new economy of the biotechnology industry. According to the initial conceptualizer, Dr. Jeffrey Trent, "There is a vision embodied in TGen and it is a vision of Arizona as it might be, with higher skill levels and better paying jobs. It is a vision of what health care in this country and around the world might be with early diagnosis, more effective treatments and, someday, cures. It is a vision of all three universities and remarkable healthcare providers like Banner, Barrow, and Mayo and others collaborating together over the next decade. It is my greatest hope that TGen is a stepping stone to placing Arizona on an equal footing with the best and the brightest around the world."
- 7. What were/are the benefits of the collaboration?** The large amount of capital investment required could only be made through collective fundraising commitments as well as willingness to collaborate by various governmental and educational institutions.
- 8. Is there a website or contact person for further information?** <http://www.tgen.org>

# List of TGen Collaboration Members

from <http://www.tgen.org/about/index.cfm?pageid=43>

Funding agreements exist with the following entities that wish to support TGen's research efforts:

## **STATE, MUNICIPAL AND TRIBAL**

- [State of Arizona](#)
- [City of Phoenix](#)
- [Salt River Pima-Maricopa Indian Community](#)
- [Arizona Disease Control Research Commission](#)
- [Commerce and Economic Development Commission](#)

## **EDUCATIONAL**

- [Arizona State University](#)
- [Northern Arizona University](#)
- [University of Arizona](#)
- [Maricopa Community Colleges](#)

## **PRIVATE FOUNDATIONS**

- [Flinn Foundation](#)
- [The Virginia G. Piper Charitable Trust](#)
- [Arizona Community Foundation](#)
- The Kemper and Ethel Marley Foundation
- [St. Luke's Health Initiatives](#)

## **PRIVATE CORPORATE AND PERSONAL**

- [APS](#)
- [Bank One](#)
- [Banner Health System](#)
- [SRP](#)
- [St. Joseph's Hospital and Medical Center](#)
- [Wells Fargo Bank Arizona, N.A.](#)
- Anonymous

## **MARICOPA COUNTY\***

*\*IGC contributor only*