

THE
L O N G
VIEW

F L I N N A T F I F T Y



**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.



*Half a century ago, one couple
of great generosity and foresight
made a commitment to Arizona.
That commitment now belongs
to us all, and endures still.*

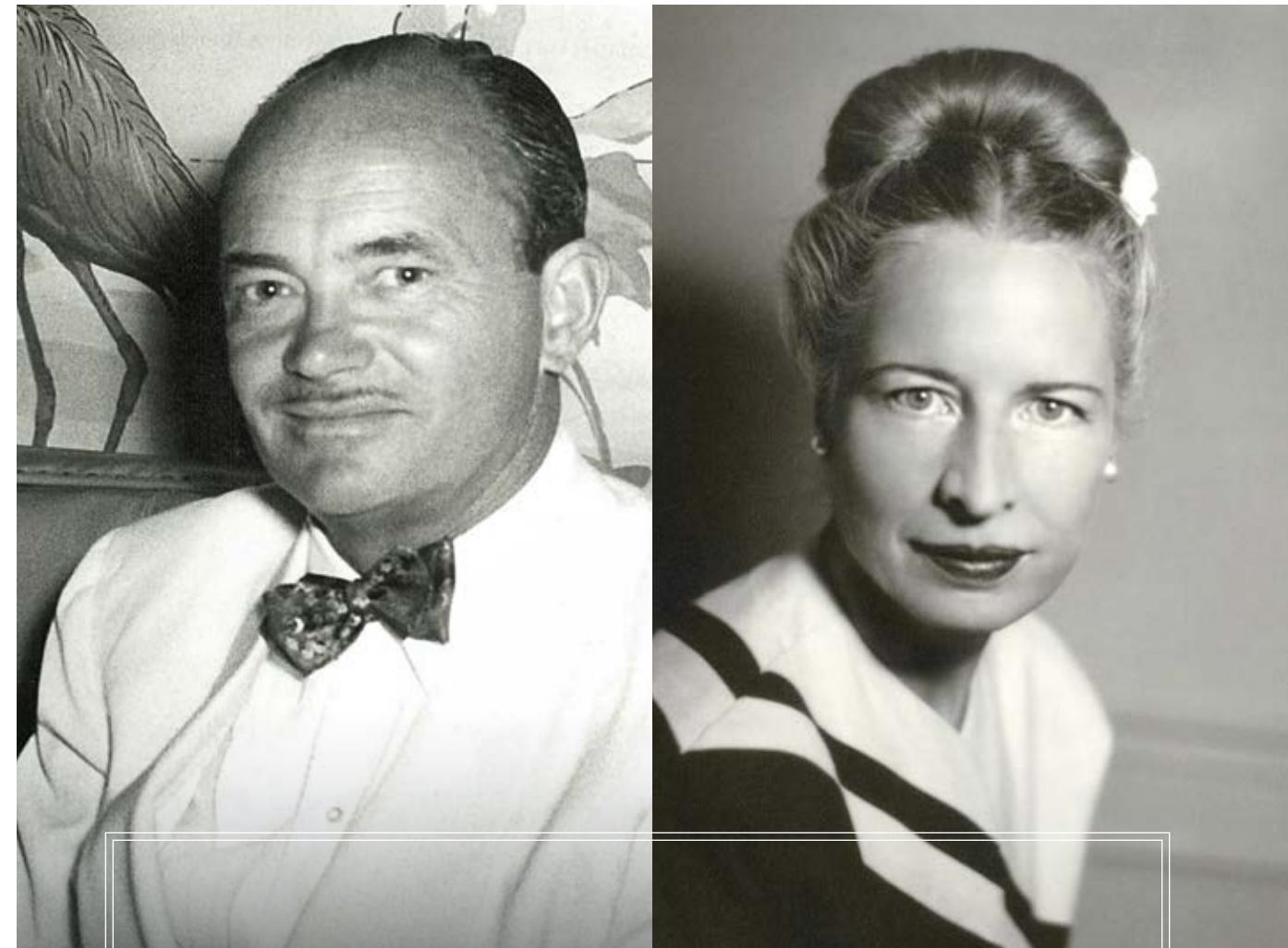
FLINN AT FIFTY

BY DAVID J. GULLEN, M.D. / Chair, Board of Directors

The Flinn Foundation's growth and achievements over the past five decades are due to the efforts of a great number of Arizonans—many more than I can acknowledge in these few paragraphs. But the story of course begins with just two people: Robert and Irene "Peggy" Flinn.

Born in Nova Scotia, Bob Flinn arrived in Prescott as a young child with his family in 1902. The tales we have of his youth show abundant evidence of the curiosity, sense of humor, and responsibility that he would demonstrate in his adult and professional life. At Prescott High, he was a five-foot-three member of the basketball and football teams and president of the senior class. However, he did not attend his own graduation ceremony in 1917 because he had already enlisted in the Canadian army, for which he served as a combat stretcher bearer in France during World War I.

Irene Pierce, meanwhile, spent her childhood in St. Louis and her young adulthood in New Jersey, where she met and married Norvin Green in 1922. Although she brought considerable family wealth to their marriage, Norvin supplied even more. His role as the chief financial officer of International Business Machines helped to establish their fortune. Seeking a climate that would improve his poor health, they settled full-time in Phoenix at the Biltmore Estates in 1946. Norvin's regular physician was a Harvard-trained cardiologist and the Biltmore's unofficial house doctor, Robert Flinn.



*The story begins with two people:
Robert and Irene "Peggy" Flinn.*



A FOUNDATION IS BORN

Bob and Peggy Flinn married in 1952. In the years that followed, they traveled throughout the world together. While at home in Phoenix, they enjoyed their racehorses and regularly provided gifts to people in need. Peggy was especially generous and almost always insisted that her philanthropy remain anonymous. In 1964, having witnessed the great satisfaction Peggy received from her giving, the Flinns' attorney, Blaine Shimmel, encouraged Bob and Peggy to establish a foundation to provide structure for their generosity.

Bob's cardiology practice was centered at St. Joseph's Hospital, which naturally made St. Joe's a frequent recipient of the Flinns' gifts. When the Flinn Foundation was established in 1965, a preference for "the medical and scientific needs of the Cardiac Department of St. Joseph's Hospital" was formalized. The Foundation's first grant was for five cardiac-arrest carts and two EKG units, consistent with Bob's particular interest in improving medical technology. Another target of the young foundation was the new medical school that had been awarded to the University of Arizona. Bob had worked hard to bring the medical school into existence, using his influence as a past president of the medical staff of St. Joseph's, the Maricopa County Medical Society, and the Arizona Medical Association to help get it started. Numerous early grants helped to establish the UA College of Medicine's cardiology department.

Among those who provided valuable guidance to Bob and Peggy in the Flinn Foundation's early years were three of the trustees whose names would long be associated with the Board: Don Buffmire, a physician mentored by Bob who gradually assumed the care of many of Bob's patients; David Frazer, an attorney who had worked closely with Blaine Shimmel on the formation of the Foundation; and businessman Ted O'Malley, Sr. As the Foundation moved into its second decade, two new Board members arrived who would also play important roles in the Foundation's continuing maturation: Merlin Kampfer, Peggy's physician and a close friend of Bob, and Jay Ruffner, one of the Flinns' trusted attorneys.

TRANSITION YEARS

Peggy passed away late in 1978, and with her death the Foundation entered a period of dramatic change. Her seat on the Board was filled by Robert Brooks,

a St. Joe's pathologist who was another of Bob's friends. With Peggy's multi-million-dollar estate soon to provide a major infusion to the Foundation's endowment, the Board began an in-depth study of its strategic options for the future. Among the outcomes of this study: a commitment to grantmaking that targeted improvement in the quality of health care; an exclusive geographic focus on Arizona; and the hiring of an executive director. The first full-time position of executive director was offered in 1980 to John Murphy, a young executive from the Robert Wood Johnson Foundation. Upon John's arrival the following spring, professional management of the Foundation began in earnest. He established critical administrative and grant-management practices and deliberately built out the Foundation's staff, adding key professionals with strong experience in foundations, academia, and health care.

Bob Flinn died at the age of 87 in 1984, just after a visit to his hometown for the dedication of a Foundation-funded medical-education center at the Prescott hospital. His loss had a major effect on the Foundation similar to that of Peggy's passing, in that almost overnight, the endowment of the Foundation grew by many millions of dollars. The Board began another strategic-planning process, this time concluding that it was essential to continue making grants that would build other institutions' long-term capacity, not merely meet today's needs.

Given the Foundation's stature as the state's largest private foundation, the



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time had arrived to broaden the Foundation's areas of interest beyond the historical emphasis on health care and medical research. While the Flinns had not provided guidance specifically to this effect, their personal giving demonstrated significant interest in the arts and education. The Board agreed to add these areas of philanthropy.

In the arts, the Foundation provided project-specific grants to some of the state's largest arts organizations. Then, to address persistent operating-budget challenges that many institutions experienced, the Foundation initiated

a partnership with the National Arts Stabilization Fund and worked with business and civic leaders on a local program fortifying the long-term fiscal health and strategies of Arizona's largest arts institutions. The initiative ultimately secured \$1.5 million from the NASF, \$1.5 million from Flinn, and an equal amount from local funders—an example of multiple-stakeholder collaboration that has become a signature approach for the Foundation in the three decades since.

In education, the Foundation initiated the first program that it would manage directly and not just fund through grant dollars. The Flinn Scholarship would be a unique opportunity for Arizona high-school graduates. It was and is a strictly merit-based award comprehensive enough to sway Arizona's most accomplished and promising students to remain in-state as undergraduates rather than leave for elite out-of-state colleges. Since the first cohort of 20 students was selected in 1986, the Flinn Scholars Program has grown into perhaps the single most broadly known initiative of the Foundation. Along the way, the program has helped the universities' honors colleges and programs to significantly raise their profiles within Arizona and nationally.

During the 15 years that followed Bob's passing, the Foundation accomplished a great deal. In health care, the Foundation funded several public-policy studies with important impact and introduced multiple initiatives to help vulnerable

populations access care. And the Scholars and arts programs matured into stable, ongoing enterprises. I joined the Board at this juncture and began learning from my colleagues about how the Foundation operated.

THE MODERN FLINN FOUNDATION

As the new millennium dawned, the Foundation entered another phase of dynamism. The Board approved the purchase of land and construction

of a facility for the Foundation's operations. This included a new service to the community: two fully equipped conference rooms that would be made available to nonprofit organizations free of charge. Even more than anticipated, this facility on Central Avenue north of McDowell Road in Phoenix has become a powerful tool for convening around issues of importance to Arizonans.

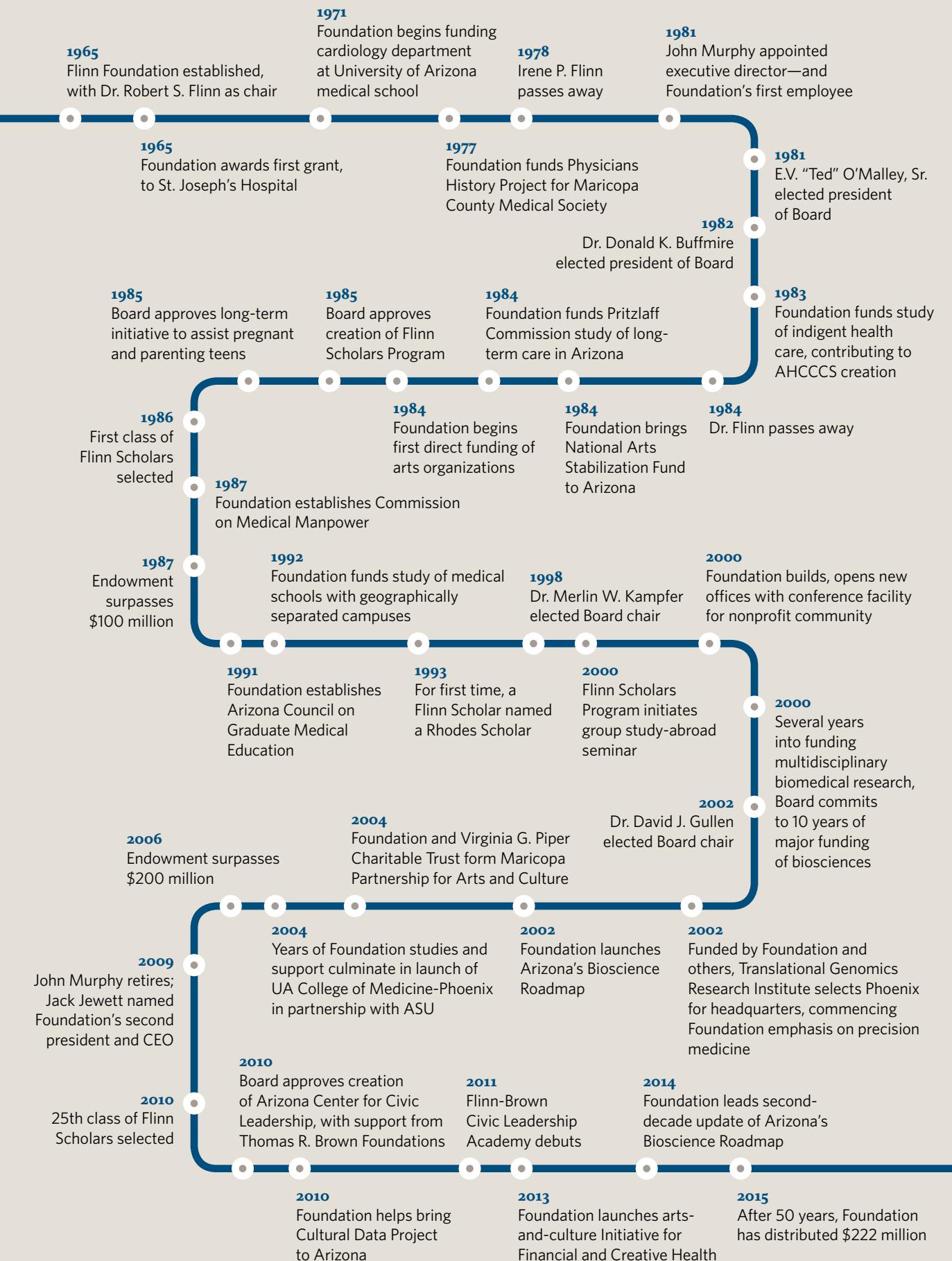
Soon after the new facility opened, the Board emerged from a strategic-planning process with a significant narrowing of focus for its health-care grantmaking. Based on an understanding that the best means for maximizing the benefits of philanthropy is to take a focused approach, and recognizing that others were providing funding in the area of health-care delivery, the



As stewards of the Flinns' profound gift to the state of Arizona, Flinn Board and staff members regularly seek examples in our benefactors' words and lives to help us stay true to the intent for which they established the Foundation.



Flinn Foundation Historical Timeline



Foundation decided to concentrate its health-care related giving in the area of biomedical research. One result of this focus was a major grant supporting the launch of the Translational Genomics Research Institute in downtown Phoenix. Another was commissioning Arizona's Bioscience Roadmap, which facilitated extraordinary collaboration among leaders in education, industry, government, and philanthropy to promote the biosciences. The Roadmap remains a powerful tool to advance the biosciences in our state.

In 2009, an era ended at the Foundation with John Murphy's retirement. His vision, like that of Bob and Peggy, and of my colleagues and predecessors on the Board, had shaped not only the development of the Foundation, but of Arizona itself. We couldn't have chosen better back in 1980.

After John's retirement, the Board hired Jack Jewett, a longtime Arizona leader in health care, education, business, and public policy, to serve as the Foundation's second president and CEO. Part of what attracted the Board to Jack was his instinct for the transformative role that philanthropy might play in the public square. Jack was instrumental in designing the Arizona Center for Civic Leadership, which concentrates on strengthening civic leadership in Arizona by developing state-level leaders through the Flinn-

Brown Academy. This initiative is supported by both the Thomas R. Brown and Flinn foundations. In five years, our civic leadership program has become a critical, fully integrated component of the work we do on behalf of our mission.

What would Bob and Peggy Flinn think of their foundation at fifty? As stewards of the Flinns' profound gift to the state of Arizona, Flinn Board and staff members regularly seek examples in our benefactors' words and lives to help us stay true to the intent for which they established the Foundation. Today, as I consider the Flinn Foundation's history and what it has become, I find great cause to celebrate this golden anniversary.

All of us at Flinn feel a deep sense of gratitude to be able to honor the generosity of the Flinns by promoting the mission of the Foundation.

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

THE LONG VIEW

BY JACK B. JEWETT / President & Chief Executive Officer



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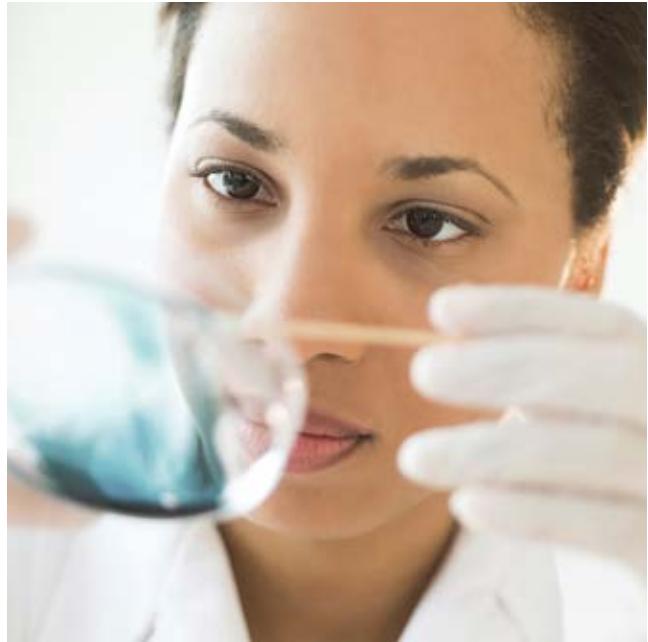
Rigor. Realism. Generosity. Focus. Imagination.
Daring. Optimism. Patience.

These are characteristics we might aspire to cultivate in ourselves, virtues we would delight to find in a friend or a colleague. When I arrived at the Flinn Foundation six years ago, I was delighted to find them abundant and at the heart of this organization. Together, such traits enable a distinctive way of seeing the world and of acting in it. They enable the long view.

Dr. and Mrs. Flinn's wealth is responsible for the Flinn Foundation's existence, but this "long view" may be the most important bequest we can recognize as we mark the 50th anniversary of the Foundation in 2015. We clearly detect the long view in Dr. Flinn's fascination with new medical technologies and advances in practice, his recognition that innovations in what we now call biomedical engineering could transform care for his own patients, and that by exposing both young and established colleagues to such innovations, as well as to pacesetting clinicians, he could strengthen the medical community in ways that would pay dividends decades hence. We encounter the long view in specific activities like Dr. Flinn's advocacy for the creation of the University of Arizona College of Medicine, a critical institution that Arizona was missing in the early years of his practice.

The long view was implied in the Flinn Foundation's original mission and made explicit when that mission was slightly modified: "To improve the quality of life in Arizona to benefit future generations." This is the lodestar by which we maintain a focus in our philanthropy on the most significant needs in Arizona and on the long-term consequences of today's actions. I look at our foundation colleagues elsewhere in the state and how thoughtfully and well they serve the community today, and I see that five decades of Flinn's fidelity to our mission has not gone unnoticed. As one of Arizona's older foundations and still one of the state's largest, we have provided a valuable model for many in our sector.

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States and regions that have built thriving bioscience sectors have taken decades to do so. We see the long-term potential.

the establishment of key elements of infrastructure, from university research facilities to a strong statewide bioscience trade association. Then we led a broad-based examination and update of Roadmap priorities for a second decade's commitment, a practical exercise that helped to renew the fortitude of leaders throughout our state.

Meanwhile, we continue significant and carefully targeted grant investments in bioscience research initiatives that hold the potential to advance precision medicine dramatically and strengthen the well-being of a great number of patients and their families. Projects we have funded most recently at institutions such as Banner Alzheimer's Institute, the Critical Path Institute, HonorHealth, Mayo Clinic, St. Joseph's Hospital and Medical Center, the Translational Genomics Research Institute, and Arizona's three state universities have uncertain outcomes, but we have seen their long-term potential and know they are worth the risk.

Attention to the long view certainly does not mean that the Flinn Foundation has become static or overly cautious. On the contrary, we have shown that it is possible to be deliberate and dynamic simultaneously. When we conduct an inventory of the Foundation's present-day programmatic and grantmaking activities—which typically total \$8-10 million per year—we see exciting initiatives that apply out-of-the-box approaches to confront persistent long-term challenges facing Arizona.

BIOSCIENCE

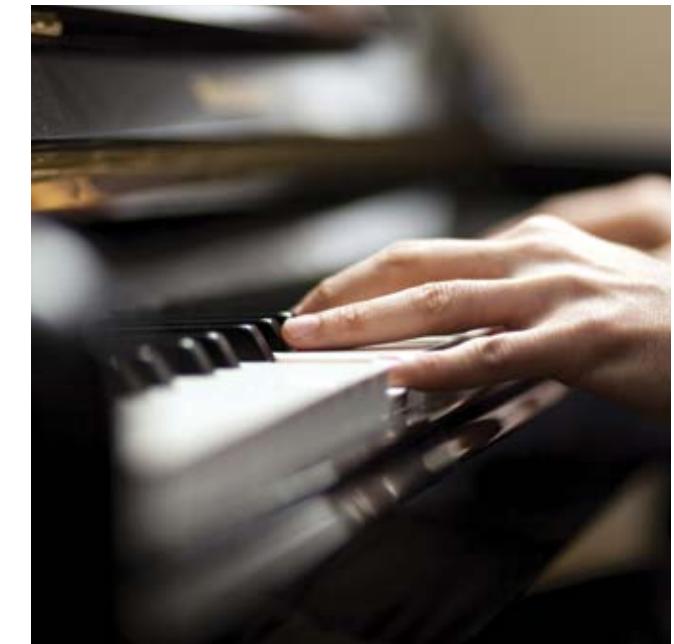
Perhaps the most important example of this approach to philanthropy in the biosciences—our preeminent program area—is our sustained support for Arizona's Bioscience Roadmap. Nearly 15 years ago, in our initial consultations with Battelle, we received emphatic counsel: States and regions that have built thriving bioscience sectors have taken decades or even generations to do so, and even as Arizona leapfrogged some competitors, it would have to be patient and maintain focus on stoking innovation in its niche areas of excellence. For a decade, we facilitated collaborative planning among Roadmap advocates, commissioned assessments of progress toward long-term goals, and worked for

At the same time, we have developed another example of philanthropic innovation with an eye on the future: our Bioscience Entrepreneurship Program, which employs a unique model to deliver funding and program services to early-stage firms through partnerships with several outstanding nonprofit entities, including science-and-technology incubators. The new companies that this program targets may start their applications for support as barely a rounding error in Arizona's economic landscape, but we are watching the firms we have already funded make significant progress through our support and services. They hold profound promise, and I'm proud that we're taking a chance on them.

In this anniversary year for the Foundation, we are investing in one more cohort of profound promise, a select group of nationally recruited young physicians at St. Joseph's Hospital and Medical Center. To honor Dr. and Mrs. Flinn's commitment to that pillar of health care in Arizona, and in recognition of Dr. Flinn's central role in establishing the St. Joseph's cardiology department, we have made a \$1 million gift to establish and endow the "Dr. Robert S. Flinn Cardiology Fellowship Program at St. Joseph's Hospital and Medical Center." The selection process to identify the first two fellows in this program has already begun.

ARTS AND CULTURE

Mrs. Flinn's special interest in the arts is observed by today's Flinn Foundation through the Initiative for Financial and Creative Health, which is ensuring that not only the Foundation, but more importantly our grantee pool—Arizona's 19 largest arts-and-culture institutions by annual revenue—is attentive to the long view. The organizations we are targeting are engaged in planning projects to strengthen their long-term financial positions and sustainability in order to enable their best possible creative innovations. Our role is catalytic, funding technical assistance for these planning efforts and, as organizations are ready, implementation projects. Like the Foundation, these institutions recognize that their viability requires the greatest possible rigor and creativity in both administration and programming.



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FLINN SCHOLARS

When discussing the history and impact of the Flinn Scholars Program, we often invoke the extraordinary maturation of undergraduate honors education at Arizona's universities since our program welcomed its first class of 20 Flinn Scholars in 1986. Where once a few hundred superb students populated the honors programs at ASU, NAU, and UA, there are now many thousands. In part because of the choices that Flinn Scholars have made, it is no longer

assumed that accomplished high-school seniors will leave Arizona for undergraduate studies. Today, those who pick honors at one of Arizona's universities have profiles that compare quite favorably with peers at Harvard, MIT, and Stanford.

But the ambitions of the Flinn Scholars Program have never been limited to seeding the universities with talented undergraduates. We have offered Flinn Scholars a richly enhanced educational experience—including support for study abroad and faculty mentorship—because the stronger their formal education *and* their experiential education, the greater their capacity to help fulfill the Foundation's mission, not over just four years, but over generations. Thus, the latest enhancement to the scholarship: a Professional Leadership

Internship Program that infuses premier Arizona firms and organizations with Flinn Scholars' exceptional talent while helping Flinn Scholars build the strong professional networks in Arizona that will enable more of them to establish careers in their home state.

CIVIC LEADERSHIP

In the Flinn-Brown Academy, the flagship initiative of our Arizona Center for Civic Leadership, we are pursuing the long view with great urgency. There's no contradiction

in that statement: Arizona needs well-prepared civic leaders like the Flinn-Brown Fellows, especially at the state level, who are capable and committed to solving Arizona's long-term problems and addressing our state's long-term needs. And we need those leaders now more than ever, as the challenges we



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face become increasingly complex and interrelated. With this urgency in mind, alongside the Flinn-Brown Academy we are exploring new approaches we can employ to support and spur to action thoughtful and skilled individuals who are committed to significant pursuit of public service.

Arizona cannot wait for the long-view leadership that they can provide.

Those characteristics I noted above that foster the long view—the rigor and realism, the optimism and patience—have fueled the Flinn Foundation's philanthropic activities for half a century, and they will drive our work for the next 50 years as well. Embracing the long view is the privilege of a philanthropic organization, and its responsibility. And yet the long view is obviously not property of philanthropy alone.

It will be the role of the Flinn Foundation in the next 50 years, then, to maintain the long view and to be its champion—certainly among our Flinn Scholars and Flinn-Brown Fellows, and among our grantees in arts and culture, and the biosciences as well. But we cannot stop there. We must urge its adoption by all those leaders and organizations with whom our work intersects. For the challenges we face together beg for a new way of thinking—where today's actions are measured against their impact in the future, where the long-term common good trumps self-interest, where improving the quality of life in Arizona to benefit future generations comes first.

The signature of Jack B. Jewett, written in black ink.

Jack B. Jewett

PRESIDENT & CHIEF EXECUTIVE OFFICER



Arizona needs well-prepared civic leaders who are committed to solving long-term problems and addressing our state's long-term needs.



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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.

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