Executive Director, Phoenix Bioscience Core

This position reports to a Phoenix Bioscience Core, formerly Phoenix Biomedical Campus, (PBC) governing board consisting of the Arizona Board of Regents (ABOR) Executive Director and the presidents of Arizona State University, Northern Arizona University and the University of Arizona. This position will work with a Coordinating Council and lead efforts to develop and meet the strategic goals of the Phoenix Bioscience Core, a campus located in downtown Phoenix that brings together Arizona’s three public universities and other health and bioscience entities in a collaborative space to advance Arizona’s health care workforce, biomedical research and innovation ecosystem.

The PBC is home to the University of Arizona’s College of Medicine - Phoenix, as well as programs in nursing, pharmacy, business management, Arizona State University’s Edson College of Nursing and Health innovation and College of Health Solutions, with programs including nutrition, biomedical informatics, medical studies, and exercise and wellness and Northern Arizona University’s Physician Assistant Studies, Physical Therapy, Occupational Therapy, Athletic Training, and Clinical Psychology. Together, these programs and the PBC are vital elements of the public universities’ work to meet the state’s health care workforce, biomedical research & innovation, and clinical care needs. The Executive Director will take a lead role in economic development related to the PBC, including attracting commercial enterprise to the PBC that aligns with the work of the universities, and will focus on developing strong collaborative structures and systems to enable the development and success of the PBC and its stakeholders.

Focused on creating economic, scientific, and educational opportunity throughout the PBC ecosystem and in the broader community and market as a whole, the Executive Director will take a direct and hands-on role in:

- Recruiting businesses, supporting entrepreneurship and innovation related to the PBC.
- Long-range PBC master planning.
- PBC resource development, branding and marketing.
- Engagement with relevant stakeholders from government and industry, as well as civic, scientific and cultural communities.
- Recommending any changes to the governance and organizational structures related to the PBC.

As the PBC develops, the Executive Director will provide ongoing strategic leadership in concert with the goals and priorities of the Arizona Board of Regents, three public universities, the City of Phoenix, and other initiating stakeholders. This will include:

- Resource development and tenant recruitment.
- Continuing engagement with stakeholders and community members.
- Coordination of planning and any shared PBC operations and programming, including public safety, infrastructure maintenance, and transportation.

The successful candidate will have the following core skills and competencies:

- A history of developing successful public-private partnerships with universities and the private sector.
• Experience working with partners or as the leader of successful efforts to create opportunities for economic development through marketing and development of new technologies based on fundamental research and discovery.

• Experience organizing, leading and managing multi-stakeholder organizations, such as civic, business, philanthropic and community organizations.

• Experience in marketing, branding, event management and business development.

• Experience with strategic and physical placemaking and planning.

• Demonstrated ability to establish strong relationships with university faculty and research leadership, as well as demonstrated ability to develop collaborative partnerships with multiple constituencies.

• Understanding of the individual strengths of each of Arizona’s public universities and the capacity to identify strategic opportunities, to generate/implement cross-cutting initiatives drawing on points of synergy, and to formulate a narrative that compels potential partners to consider PBC:
  - For collaboration. (In other words, this person will be an accomplished “match-maker”).
  - Strong communication skills, comfortable working with ambiguity, flexible and resilient.
  - Adept at working closely with local, state and federal government agencies.

Minimum qualifications include bachelor’s degree in business or related field and five or more years of progressively responsible experience in economic and business development and planning OR any equivalent combination of experience and/or education from which comparable knowledge, skill, and abilities have been achieved.

Salary commensurate with experience and qualifications.

Applicants should send cover letter, resume and the names and telephone numbers of three professional references who are able to speak to the qualifications listed above to: hr@azregents.edu or the Arizona Board of Regents • 2700 North Central Avenue, Suite 400 • Phoenix, Arizona 85004. The review of applicants will begin on July 18, 2022 and posting will remain open until filled.
Phoenix Bioscience Core
Annual Program of Work
FY 2023
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About the Phoenix Bioscience Core

The Phoenix Bioscience Core (PBC) is the one place in Arizona where our three state universities provide health and medical education, conduct bioscience and health research, and support our region’s bioscience entrepreneurial ecosystem. The PBC is at the nexus of an emerging central Phoenix science, innovation, education, and employment hub that is proximate to five major hospital systems and is home to more than 400 technology-related companies. It is a focal point of the City’s economic development strategy to enhance our region’s emergence as a prominent life sciences location.
UArizona Center for Advanced Molecular and Immunological Therapies
The University of Arizona announced April 6 its plans for CAMI, which will be a hub to advance knowledge of the immunology of cancers, infectious diseases and autoimmune conditions to develop novel strategies for the diagnosis, prevention and treatment of diseases. CAMI will also increase the entrepreneurial activity on the PBC through additional private tenant space, TechLaunch Arizona and more.

Wexford announces its Wexford Innovation Labs at 850 PBC
Opening in fall of 2022, the Wexford Innovation Labs will initially comprise 34,500 square feet of flexible lab, office, and lab support facilities specifically designed to meet the rigorous needs of growing life science companies. These flexible lab spaces are also paired with full-service amenities such as shared lab equipment; weekly networking and educational programming; and flexible terms. Featuring labs of 250 to 1,000 square feet, the Innovation Labs will occupy the entire fifth floor of 850 PBC and are intentionally designed to accommodate a variety of uses including bioscience, medical device, clean tech, and engineering.

CBRE: Phoenix tops nation in life science hiring
Life science hiring in Greater Phoenix has placed the city to the top of the nation for emerging life science market job growth, according to a study by commercial real estate brokerage firm CBRE. The company’s annual report for 2021 reported Phoenix with an 8.5 percent increase in life science hiring in year-over-year data. Phoenix’s growth topped job growth in legacy markets San Francisco (5.6 percent), Raleigh-Durham (5.0 percent), Boston (4.4 percent), Dallas-Fort Worth (3.8 percent) and Austin (3.7 percent).
What we have learned

1. Our brand can reflect the collective power of the three universities and the transformation of Downtown/Central Phoenix as an urban powerhouse that is the hub of an emerging bioscience and health ecosystem.

2. Our stakeholders want to be connected to each other and will respond when opportunities for collaboration are identified.

3. The universities and Downtown Phoenix have strong, sophisticated individual branding but will respond to a collective communications strategy when opportunities are identified.

4. PBC stakeholders are encouraged that the three universities have decided to speak with a singular voice that can provide “connective tissue” and identify areas of collaboration.

5. Our university stakeholders at multiple levels have emphasized how important it is for the PBC to be a place that values diversity. We need specific action items that reflect our commitment to this effort.

6. The ASU-Wexford Partnership provides an extraordinary opportunity to advance the economic development mission of the PBC by becoming our region’s focal point for entrepreneurial activity in the biosciences.

7. The City of Phoenix is very committed to the success of the PBC, especially from an economic development perspective.

8. Positioning the PBC as a nexus or core for a robust central Phoenix health and bio ecosystem is an effective strategy for aggregating additional activity that supports our mission.
What we have **ACCOMPLISHED**

- Successfully **changed the name of the PBC** to the Phoenix Bioscience Core to better reflect our positioning as the center of gravity for the emergence of a robust central health and bio ecosystem.

- Completed the **Core Research Services Audit** and identified a number of research opportunity accelerators that will foster collaboration across the PBC research community.

- Recruited and **hired a communications manager**, who — with the support of the universities — has been able to advance our brand and connection with the community.

- **Created a relationship with the Global Institute of Innovation Districts** to give the PBC stronger guidance in how to successfully develop an innovation district for the long-term and give the PBC further credibility as a viable entrepreneurial hub.

- Encouraged and **supported the establishment of programming** around the entrepreneurial ecosystem, including the launch of HealthTech Connect, Venture Café, Phoenix Startup Week and more.

- Have begun the **PBC Innovation Assessment** in conjunction with leadership from Wexford Science + Technology to find opportunities among our three universities aggregating additional research and associated economic activity on the PBC.

- **Developed an events program** including large-scale events such as Cultiveat and Bike to Work PHX, while also creating our own regular cadence of events to connect the PBC community including a PBC Connect Researcher Symposium, a monthly networking meetup called Faces & Spaces, First Friday activation and a biweekly coffee cart.

**Quick Look: Marketing & Communications**

- **Establish a digital presence for the PBC** through social media accounts that highlight the activity happening across the PBC.

- **Increased the frequency of our email communications** to weekly to more effectively communicate the latest news and events on the PBC.

- **Created a number of earned and paid media opportunities** in both regional and national publications.

- **Worked with the City of Phoenix to redevelop and relaunch our website (PhoenixBioscienceCore.com)** to give the PBC better visibility online and create a digital “front door” for potential researchers and tenants.
What we plan TO DO

The past 12 months for the Phoenix Bioscience Core demonstrated the need for an organization like ours to develop deeper connections with our university partners, community stakeholders and the City of Phoenix in growing the PBC brand and developing a strategic vision for the Core. The next 12 months will offer incredible opportunity to move the office of the PBC out of a startup phase and into a stronger institutional role by taking what we’ve learned and using it to continue to develop the PBC.

Our goals this year include growing the PBC brand and maturing our marketing strategy, continuing to be a strategic planning resource between the three universities and finding new pathways for collaborative research that bridges any existing siloes.
• Support efforts by the City of Phoenix and Arizona State University to **plan and develop the second planned development** from Wexford Science + Technology, located on the northeast corner of 5th Street and McKinley (843 PBC).

• Support the efforts by the University of Arizona to **plan and develop the Center for Advanced Molecular and Immunological Therapies**, which will be located on Fillmore between 5th and 7th Street.

• Work with university and city leadership to **align the existing master plan(s)** with a focus on shared infrastructure including parking, connectivity and unified placemaking.

• **Deepen our relationship in the Global Institute of Innovation Districts** to find areas for the PBC to grow and create better opportunities for its community members and partners.

• **Advance the Research Opportunity Accelerator Initiatives** so that we can create new opportunities for collaboration amongst the researchers across and/or connected to the PBC.

• **Deepen the tri-university collaboration** by continuing to identify and eliminate pain points inside the universities that prohibit researchers from being able to collaborate, utilize each other’s space and share work.

• Develop and implement **the next phase of our marketing and brand strategy** to bring new prospective researchers and private tenants to the PBC, utilizing paid media, earned media and a unified branding strategy across our members to elevate the PBC name as the place to be for life science development in Phoenix.

• Identify new ways to **create public programming on the PBC** that is a value-add for our existing community such as: professional development and job fairs, academic discussions and symposiums, community programming, and art displays.
The Innovation Assessment

Using a methodology developed by Wexford Science + Technology, we will work with our university partners to continue an innovation assessment that incorporates interviews with University leadership, Deans, Center Directors, and innovative and entrepreneurial faculty. These interviews also include intermediaries, economic development professionals, entrepreneurs and others involved in the regional innovation ecosystem.

This assessment is usually conducted over 40-50 interviews and is designed to help us answer strategic questions and identify magnetic University programs, research efforts, and collaboration initiatives that could be catalytic for an innovation district and magnetic to industry investment and attraction.

Additionally, the assessment gives us a high level point-of-view as to the value proposition for corporate location in proximity to the University(is) with respect to:

- Talent pipeline
- Core labs and facilities
- Faculty expertise
- Research strengths
- Technology transfer
- Experiential learning
- Clinical trials and data validation

The assessment also enables Wexford to highlight touch points regarding corporate relations and outreach that help uncover relationships and adjacencies that lead to stronger leasing, such as:

- Existing sponsored research relationships
- Current corporate partnerships
- Alumni relations
- Boards and advisory members
- Procurement suppliers

One of the desired outcomes of conducting an Innovation Assessment to map the universities’ research priorities, commercialization pathways, key investigators, sponsored relationships, and innovation ecosystem dynamics, is to determine the best mix of tenants to support the University and the Innovation District’s strategic research and commercialization goals and to facilitate a strategy of joint outreach to these prospects. Most of the ASU interviews have been completed. We now need to focus on the University of Arizona and Northern Arizona University.
Global Institute of Innovation Districts

In January 2022, the Phoenix Bioscience Core entered into discussions with the Global Institute of Innovation Districts, a worldwide organization committed to studying and creating a network of innovation districts around the world. The PBC is in the process of joining the Global Institute of Innovation Districts, comprising more than a dozen innovation districts around the world. This gives the PBC access to industry experts, marketing and exposure opportunities, and international recognition as a leading innovation district.

This program will help the PBC grow beyond its initial startup phase into a sustainable and robust innovation district for the Phoenix community.
Marketing & Communications

The Phoenix Bioscience Core successfully completed its first full year of marketing and communications efforts. Up until this point, it had been the role of the three universities, the City of Phoenix and our private sector to tell the story of the PBC. While this was somewhat successful, the stories that were told were sometimes fragmented, as it focused on individual accomplishments rather than leverage the success of the whole PBC. By creating a united, singular voice for the PBC, we have been able to share stories outside of the traditional university networks and elevate the overall perception of the PBC.

Now that we have a new brand for the Phoenix Bioscience Core, we are able to plan more for the long term, create placemaking branding on the PBC and focus our efforts on sharing the stories of the Core to local, regional and national audiences. Throughout the past year, we’ve heard anecdotally from students, faculty and staff across the PBC not having a great understanding of what exactly the PBC “is” and how it supports their work, so as we develop strategies that focus on our external audiences, it’s crucial that we also work inside the universities, city and private companies on the PBC to develop messaging that creates a sense of place for those who are already here.
We will continue to manage the Phoenix Bioscience Core communications efforts through our social media, email and web channels. We will also continue to maintain and develop relationships with the vast network of internal and external stakeholders to advance positive awareness of the campus vision, brand and offerings.

Elements of the plan will include:

**1. Develop unique PBC news and content.**
The launch of our new website gives us a platform to storytell in ways that we have not been able to up until this point. By creating a churn of regular content, we will continue to stay relevant and at the forefront of new and existing audiences. This content will be used to inform key stakeholders of PBC brand, offerings and happenings. This content can be shared across the website, social media platforms, with reporters and in outreach presentations. Internally, this content can be considered a “service” for our stakeholders to amplify their stories to a wider audience.

**2. Develop media relations and secure earned media.**
As part of the overarching marketing / communications strategy, building strong media relations can help foster and grow brand visibility with target audiences by securing earned media in trusted media outlets. It also fosters credibility and authenticity of the brand.

The PBC will continue to identify and establish relationships with key media outlets and reporters (local, national and trade), develop a media database, and seek opportunities for earned media placements.

**3. Create campus signage to reflect the PBC brand.**
Part of the Research Opportunity Accelerators identified developing a sense of place to increase the value of a researcher being located “on the Core.” By creating brand and navigation signage, we will unify the various regions of the PBC under one flag, which will help create the sense of place needed for our internal and external community leaders to understand what the PBC is and the value it adds. The PBC campus would benefit from comprehensive, clear, and consistent visual brand signage that advances the brand and establishes a sense of place for campus visitors, staff and students.

We have already been working with university marketing teams to develop new street pole banners across the PBC, which will be implemented early this summer. We will also be creating new street pole banners for the north side of campus along 4th Street, 5th Street, McKinley and Garfield Streets, as well as in the Wexford parking lots. These banners will unify the two main sections of the PBC. Additional signage opportunities could be added throughout the core PBC buildings, digital signage that promote stories, events and other news from the PBC, and more.
4. Develop and execute paid media and partnership strategy to advance local and national branding opportunities.

A primary strategy for the Phoenix Bioscience Core to enhance its brand and visibility on a regional and national level is through paid media and strategic partnerships with professional and community organizations, conferences and through other opportunities as they arise. These paid media campaigns and partnership strategies will bring increased visibility to the PBC and give us an opportunity to recruit new researchers to our universities, court new prospective tenants and raise the profile of the PBC as a nationally reputable innovation district. These could include:

- **KJZZ/KBACH** - The PBC created two week-long campaigns at KJZZ and KBACH to promote the PBC. The first took place in October 2021 and the second in April 2022. These two sets cost a combined $5,300 and deliver a gross 335,000 impressions in the greater Phoenix area. We recommend running at least double (one per quarter) the ad sets on KJZZ and KBACH to reach our college-educated, professional audiences across the Phoenix area.

- **Academic events across the PBC** - The PBC intends to continue developing relationships with our core academic community audience located on the PBC. We expect to partner on an ad hoc basis with 1-2 events or programs for each university during the next academic year to support their needs. Our focus will be partnering on events that offer a public or multi-university component, such as ASU’s College of Health Solutions Research Day, which included participation from the Bioscience High School and was open to the public.

- **Downtown Phoenix Farmers Market** - In May 2022, the Downtown Phoenix Farmers Market announced its new location on the PBC. As part of that move, the PBC agreed to sponsor the market on an annual basis to support its mission of connecting the community to healthy, locally grown produce and vendors. We anticipate continuing to support the market on an annual basis to help it thrive on the PBC.

- **Paid social media and search campaigns** - We plan to use paid digital strategies across our primary social media platforms, as well as paid search strategies when applicable to increase our visibility, build our brand and attract new potential tenants and researchers to the PBC. We plan to vary our content to fit to the specific mediums and target audiences, and coordinate these strategies with the three universities, the City and our other stakeholders.

- **Super Bowl 2023** - This week-long event give us an incredibly unique opportunity to position ourselves at the forefront of life science and medical research. Plans for Super Bowl LVII are still being developed, and our office is working closely with Downtown Phoenix Inc. to stay informed on the latest iterations. As one of the largest bodies of land in the Downtown Phoenix region, the PBC has the opportunity to become a focal point during Super Bowl week for the city of Phoenix. It is imperative, however, that as we develop sponsorship and marketing opportunities for the Super Bowl, we do so together and leverage our collective position rather than as individual organizations.
5. Evaluate and enhance the PBC’s digital presence.

In partnership with the City of Phoenix and with guidance from our Marketing Committee, the Phoenix Bioscience Core successfully relaunched a new website that more accurately reflects the PBC story, but also gives our marketing and communications team access to the digital messaging for the first time. This process, while lengthy, was able to save us a significant amount of resources and funds, and by doing it in house, it gave us more control over the messaging and perception.

This site will continue to be evaluated and refined using SEO and audience analytics to create the most effective messaging plan for the PBC. Websites are a living organism that need to consistently be tended to, monitored and adjusted to engage with audiences that are searching for information about the PBC. We also want the site to be a community resource for those who are on and around the Core. This will not only elevate the PBC brand throughout the rank and file of the PBC over time, but it will also demonstrate to potential visitors the level of activity, job creation and programming taking place on the PBC on a day-in-day-out basis.

Based on this, we will need to continue to support the PBC website with ancillary services for SEO monitoring, content services and other costs as needed.
The goal of the Phoenix Bioscience Core is to bring together people across disciplines and institutions to spark collaboration and new solutions. Consultation with experts in city planning and innovation campuses has revealed that creating opportunities for members of the PBC to connect beyond their classrooms, offices and labs is critical to the success of the PBC.

PBC event programming will promote and support activities already happening among the universities and PBC stakeholders, as well as create several, high-value events for our audience that:

- Promote translational research opportunities between the universities.
- Offer professional development opportunities for staff, students and researchers.
- Further develop the PBC campus as a community gathering place that promotes a healthy lifestyle.
- Support the innovation and entrepreneurship activity in the greater Phoenix area.
Continue PBC-centric events
The Phoenix Bioscience Core will develop its own calendar of events aimed at promoting translational research, bringing professional development opportunities to the PBC, engaging the larger Phoenix community and supporting the innovation and entrepreneurship community. These will be a limited number of carefully curated events that will take place throughout the fiscal year.

Below are series of active programming activities that the PBC has already placed during the current fiscal year, as well as several proposed new programs we could implement with additional funding or support.

PBC Connect Quarterly Researcher Symposium
One successful example includes the PBC Connect series, which brings together researchers from Arizona State University’s Knowledge Enterprise, Northern Arizona University and the University of Arizona’s College of Medicine - Phoenix to share their current research, engage with one another and develop their professional networks. We also invite selected members of the PBC community including TGen, as well as the scientists working in 850 PBC to participate. During FY22, we held a successful PBC Connect event and plan to continue them on a quarterly basis during the next fiscal year.

Biweekly PBC Coffee Activation
This low-lift event is designed to place the PBC brand in front of the everyday foot traffic of the PBC, including students, staff, faculty and researchers from the three universities and private companies that call the PBC home. The PBC partners with a locally owned coffee vendor to serve coffee and pastries to people as they come into campus. This allows the PBC to engage on a 1:1 level with a wider swath of our audience, building our brand and converting a passive member to an active participant in our community.

Faces & Spaces Monthly Meetup
This monthly series allows members of the PBC community to come together to learn about new areas of the PBC through curated tours. Past participants have included the University of Arizona’s Center for Simulation and Innovation, the Center for Entrepreneurial Innovation at 850 PBC, and the Translational Genomics Research Institute. Taking place on a Friday morning, a small group is able to gather, learn more about a new part of campus and network with one another.

Support existing programming
The PBC is home to an already active community filled with public programming opportunities including, but not limited to ASU, UArizona, Venture Café Phoenix, and TGen. These organizations create a regular cadence of public programming designed to engage and inform the PBC audience as well as the greater Phoenix and Arizona communities. Our primary goal is to offer support to those programs through promotion to our audiences, event logistics, equipment support, and on a strategic basis, continued sponsorship and partnership of key events.
# Fiscal Year Budget Projection

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| **FY2022 Carry over**              | **($50,000)** | **($48,000)** |

| Total Amount Request               | **$760,216** | **$726,384** |
Additional Programmatic Opportunities

We have identified a number of additional opportunities for the Phoenix Bioscience Core to activate during the 2022-2023 fiscal year. These events are meant to be presented for consideration and discussion, and not as required to our program of work for the upcoming year. However, these programs would give additional exposure and growth opportunities for the PBC if funds were to be provided. The anticipated total cost of these activities would be roughly $75,000.

PBC Career Fair
A PBC-hosted career fair for soon-to-be and recent graduates of the 11 colleges around the PBC. Companies located on the PBC get first space available with additional space reserved for clinical providers, institutional partners and other organizations close to the PBC. This would not only further demonstrate to prospective tenants that the PBC is an excellent place to be because of the access to these students, but also work to keep the recently graduated talent of our three universities in Arizona.

PBC Pitch Competition & Demo Day
Designed to further support the innovation and entrepreneurial communities inside and outside the universities, the PBC Pitch Competition and Demo Day would be designed to activate and energize the community around the incredible translational research happening in Arizona. The event culminates in a final competition moderated by a leadership panel with financial awards provided to the best early-stage life science companies. These awards could be awarded for a variety of topics and could be awarded by a number of organizations around the Arizona community including Sky Song Ventures, TechLaunch Arizona, Flinn Foundation and more.

PBC Community Dinner
In October 2022, the PBC hosted and sponsored CultivEAT. The event brought around 100 participants to the PBC from the community for tickets. Proceeds went to the Urban Growhouse and other food-based nonprofits in Phoenix. An event like this would be designed to activate the university communities to raise money for specific programs (the College of Health Solutions or University of Arizona College of Medicine - Phoenix, for example). While collaboration is key on the PBC, healthy competition amongst the universities could bring new eyes onto the PBC for a fun evening.

Strategic Media Partnership
We would like to engage in an event in conjunction with the Phoenix Business Journal to either host an event(s) or create our own event program that would engage their audience in the life science and biotech community. The event would generate unique news coverage in the Phoenix Business Journal and create content for PBC to share through its communication channels.
Research Opportunity Accelerators

ASU Knowledge Enterprise, in support of the Phoenix Bioscience Core, developed a series of “Research Opportunity Accelerators” that would increase the level of inter-university research collaboration happening on the PBC (see attached). While there are 30 program recommendations we suggest a pilot program be considered that has three program elements.

PBC Research Committee
Establish a PBC Research Advisory Committee with stipends to discover, educate and promote inter-university research collaboration and advise the Executive Director on strategies for building an integrated PBC research “community.”

Seed grants and collaboration incentives
Provide seed grants and collaboration incentives that would selectively fund and promote PBC-based research initiatives that include primary investigators from more than one university.

Research Collaboration Manager
Retain a research collaboration manager or consultant who would staff the advisory committee and identify seed grant funding opportunities.

Estimated annual cost:
$300,000 in year one and $500,000 in year two.