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## **MEMORANDUM OF UNDERSTANDING**

August 3, 2004

*The Arizona Board of Regents  
The University of Arizona  
The Arizona State University*

The doctrinal mandate of the Arizona Board of Regents—Article XI, Sections 1, 2, 5, and 10 of the Arizona Constitution—distinctly vests in ABOR the general conduct and supervision of Arizona’s universities. The Arizona Constitution also vests in the Arizona Legislature the power to appropriate tax monies for the establishment and maintenance of Arizona’s universities. Thus, ABOR’s constitutional autonomy is ultimately defined by judicial decisions confirming its general powers and by the Arizona Legislature’s authority over appropriations for the general support of higher educational endeavors.

With this Constitutional mandate, ABOR is responsible for advancing the design and direction of our universities as they move forward to address the needs of the people of Arizona. In this design, ABOR manages a three-university system that has emerged from the original single university campus of the University of Arizona and the subsequent growth and maturation of Arizona State University and Northern Arizona University. As demand for higher education and advanced research services has increased in Arizona the Arizona University System has evolved and its design updated.

The University of Arizona was established by the 13<sup>th</sup> Territorial Legislature in 1885 as Arizona’s land-grant university, with the first class held in 1891. With this history, a developed infrastructure, and its status as Arizona’s research university, the U of A was considered by all to be the natural choice for the location of Arizona’s College of Medicine. Arizona’s first and only public college of medicine was created by ABOR in 1962 and opened in the fall of 1967. Since 1992 the U of A College of Medicine has been conducting clinical instruction for medical students in conjunction the major hospitals in Maricopa County, where approximately 40% of the MD students receive their third and fourth-year clinical education today, operating out of leased offices and classrooms in Phoenix with clinical instruction in nine area hospitals.

Arizona State University’s name was changed from college to university in 1958 and its first Ph.D. was authorized by ABOR in 1958. ASU’s trajectory, from a “normal” college just four years prior to the creation of the U of A’s college of medicine, to its present status as a “Research Extensive” Carnegie level university makes it imperative that it participate in and benefit from the expansion of medical education and research in Arizona.

The need for expanding and enhancing the design is acute and ABOR has undertaken a broad redesign effort with regard to the overall system. In addition, but on a much narrower basis the time has come to begin the efforts of expanding the systems capacity in biomedical education and research. This acute need derives from the fact that as the state has grown in population and complexity the Phoenix metropolitan area and all of its healthcare enterprises have been left without the benefit of a fully developed, research-grade, teaching medical school. The absence of a fully developed college of medicine in Phoenix disadvantages Phoenix and Arizona now and will adversely influence the quality of healthcare and the environment for continued development of Arizona's biotechnology industry.

The U of A's college of medicine has an excellent long-standing reputation and a proven record of obtaining medical research grants. The synergistic effect of the college of medicine and its teaching hospitals in Tucson, and surrounding areas, provide high quality healthcare services and a research environment conducive to the development of the biotechnology industry. ABOR wishes to expand the operations of the U of A's college of medicine in Phoenix to include first and second year students and intensified research. It also wishes to build facilities on the Phoenix Biomedical Campus of the Arizona University System in conjunction with one or more existing teaching hospitals. The goal is to leverage cost efficiencies without uprooting the significant financial investment already vested in our statewide medical education and research efforts.

ABOR also wishes to relocate the ASU College of Nursing to the Phoenix Biomedical Campus, where ASU and the U of A are also planning research facilities to operated jointly by the U of A and ASU through the Arizona Biomedical Collaborative.

It was thought by some that ASU's ability to move from normal school status to Extensive Research University status would be impaired by its lack of a college of medicine. This has not proved to be the case as ASU has already achieved Extensive Research University status without the cost burdens associated with a medical school and a teaching hospital. Both ASU and U of A stand poised to advance significantly their research grants and their contribution to medical education in Arizona by cooperation and collaboration on an expanded U of A college of medicine in the greater Phoenix area. It is anticipated by ABOR that this expansion from Tucson to Phoenix will be no less than a full complement of full-time faculty providing instruction to M.D. candidates for all four years while also engaging in research and clinical practice. ABOR wishes to advance this programmatic theme by providing for joint faculty appointments of basic science faculty at ASU and the U of A, and simultaneously expanding the faculties of both universities in fields related to the health sciences. ABOR will also rely on Arizona's pioneering Telemedicine Network to connect all medical education participants in a unified curriculum.

ABOR does not wish to build a separately accredited or separately managed college of medicine in Phoenix. It believes that a significantly expanded presence of the U of A's college of medicine in Phoenix, with two synergistically related campuses, involving faculty from both the U of A and ASU is the best strategic choice to advance

Arizona's healthcare needs and its expansion of bio-medical education, research and technology.

This Memorandum of Understanding<sup>11</sup> is intended to memorialize ABOR's commitment to the U of A's College of Medicine's expanded presence on the Phoenix Biomedical Campus. It is not intended as a comprehensive agreement or as a path to the difficult funding and important collaborations and partnerships that must necessarily come from the healthcare industry in general and the many state, county and municipal interests that must be accommodated. Our purpose in executing this Memorandum of Understanding is to establish several First Principles that we determine critical to the design and development process.

### **First Principles**

1. ABOR does not wish to entertain the funding, accrediting, logistical, or staffing hurdles that are inherent in building a second college of medicine in Arizona and firmly believes that its existing college of medicine should be expanded to meet Arizona's healthcare and medical education needs.
2. The expansion of the U of A college of medicine must serve the social and economic needs of the people of Arizona by fully developing a research grade medical school in Phoenix designed to address our 21<sup>st</sup> century healthcare challenges.
3. The design of the medical school expansion will be an expansion of the physical and intellectual assets of the U of A's college of medicine. The design will link with and draw from other critical physical and intellectual assets from Arizona State University to complement its programs in teaching and research.
4. The design of the Phoenix-based expansion of the college of medicine will focus on the unique social, cultural and healthcare system needs in metropolitan Phoenix. Its training and research programs will be reflective of these needs and synergistic with existing capabilities at ASU, T-Gen and area hospitals, institutes and foundations.
5. The design of this expansion unit of the college of medicine will be done in a way that complements rather than replicates the research strengths of the Tucson campus of the medical school or the Tempe campus of Arizona State University.
6. The design is to be done in a way that maximizes the collective assets of the U of A and ASU and most

efficiently builds upon existing capabilities throughout the State of Arizona.

7. The U of A college of medicine will offer a single united curriculum for accreditation, making efficient use of the Telemedicine Network for interconnecting all centers of learning.
8. ABOR wishes to avoid the political and cultural obstacles inherent in the historical development of its two Research Extensive Universities and does not wish to exacerbate the many obstacles that must be overcome to advance our single college of medicine for the betterment of the people of Arizona. ABOR therefore proposes that the U of A and ASU agree to collaborate in the development on the Phoenix Biomedical Campus and to give appropriate attention to the interests of both universities in this process.
9. ABOR has asked the U of A to assume the lead in conceptualizing the expansion of its college of medicine on the Phoenix Biomedical Campus. The U of A agrees to assume the lead position and to involve directly ASU's administration and faculty in the planning process.
10. ABOR has asked ASU to assume the lead in conceptualizing how it can serve this expansion of healthcare, medical research and medical education by making its faculty and research facilities available and to assist the U of A in a collaborative process of identifying faculty interested in joint appointments in the U of A's college of medicine. ASU agrees to take this initiative and to involve directly the U of A's administration and appropriate faculty as it evaluates its faculty and research offerings.
11. ABOR has asked the U of A and ASU to coordinate their mutual efforts in expanding medical education and research efforts to the mutual end that healthcare, biomedical science and biomedical engineering efforts are steadily advanced by the addition of a Phoenix campus to our existing college of medicine. Both universities have pledged to ABOR that they will coordinate and cooperate and that they understand that this effort is considered by ABOR to be a primary policy initiative.
12. ABOR has asked the U of A and ASU to emphasize the advancement of the Arizona University System goals and public needs and to do everything possible to inhibit the natural tendencies of individual institutions

to advance their own reputational interests to the possible detriment of the needs of medical education and research in Arizona.

13. ABOR, the U of A and ASU believe that the planning process should evolve over the short term. Attached hereto as "Addendum A" is the current understanding regarding the planning process. It is anticipated that other areas may be added as the partnerships and new collaborations come into being.

### **Summary**

It is the intent of ABOR to advance our university system and our two Research Extensive universities to the level of national prominence in biomedical teaching and research. We intend to lay the foundation for the M.D. demands of a state of 8 to 10 million people and to expand our presence in the biomedical research arena.

This will be accomplished by expanding the college of medicine into Phoenix in a way that ensures the success of our community, the college of medicine and both the U of A and ASU.

The implementation of this planning, design and development process will occur at several levels as specified in the thirteen First Principles set forth above. Adherence to and implementation of these First Principles will require the ongoing participation and leadership of the presidents of ABOR, U of A, and ASU. It is anticipated that ABOR will ratify this Memorandum of Understanding at its August 2004 meeting and that the presidents of the U of A and ASU will present a design and development plan for these coordinated efforts on or before the ABOR January 2005 meeting.

The First Principles stated in the Memorandum of Understanding will be utilized in all forthcoming discussions and planning endeavors. The four areas of planning, design and development stated in Addendum A will be monitored and utilized as the development of the Phoenix Biomedical Campus of the Arizona University System evolves. Our purpose in signing this memorandum of understanding is to convey to the people of Arizona our joint commitment to the advancement of medical education and research in Arizona and to forestall tangential and historical arguments predicated on geographical boundaries or institutional perceptions of favoritism. By our signatures today, we commit to one another and to the people of Arizona our promise to work together to advance medical education and research under a single college of medicine in Arizona.

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Gary L. Stuart, President,  
Arizona Board of Regents

Date

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Peter W. Likins, President  
University of Arizona

Date

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Michael M. Crow, President  
Arizona State University

Date

ADDENDUM "A" TO ABOR, U of A, ASU Memorandum of Understanding Regarding  
Expansion of Medical Education and Research

August 3, 2004

In expanding the college of medicine into Phoenix four areas of planning, design and development will be required. These areas are each essential to the success of this expansion and in a critically important way essential to the success of the further maturation of the university system and the development of a great biomedical teaching and research base in Phoenix. The four areas of planning, design and development include:

1. The Phoenix Biomedical Campus of the Arizona University System:

The Phoenix Biomedical Campus will be linked to the planning of the capital center campus of ASU and a joint planning, design and development effort will be undertaken to establish a physical environment that can be the home for TGEN, the U of A College of Medicine, new hospital facilities and associated research and teaching enterprises. This will include the ASU College of Nursing and an appropriate presence for the U of A College of Pharmacy, and public health faculty from both universities. This campus must establish an environment for maximum cooperation.

2. The University of Arizona College of Medicine:

An expansion plan must be carefully developed that positions the U of A college of medicine not only for expansion in M.D. production but also for research and clinical engagement. This plan will involve the U of A faculty and a wide range of healthcare provider organizations. In addition, this process will involve those elements available or developable at ASU that would complement the value and heighten the success of this expansion.

3. Arizona State University:

It is anticipated that ASU will assist in the expansion of the college of medicine through a focused set of designed linkages. Each of these linkages is intended to complement, augment and speed the expansion of the college of medicine and to secure for ASU a clearly articulated linkage in the best interests of the college of medicine, ASU, and the university system as a

whole. The specific assets of ASU to be considered in this planning, design and development process include:

- a. A medical undergraduate teaching linkage as required by the dean of the college of medicine.
- b. Defined and specific research linkages through the Arizona Biomedical Collaborative in areas such as; personalized medicine research, urban health, Native American health and biodesign.
- c. The development of a new department at ASU in biomedical informatics that would be a department in the Fulton School of Engineering and Applied Science and the U of A college of medicine.
- d. Specified linkages with the ASU College of Nursing and the ASU Program.
- e. Joint faculty appointments as approved by appropriate faculties in the same way as joint appointments are handled internal to either university.
- f. Joint degrees with the college of medicine as developed and approved through the normal review process basis.

#### 4 Telemedicine Teaching and Research:

It is anticipated that this planning, design and development process will make full use of emerging telemedicine teaching and research enhancement technologies between Tucson and Phoenix in both directions. This parameter is intended to illustrate that it is assumed that the level of cooperation between the campuses of the college of medicine will be unparalleled.

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<sup>[1]</sup> The understandings and policy implications inherent in this Memorandum of Understanding will be submitted for discussion and ratification by the Arizona Board of Regents at its August 19-20, 2004 meeting at Northern Arizona University.