Proposal for the Creation of a
Skin Cancer Institute at the Arizona Cancer Center
College of Medicine
The University of Arizona

March 28, 2007
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Proposed Starting Date: May 1, 2007

I. Description of the Proposed Organizational Unit Change

A. The Arizona Cancer Center (AZCC) proposes the creation of a Skin Cancer Institute to combine its current state-wide skin cancer detection, prevention, treatment, outreach, education and research efforts in a single coordinated entity which will also support dermatologists, cutaneous oncologists and dermatologic surgeons in the College of Medicine as well as community dermatologists. This entity, the Skin Cancer Institute (SCI) at the Arizona Cancer Center will become an Institute within the organizational structure of the AZCC and the Institute Leadership will report to the Director of the AZCC. The Arizona Cancer Center is a National Cancer Institute-designated Comprehensive Cancer Center. Establishment of an Institute within a NCI Comprehensive Cancer Center has precedents at several other peer institutions. The University of Texas M.D. Anderson Cancer Center has its Red and Charlene McCombs Institute for the Early Detection and Treatment of Cancer. Memorial Sloan-Kettering Cancer Center has its Sloan-Kettering Institute, and the City of Hope has the Beckman Research Institute. Placing the Skin Cancer Institute within the Arizona Cancer Center provides a direct line of authority from the Cancer Center Director to the Institute and situates the Institute solidly in the context of the Cancer Center and its goals.

B. The AZCC has received private funds from the Bert W. Martin Foundation for the development of an Institute that will provide coordination and infrastructure needed for expanding and sustaining skin cancer-related programs and to advance AZCC as a premier scientific institution concerned with the prevention and cure of skin cancer. The Bert W. Martin Foundation is a family foundation with a history of generous support for scientific, academic and health related programs in Arizona and Florida. For example, the foundation is an ongoing supporter of the Arizona-Sonora Desert Museum in Tucson as well as the Arnold Palmer Hospital in Orlando.

Although the AZCC currently includes skin cancer research, treatment, early detection and prevention, these efforts are fragmented with regard to collaboration and public access. With the relocation of AZCC clinics to “UMC North” on North Campbell Avenue, an opportunity exists to bring skin cancer administrative efforts together on the first floor of the existing AZCC Levy building and to foster interaction for a common purpose.

With the enthusiastic support of the Bert W. Martin Foundation principals, a portion
of the funding obtained for the creation of the SCI has been set aside to expand outreach, research dissemination and health education in the community. In addition, a budget is available for use in building a donor base to help raise the funds needed to sustain an academic institute on an ongoing, long-term basis. The Foundation principals are also committed to assist Institute staff with development efforts.

II. Purpose and Activities of the Unit

A. Rationale and Relationship to University Mission and Scope Statements

Skin cancer is the most common form of cancer with higher incidence than all other kinds of cancer combined. Arizona has among the highest incidence of skin cancer in the world. The AZCC has focused on skin cancer as a major research strand for more than two decades and is the recipient of a large National Cancer Institute (NCI) program project grant for the chemoprevention of skin cancer. The creation of the SCI comes about as a result of a need for collaboration and coordination of current skin cancer treatment and research and a desire on the part of faculty to enhance community outreach, early detection, and education programs. Several criteria explain the rationale for establishing this Institute within the AZCC:

1. The theme of the Institute is aligned with a critically important regional disease-oriented problem that requires specialized attention.
2. The theme of the Institute is clearly aligned with the overall theme of the Cancer Center.
3. There is a compelling community and state-wide need for the development of a strong Institute presence.
4. The Institute involves disciplines across campus, multiple colleges and departments.
5. The Institute has large, ongoing, peer-reviewed and foundation funding for financial sustainability.
6. The Institute has educational and service goals as well as a well-defined research focus.

The purpose of the Institute relates clearly to the current Strategic Priorities of The University of Arizona outlined in the FY2006-2010 Five-Year Strategic Plan.

- SCI will give a name to the established eminence in skin cancer research at The University of Arizona and attract a diverse academic body of professionals to our programs as we strive to remain at the forefront of discovery in skin cancer research.
- While SCI will not offer a degree program, resources and research opportunities with interdisciplinary collaboration fostered through SCI will help attract graduate students and postdoctoral fellows and increase their engagement, achievement and retention.
• As a partnership-based organization that connects with our communities by providing an interdisciplinary, translational approach to challenging cases, access to state-of-the-art diagnostic modalities and clinical research studies, SCI will be a model for the linkage of scholarship in skin cancer knowledge development and dissemination and outreach to the Arizona communities we serve. Intramural partnerships have already been formed with Rural Health, Family and Consumer Sciences, College of Pharmacy, College of Nursing, Co-operative Extension, Well-U, and other University of Arizona entities. Extramurally, we have formed collaborative relationships with the Arizona Departments of Education and Health Services, Arizona-Sonora Desert Museum, several large school districts, Pima County Health Department, Scottsdale Healthcare, the Curt and Shonda Schilling Shade Foundation among others.

• With an initial funding source and a planned focus on sustainable development, SCI will operate on a strong financial foundation. Faculty members affiliated with SCI have a history of being well-funded through a variety of mechanisms, as outlined in the Finances section of this proposal. We anticipate that the new Institute will enhance these research activities, expand the ability of specific research efforts to be launched and attract additional faculty.

• SCI will add recognition to The University of Arizona as a research institution, will help enhance the educational experience of undergraduate and graduate students as well as post-graduate fellows by providing resources and collaborative opportunities, will be closely connected to the community through development, education, and outreach, and will continue to contribute to the generation of new knowledge in the fight against skin cancer.

B. Identify the basic goals and objectives of the new reorganized units.

The overall mission of the Skin Cancer Institute at the Arizona Cancer Center is to unify efforts in current and future publicly and privately funded programs toward the prevention and cure for skin cancer through patient care, research, education and outreach. SCI, an institute within the Arizona Cancer Center, in partnership with public health and healthcare communities, public agencies and private foundations, will consolidate, develop and provide sustainable resources for skin cancer prevention, detection and treatment in Arizona as a premier skin cancer organization.

Broadly, our goals are:
• To decrease skin cancer incidence in Arizona and the Southwest through public awareness and behavior change, (Community outreach goal)
• To develop and evaluate new knowledge related to the etiology, prevalence, prevention
and treatment of skin cancer with a special emphasis on personalized medicine, (Research and Evaluation goal)

- To support skin cancer patients, high-risk individuals and potential providers through education and training, (Education goal).
- To foster early detection and treatment of skin cancer by providing an interdisciplinary, translational approach to challenging cases, access to state-of-the art diagnostic modalities and clinical research studies. (Patient Care goal)

Specifically we aim to:

1. Expand the intellectual scope of skin cancer science at The University of Arizona by enhancing opportunities for multidisciplinary and interdisciplinary collaborations and knowledge development among scientists and practitioners concerned with skin cancer;
2. Act as an informational and organizational nexus for, and foster partnerships with, the general public and community organizations interested in promoting Sun Safety and supporting the search for a cure for skin cancer;
3. Move sun safety awareness to the forefront in Arizona’s population;
4. Provide infrastructure to support new proposals for public and private funding for research and outreach;

C. Describe the activities, projects, and programs that will be conducted by the new or reorganized units. Identify the curricular implications of the activities, projects, and programs.

Arizona Cancer Center activities, projects and programs in skin cancer, which the SCI will facilitate, are focused in the areas of research and evaluation, community outreach, education, and patient care, and are being conducted by AZCC researchers throughout the state of Arizona. However, these activities are typically stand-alone projects with little coordinated oversight and not designed for sustaining projects over time or providing long-term education or dissemination. We propose that the Institute will facilitate collaborations between groups and develop long term projects that can affect change within larger populations.

The Research and Evaluation Core Group will include basic sciences, translational research, biobehavioral research, and epidemiological studies. Current research projects, which are now conducted under the Chemoprevention of Skin Cancer Program Project (CSCPP) grant, are included in the scope of activities. This PO1 grant from the National Cancer Institute has been competitively renewed since the early 1980s and funds work of many of our research faculty most of whom also have individual funding. In addition, individual investigator and
interdisciplinary skin cancer and melanoma grants related to basic science, drug
development, prevention, early detection, and treatment, will be conducted and fostered.
These trials will incorporate research and patient care facilities and staff. A new emphasis
in personalized medicine will be included as the research seeks to determine best treatments
or drugs for each patient in the context of individual genetic information.

The Southeastern Arizona Skin Cancer Registry was established in 1985 to monitor trends in
the incidence of skin cancer, followed by a series of population-based studies to evaluate
associations between various biochemical markers and environmental exposures on skin
cancer risk. These studies helped identify novel risk and protective factors for
nonmelanoma skin cancers, to document the high rate of skin cancer in the state of Arizona,
and to help transition laboratory findings to population-level findings. Dr. Harris was
registry director and principal investigator from 1995-2002. As non-melanoma skin cancer,
a major focus of our research, is not reliably monitored elsewhere, we are planning for the
Southeastern Arizona Skin Cancer Registry to be reactivated and incorporated into the SCI
infrastructure. This registry will help us to evaluate whether the programs are having effects
within the larger community.

Existing, available outreach and education programs will be expanded and evaluated to
determine effective programming to improve sun safety behavior within various target
populations. Current programming focuses primarily on school age members of the
community and is not being implemented within a consolidated structure to effect change.
Additional programming for prevention and detection will be developed across the range of
populations at increased risk of different skin cancers and will be implemented in
community settings to facilitate access. Programs specific to the University’s students are
being designed. A recent collaboration with community groups (e.g. Arizona Sonora Desert
Museum) has been developed to provide a forum for outreach to the larger community on
sun safe behaviors within a high-risk area. A two-day event entitled Living in Harmony with
the Sun was held jointly with the Desert Museum on May 6 and 7, 2006 and was attended by
approximately 800 people. The event featured solar and skin health related educational
exhibits along with free skin cancer screenings for 200 visitors. This outreach has become
an annual venture and will be expanded to include permanent solar-related exhibits and
programming at other Arizona and Southwest outdoor venues. Finally, we plan to develop
continuing medical education for physicians and other health care providers as part of the
scope of Core Group activities.

Patient care activities within the scope of the SCI include those of the Dermatology clinics,
which provide early detection, diagnosis and treatment of melanoma and nonmelanoma skin
cancers. The Multidisciplinary Oncology Clinics provide treatment and care of patients with
melanoma and other malignant skin conditions. A Pigmented Lesion Clinic has been developed from the Section of Dermatology as part of the Cutaneous Oncology program. This clinic was developed with support from the original donors for the Institute with additional clinics scheduled to open from the Scottsdale AZCC facility. Clinical trials are performed in both treatment and prevention.

The vision is that these skin cancer activities will be coordinated in a virtual Institute for the state of Arizona, with central administration and support services for the Institute located at the Tucson AZCC facility. Currently skin cancer research activities are ongoing at the Tucson and Scottsdale AZCC facilities. Institute resources will enable these activities to become more integrated, with enhanced communication and collaboration.

D. Identify the unit(s) that will assume the responsibilities of any units that are recommended for elimination.

Not applicable as no units are recommended for elimination.

E. For instructional units, project the number of majors for the next three years.

Not applicable.

III. Resources

A. Faculty and Staff

Current faculty and staff involved in Skin Cancer activities at the Arizona Cancer Center will remain in their current positions but will affiliate with the SCI for infrastructure support. A diagram of the proposed organizational structure is attached as an appendix. Dr. David Alberts, who is the current AZCC Director, will be the founding director for the Institute. This reflects the longstanding interest of Dr. Alberts in skin cancer prevention research and will also assure the smooth integration of the Institute into the AZCC. Two faculty-level Associate Directors will be responsible for assuring development of core groups of faculty as well as programming that will meet the goals of the Institute. We are proposing an Associate Director of Clinical Research and Patient Care, currently vacant, and an Associate Director of Scientific and Community Programs. Dr. Robin Harris will hold this position. An Executive Group, currently known as the Development Team, will be composed of core
group leaders and include Cancer Center members who have been actively conducting skin cancer-related research or programming for numerous years and are all committed to the idea of a collaboration focused on the same goals. These core group leaders will be responsible for identifying and promoting activities within skin cancer research, outreach, education, and patient care.

Because the vision for the Institute is based within a framework of community involvement and participation, we also propose a Development Advisory Board. This group will assist the Executive Group and Directors with development activities and advise on outreach to various Arizona community groups.

The goal is for the Institute to provide infrastructure and administrative support for enhanced skin cancer prevention, detection, and treatment. The majority of faculty associated with the Institute will receive no direct salary support from the SCI with the exception of those performing administrative roles within the Institute. We propose an Executive Director who will be responsible for the daily interactions between faculty, staff, and the community groups. This position, currently held by Dr. Naja McKenzie, will be funded through the Institute (50%).

1. List the name, rank, highest degree; and estimate of the level of involvement of all current faculty and professional staff who will participate in the new or reorganized unit. Also indicate the position each person will hold in the new unit.

**Arizona Cancer Center Director – SCI Founding Director**

David S. Alberts, MD, Regents Professor, Professor of Medicine, Pharmacology, Nutritional Science, Public Health and Bio5.

**Associate Directors**

To be determined — **Associate** Director, Clinical Research and Patient Care (reserved for new Head of Dermatology)

**Associate Director, Scientific and Community Programs** - Robin B. Harris, PhD, MPH; Associate Professor of Public Health

**Executive Group (currently Development Team)**
G. Timothy Bowden, PhD, Professor of Cell Biology and Anatomy, Radiation Oncology, Pharmacology and Toxicology, and Molecular and Cellular Biology, Director of Basic Science Research
Clara Curiel, MD, Assistant Professor of Dermatology
Janet Foote, PhD, Research Assistant Professor of Public Health
Robin Harris, PhD, MPH, Associate Professor of Public Health – SCI Co-director
Alan Levin, MD, Clinical Associate Professor and community dermatologist
Lois Loescher, PhD, RN, Assistant Professor of Nursing
Naja McKenzie, PhD, RN, Research Assistant Professor of Nursing
Jesse Nodora, Dr. PH, Research Assistant Professor, Family & Community Medicine
Steven P. Stratton, PhD, Research Assistant Professor of Medicine

Clinical Research and Patient Care
Clara Curiel, MD (leader)
Lee Cranmer, MD, Assistant Professor of Medicine
Karen Taraszka Hastings, MD PhD Assistant Professor, Department of Basic Medical Sciences - College of Medicine—Phoenix
Evan Hersh MD, Professor of Medicine
Joanne Jeter, MD, Postdoctoral Fellow in Cancer Prevention and Control
Robert Krouse, MD, Associate Professor, Surgery. Veterans Affairs Hospital
Lois Loescher, PhD, RN
Naja McKenzie PhD, RN
Stuart Salasche, MD, Clinical Professor of Medicine, Research Scientist
Steven P. Stratton, PhD
James Warneke, MD, Associate Professor of Surgery

Scientific Programs
Population and Behavioral Research
Janet Foote, PhD
Robin Harris, PhD, MPH (leader)
Scott Leischow, PhD
Lois Loescher, PhD, RN
Naja McKenzie, PhD, RN
Jesse Nodora, DrPH, Research Assistant Professor, Family & Community Medicine

Basic and Translational Research
Steven P. Stratton, PhD (leader)
G. Timothy Bowden, PhD
Janine Einspahr, PhD, Research Assistant Professor
Janet Foote, PhD
Robin Harris, PhD, MPH
Elaine Jacobson, PhD, Professor of Pharmacology and Toxicology
Community Outreach and Education

Naja McKenzie, PhD, RN (leader)
Ana Lilia Amador, Health Educator
Janet Foote, PhD
Robin Harris, PhD, MPH
Lois Loescher, PhD, RN
Gayle McCartney, MPH, RD, Health Educator, Program Coordinator, Senior
Jesse Nodora, DrPH
Denise Spartonos, Health Educator, Program Coordinator, Senior
Lisa Quale, Health Educator

The following interdisciplinary list constitutes additional AZCC professional staff who have committed to involvement in the SCI:

G. Scott Thompson, AZCC Senior Director of Development
Paola Villar Werstler, AZCC Development
Sabrina Plattner, Health Educator, Community Outreach
Donna Breckenridge, AZCC Director of Communications and Outreach
Rayna Goldman, MBA; Clinic Administrator of Chemoprevention of Skin Cancer Program Project (CSCPP) grant
Chris Brooks, Clinic Coordinator of CSCPP studies
Laura Duckett, Study Coordinator of CSCPP studies

2. List the clerical and support staff positions that will be included in the new unit.

The following personnel are funded in part by the Institute (% indicated in parentheses) or working on projects that will be working with the Institute.

Jacqueline Leon, Administrative Associate, (30%)
Lindy Johnson, RN (50%), Coordinator, Cutaneous Oncology
Ana Lilia Amador, Community Health Educator (25%)
Denise Spartonos, Program Coordinator, Senior (60%)
Lisa Quale, Health Educator at Cutaneous Oncology clinic and Pigmented Lesion Clinic (50%)

Other CSCPP personnel at Skin Cancer Prevention Annex
Dermatology Clinic personnel
3. Indicate the number of graduate assistants who will be assigned to the new unit.

Up to three graduate research assistants who will be working on various research and outreach projects.

4. Project the number and type of new faculty and staff positions that will be needed by the unit during each of the next three years.

   **Year One:**

   The team has been functioning as funded by the development gift from the Bert W. Martin Foundation for the past 2 years and 8 months. During that time we have brought onboard the following personnel:

   - 2 Health educators (50% and 25%)
   - 1 Health Education and Community Coordinator (60%)
   
   They were not part of an ongoing AZCC project and were hired to develop and/or implement skin cancer-related programming.

   - 1 Executive Director (50%)

   **Year Two:**

   No additional staff was hired during year 2.

   **Year Three:**

   We have requested funds from the Bert W. Martin Foundation to add the following faculty and staff:

   - Associate Director salary support (10%)
   - Executive Director (100%)
   - Community Outreach and Education Core Leader salary support (50%)
   - 1.75 FTE Health Educators
   - Patient Care and Clinical Research Core Leader salary support (10%)
   - Scientific Programs Core Leader salary support (10%)
   - Database manager (50%)
   - Graduate Student (50%)

B. Physical Facilities and Equipment

1. Identify the physical facilities that will be required for the new unit and indicate whether those facilities are currently available.

   The AZCC Levy Building first floor renovation will house the SCI if our request for space is accepted. Meetings with architects and space planning leadership have already occurred.
This space will be suitable for the administrative and outreach activities of SCI, as well as provide a location for coordination of patient care and research. Actual patient care clinics are now located in the UMC North Fasseas Cancer Clinic. Research activities will continue at their existing locations in Tucson and Phoenix, including the current Chemoprevention of Skin Cancer Program Project Annex, laboratories at the Arizona Cancer Center, and the AZCC Greater Phoenix Area clinics located at The Virginia G. Piper Cancer Center in Scottsdale. SCI will coordinate and facilitate further collaboration between the four major aspects of skin cancer activities already in place within The University of Arizona. Current efforts include: Patient care, bench and clinical research activities, education, and community outreach (see organizational diagram). All of these components have physical space already allocated within The University of Arizona but space consolidation in the Levy Building renovation is planned as outlined above.

One of the main goals for the SCI is to integrate the above research and clinical skin cancer activities into a common physical facility that will facilitate collaboration and more extensive interdisciplinary programming. The space within the proposed AZCC-Levy Building renovations affords an excellent opportunity to position the Institute within a central space that will encourage collaborations.

2. List all additional equipment that will be needed during the next five years and the estimated cost.

All equipment for skin cancer-related activities are currently funded though a variety of sources, including gifts, grants, University Medical Center and University Physicians Health Plan. The original donors have provided some funds for initial equipment needed for the planning of the Institute and for some new projects. New equipment needs will be identified as work of the Institute proceeds; however, the strategy remains for these to be funded through external sources.

- Clinical equipment: Already supplied by UMC and UPH and gifts. Imaging equipment for the Pigmented Lesion Clinic was provided by the original donors as part of the initial gift.
- Research equipment: Funded through as series of grants. In particular, the Chemoprevention of Skin Cancer Program Project supports a large component of this section. New equipment needed includes a solar simulator estimated to cost $40,000, additional freezers for skin tissue samples estimated to cost $5000 each, and confocal microscopy equipment to be shared between clinical and research components. One freezer is to be purchased during Year 3 using funds currently identified from the original donors. Funds have been requested from the Bert W. Martin Foundation to support these acquisitions.
- Education: Education programming components are currently funded through a series of
- Community outreach: Funded currently through a series of grants and gifts. Funds for development of new outreach and educational materials were made available through the original donor gift. Development activities will focus on identifying sustainable funds for outreach.

- Administration and Evaluation: In addition to the equipment needs for the core groups, computers and printers will be needed for administrative support, development of data management systems required for the various projects, including the skin cancer registry. Some funds have already been identified through the initial donors gift. Other funds will be identified through research grants and gifts.

C. Library Resources, Materials, and Supplies

1. Identify any additional library acquisitions that will be needed during the next three years and the estimated cost.

Minimal storage components for the health education resource center. Cost estimated at under $1000.

2. List any special materials or supplies, other than normal office supplies, that will be required by the new unit.

The SCI team will be closely collaborating with the AZCC Development Office and Communication Office in the organization of fundraising events and development materials. Marketing materials for branding and promotion of this entity will be required in order to enhance the number of referrals to clinical programs and clinical research studies as well as providing information to affinity groups and individuals seeking to support skin cancer efforts of the SCI.

D. Other Information

1. Identify any implications of the proposed change for regional or programmatic accreditation.

We do not foresee any implications with respect to programmatic or regional accreditation issues.

2. Provide any relevant information, not requested above, that will assist reviewers in evaluating the proposed change.
E. Financing

1. Explain the university’s plan for providing adequate financing for the unit.

The proposed SCI as a coordinating unit has been financed during years 1 and 2 through a gift from the Bert W. Martin Foundation of Orlando, Florida. The underlying components of the Institute are already financed through government and private foundation grants as well as from patient care revenues. Onward from the first 2 years, the Institute will seek funding through development efforts that will be developed in coordination with the Community Development Board, the Executive team and the Arizona Cancer Center Development Office. The main approaches will include major gifts, including the naming of the Institute and other naming opportunities, specific project and fund designations, planned giving, and corporate and private foundation gifts.

2. Identify potential sources for external funding for the unit.

As outlined above, the usual federal grant mechanisms and commercial research contracts will continue to fund the majority of activities incorporated under the SCI. Corporate and private gifts will be the primary sources of support for the institute infrastructure and administrative services.

3. If state funds will be used, indicate whether new appropriations will be requested or existing appropriations will be reallocated.

No requests for state funding outside existing state grant funding mechanisms are anticipated.

4. Complete the New Organizational Unit Budget Projections sheet, projecting the operating budget for the proposed unit for the next three years.

   Budget table attached.

5. Estimate the amount of external funds that may be received by the unit during each of the first three years.

Funding for the past two years totaling $400,000 has already been received through a gift from the Bert W. Martin Foundation of Orlando, Florida. Fundraising support is included in the gift and external funds requested for year 3 and 3 (2007-2009) total $620,000 and $635,000 respectively.
IV. **Other Information**

A. Describe the internal evaluative process for reviewing the proposed unit. (See below).

B. Provide any other information not requested above that may be useful in evaluating the proposal.

For new centers, institutes, laboratories, and bureaus not offering academic programs, it is the responsibility of the head of the proposed unit to describe the process and criteria by which the unit will be evaluated. The unit will be expected to provide annual reports in conformity with the University’s annual report process. The annual report will be compiled and submitted through the appropriate dean’s office to the Office of the Provost. Additionally, the proposing unit must describe the process it wishes to follow for a more comprehensive review, to take place every three to five years, and no later than every five years. When writing the proposal to create the unit, it will be the responsibility of both the proposing unit and the dean’s office to which the unit will report to articulate when the comprehensive review will take place and the evaluative criteria to be used in the comprehensive review. The proposing unit and the dean’s office will conduct the review and report to the Office of the Provost the outcomes of the review, including recommendations to continue, not continue, or refocus the unit. This change in Board policy applies to the establishment/disestablishment/name changes of units that are not offering academic courses and/or degree programs, that is, units that are established to facilitate research and/or outreach initiatives. Creating, changing, or disestablishing an academic unit that offers academic courses and/or degree programs uses the same template form but follows a separate process and requires formal Regental approval. As broad considerations, proposals will be reviewed internally on the basis of:

- Clearly stated mission, goals, and objectives of the unit
- Demonstrable partnerships and partnership support that arise from the creation of the unit (e.g., how does formal creation of this unit directly promote the fostering of collaborative and synergistic research and outreach beyond what is already happening on campus with existing entities?)
- Alignment of the proposed unit’s purpose to the reporting unit and the University’s strategic goals
- Documented support from affiliated faculty, department heads, and deans. At the college level, alignment of the proposed unit’s goals and objectives to the college’s recruitment plan and programmatic priorities
- Clear statement of the evaluative criteria to be used in the comprehensive review (How will the proposed unit demonstrate success?)

**Process and Criteria for evaluation of the Skin Cancer Institute at the Arizona Cancer Center.**

The process for evaluating the Skin Cancer Institute (SCI) consists of the development of an annual progress report by the SCI leadership and submission of this report for review by the AZCC Scientific Advisory Board (SAB). The report, along with the SAB critique, would then be presented to the Dean of the College of Medicine followed by submission to the Office of the Provost. The report will be submitted annually with the first progress report due to the SAB in the
spring of 2008 and to the Office of the Provost by June 1, 2008. The current membership of the SAB is attached to this proposal.

The annual report will present and evaluate progress in each of the 4 overall goals outlined in the Strategic Plan (attached). Progress will be described in quantitative as well as qualitative terms and will include the Strategic Plan-aligned achievements of faculty and staff and the results of any research and evaluation projects that have been completed in the foregoing year.

The Strategic Plan outlines the following overall goals:

- To decrease skin cancer in Arizona through public awareness and behavior change (Community outreach goal)
- To foster early detection and treatment of skin cancer through improved access and referral to consolidated and enhanced dermatology clinic resources (Patient Care goal)
- To develop and evaluate new knowledge related to the etiology, prevalence, prevention and treatment of skin cancer (Research and Evaluation goal).
- To support skin cancer patients, high risk individuals and potential providers through education and training (Education goal).

Long term evaluation of the SCI will be in the form of an in depth report of progress on Strategic Plan mission, goals and objectives over the preceding 5 year period and an examination of the continuing validity of the establishment criteria first outlined on page 1 of this proposal:

1. The theme of the Institute is aligned with a critically important regional disease-oriented problem that requires specialized attention.
2. The theme of the Institute is clearly aligned with the overall theme of the Cancer Center.
3. There is a compelling community and state-wide need for the development of a strong Institute presence.
4. The Institute involves disciplines across campus, multiple colleges and departments.
5. The Institute has large, ongoing, peer-reviewed and foundation funding for financial sustainability.
6. The Institute has educational and service goals as well as a well-defined research focus.

The long-term review will be conducted by the SCI leadership, the AZCC SAB and the Dean of the College of Medicine. Recommendations will be attached with regard to continuation, discontinuation, or re-focusing of the SCI. The review will then be submitted to the Office of the Provost.

The long-term review will be presented by the SCI leadership every 5 years in June with the first being conducted five years after the official establishment of the Skin Cancer Institute as an approved entity. For example, if the SCI is approved by May 1, 2007, the first 5 year review will be
As described elsewhere in this document, the faculty and staff associated with the Skin Cancer Institute have been active and productive with a long history of being able to generate funding for skin cancer-related research. Currently these faculty researchers have active funding focused on skin cancer etiology, treatment, or basic sciences of approximately $27,000,000. The funds come from a range of state, federal, and private agencies.

NEW ORGANIZATIONAL UNIT BUDGET PROJECTIONS

The attached Table II should be used for budget projections for proposed new organizational units (departments, centers, institutes, etc.)

Instructions

1. Please submit an original copy of the budget.
2. Project the unit budget by indicating the initial base budget in Column I and the incremental changes in each expenditure area for each of the following two years (columns 2-3). Each column should include only new costs for each year.
3. Do not include projections for inflationary or routine salary pay changes.
4. On the TOTALS lines, list separately the reallocated state appropriated funds from the new state-appropriated funds. All reallocated funds are assumed to be permanent reallocations unless otherwise indicated.
5. For local funds, attach a separate list showing the major sources of local funds and a brief explanation of each source.