According to Flinn Foundation's Arizona Bioscience Road Map, there are four main strategies that the state needs to focus on to develop a strong bioscience hub. Here are those strategies and how Arizona fared in 2003:

**Strategy 1:**

**Build Research Infrastructure**

- Arizona Legislature approves $440 million in research facilities at the state's public universities, spurring development of major construction projects.
- Three state universities join forces to create the Arizona Biomedical Collaborative to coordinate joint efforts on education, research and health policy.
- Construction under way on bioscience campus in downtown Phoenix, anchored by the six-story headquarters of the Translational Genomics Research Institute, or TGen.
- University bio institutes emerge in the form of the Arizona Biodesign Institute at Arizona State University and the Institute for Biomedical Science and Biotechnology at University of Arizona.
- TGen employs 130 people, of which 70 have advanced degrees, and forges research alliances with state universities and other institutions.

**Strategy 2:**

**Build Critical Mass of Firms**

- Arizona Legislature approves a tech-transfer bill authorizing voters to consider a constitutional amendment to enable universities to take an equity position in companies stemming from their scientific discoveries.
- Arizona Technology Enterprises LLC emerges to enhance commercialization of technology under development at ASU and Northern Arizona University. The University of Arizona Foundation also creates UAF Technologies and Research LLC to develop 33 donated patents from Procter & Gamble.
- Entrepreneurial programs are launched, with ASU creating Technopolis, UA forming the Arizona Center for Innovation and the Arizona Business Incubator debuting in the Valley.
- The UA Science and Technology Park expands for the first time since 1994, with plans to include wet-lab space. Acenta, a Washington, D.C.-based biotech firm, relocates to the park.
Arizona Department of Commerce helps 12 bioscience firms locate or expand in Arizona, all expected to create up to 800 jobs over the next three years.

Strategy 3:

Enhance Business Environment

- Gov. Janet Napolitano creates the Governor's Council on Innovation and Technology to strengthen Arizona’s knowledge-based community.
- The Phoenix New Markets Venture Capital Program offers a $30 million investment opportunity for venture capital funds and nearly $12 million in tax credits to investors interested in eligible life-science and technology firms. Phoenix is the largest recipient in the nation of the New Markets Tax Credits, receiving $66 million, and one of only a few offering programs to attract venture capital.
- Major conferences are held in Arizona, including the first annual BioFunding Summit to pair leading scientists with investors, and two conferences of the American Association for Cancer Research: Oncogenomics and the International Conference on Frontiers in Cancer Prevention Research.
- Arizona sends 38 representatives to the world's largest biotech event, BIO 2003, compared with six in 2002.

Strategy 4:

Prepare Work force, Educate Citizens

- The Battelle Memorial Institute released its workforce study, identifying a shortage of bioscience workers trained in Arizona.
- New biotech and training programs are added at the three state universities, the Maricopa Community Colleges, Pima Community College and DeVry University in response to local industry growth.
- The Phoenix Union High School District plans to open a biotech high school at the Phoenix Bioscience Center in downtown Phoenix.
- The Flinn Foundation debuts a new Web site that packages news and information on Arizona biosciences.