

RICARDO AZZIZ, MD, MPH, MBA

OVERVIEW:

A scientist-educator-executive with over 20 years of leadership experience in higher education, healthcare and research, Dr. Azziz throughout his career has been actively engaged in ensuring institutions reach their greatest potential.

SELECT CAREER HIGHLIGHTS

• AS HIGHER EDUCATION EXECUTIVE/ACADEMIC LEADER

- Founding president of Georgia Regents Univ. (GRU, now Augusta Univ.), leading the consolidation to create the university, a \$460M enterprise and one of Georgia's four public research universities; 2013-15.
 - Successfully managed a 30% drop in state operating appropriations and significant unfunded mandates.
 - Increased new freshman progression (completing ≥ 15 credit-hrs/semester) from 3.5% to 56%; and increased 6-year graduation rates from 22.2% to 30.2%, FY12-14.
 - Increased total institutional research to $> \$106$ million by FY14, the highest in institutional history.
 - Revitalized philanthropy, yielding the highest support in institutional history and the single largest gift ($> \$66$ million) to a public institution in the state's history.
- Member, Board of Trustees, SACS-COC, the regional accrediting agency; 2013-15.
- President of Georgia Health Sciences University undertaking, among other initiatives, the creation of the first integrated public academic health center in Georgia; 2010-13.
- Assistant Dean for Clinical & Translational Sciences (CTS), School of Medicine, UCLA, readying the university to obtain one of the last available institutional CTS Awards from the NIH; 2011-12.
- Chair, Dept. of Ob/Gyn at Cedars Sinai Medical Center (CSMC), leading the department to Top-20 nationally and helping ensure CSMC became a Top-15 hospital in NIH funding; 2002-10.

• AS HEALTH SYSTEM EXECUTIVE

- Founding CEO of the Georgia Regents Health System (GRHS), a \$690M enterprise; 2010-15.
 - Grew revenues by 23% from FY10 to FY14.
 - Increased quality measures significantly throughout.
 - Increased contribution margin to the university.
 - Oversaw the creation of a unique 15-year \$350M exclusive affiliation with Royal Philips and a 14-year \$400 million partnership ('Jaguar Collaborative') with Cerner.
- Chair, Boards of Directors of GRHS, the Georgia Regents Medical Center; 2010-15; and the Roosevelt Warm Springs Rehabilitation & Specialty Hospitals; 2014-15.
- Member of GA's Health Insurance Exchange Advisory Cmte., Governor's Office; 2011-12.
- Co-Director of the Women & Children's service line at CSMC; 2003-10
 - Co-managed $> \$200$ million in annual net revenues, reducing total annual net losses in Ob/Gyn from - \$18 loss to +\$2 million; and implementing strategies ensuring the highest quality of care for the largest provider of OB services in So. Cal and the largest provider of GYN services in Los Angeles.

• AS BIOMEDICAL RESEARCHER

- Developed a continuing internationally recognized program in androgen excess research. H-index: 55
- Deputy Dir., CTS Institute, UCLA; and interim Dir., General Clinical Research Ctr., CSMC; 2008-10.
- Founded, and serve as Sr. Exec. Dir., the Androgen Excess & PCOS (AE-PCOS) Society; 2002-Present.
- Served as medical/scientific consultant/advisor, assisting in study design and product development for several new pharmaceuticals and devices; 1990-Present.
- Member of the oversight committee for the California Institute of Regenerative Medicine; member of multiple NIH committees; and member, then chair, of the FDA Reprod. Health Drugs Adv. Cmte.

EDUCATION:

- MBA - University of Alabama at Birmingham (UAB), School of Business, Birmingham, AL, 2000.
- MPH - UAB, School of Public Health, Birmingham, AL, 1995.
- MD - The Pennsylvania State Univ. College of Medicine, Hershey, PA, 1981.
- BS, Biology/Premed - The University of Puerto Rico, Mayaguez, PR, 1977 (*Magna Cum Laude*).

PROFESSIONAL EXPERIENCE:**Sr. Vice Pres., Healthcare, Academic Med. & Higher Ed., Selge Holdings & Ventures _____ 2016 – Present**

- Providing Selge Holdings & Ventures and its clients' strategic guidance and unique insight concerning the evolving landscape and intersections of healthcare, academic medicine, and higher education.

Senior Fellow (Visiting Scholar, 2015-2016), Pullias Center for Higher Education, University of Southern California _____ 2016 – Present

- Providing thoughtful and insightful analysis regarding academia, particularly on leadership development, change management, and the diversity and inclusiveness of students, faculty and leadership bodies.

Regents' Professor (tenured), Georgia Regents University (now Augusta University) _____ 2015 – Present

- Serving as distinguished Regents Professor in the departments of Ob/Gyn, Medicine, and Art, and as Affiliated Faculty in the GRU/GRHS Leadership Academy.

Founding President, Georgia Regents University (GRU) _____ 2012 – 2015

- Led the complex process of successfully consolidating Augusta State University and Georgia Health Sciences University (GHSU) to form GRU, a \$460M institution with over 5000 full-time employees.
- Continued university growth despite budgetary challenges, which included a 30% decrease in state formula funding over 5 years, and significant unfunded mandates (consolidation, rebranding, staff/faculty salary increases and equity, etc.).
- Raised the largest amounts of philanthropy in the history of the institution: >\$34M in FY13 and >\$37M in FY14 (VSE), incl. securing a \$66M bequest, the single largest gift given to a public institution in GA; and initiated the silent phase of the institution's first capital campaign (\$250M goal), raising \$133M by year 3.
- Increased the number of research faculty by 3.5% and total awards (\$) by 3%, from FY10 to FY14. Total research dollars exceeded \$106M in FY14, the highest in the history of the institution.
- Fostered timely student progression through a variety of programs including an innovative '4-Years-4-U' plan, which resulted in over 56% of new freshman successfully completing ≥15 credit-hrs./semester in Fall '14, compared to only 3.5% in the Fall '12; and increased 6-year graduation rates through a variety of approaches, from 22.2% to 30.2% in <36 mos.
- Oversaw an athletic program with >180 student-athletes in 13 sports, incl. NCAA Div. II sports and NCAA Div. I men's and women's golf; with student-athletes demonstrating high academic standards.
- Initiated the development of a master plan; obtained funding and philanthropic support for the construction of a \$62M 100,000 sf. new research cancer bldg., to anchor an integrated Comprehensive Cancer Center Complex; completed construction of a new \$76.5M 177,000 sf. Education Commons bldg.; and leveraged a unique system-wide P3 (public-private partnership) initiative around student residence halls
- Established the first Confucius Institute in North America focused on traditional Chinese Medicine.
- Oversaw the completion of an updated strategic plan ('Transition Forward') for the new university (<http://www.gru.edu/planning/transitionforward/index.php>).
- Championed diversity & inclusion efforts, with GRU being recognized with the '2014 Award for Diversity and Inclusion' from the NCAA/MOAA, among other awards. Increased proportion of under-represented minority students by 18.8%, faculty by 9%, and staff by 2.4%. Decreased EEO yearly complaints by 44% (2010-14).
- Worked closely with state & federal legislators, the Governor's office, and the local community, to secure funding and support for the institution and its vision of becoming a greater comprehensive university.

Founding CEO, Georgia Regents Health System (GRHS) _____ 2010 – 2015

- Led the creation of GRHS, a \$690M aligned & integrated enterprise with over 4500 employees, also serving as home to Georgia's only public academic health center, including a 400+ multispecialty physician faculty practice, a 480+ bed general adult acute care hospital, a 160 bed children's hospital, the Roosevelt Warm Springs Rehabilitation & Specialty Hospitals (RWSH), and various outpatient facilities throughout the region.
- Served as Chair of the Boards of Directors (BOD) of GRHS, Georgia Regents Med. Ctr., and RWSH; and served as initial CEO of RWSH.
- Grew GRHS revenues by 23% (from \$560M in FY10 to \$687M in FY14) and ensured positive operating margins at all times, while increasing GRHS contribution to the university by 70% (from \$84M in FY10 to \$143M in FY14), helping to offset state budget cuts to the academic enterprise; continued to secure "A" ratings for the GR Medical Center from S&P and Moody's, despite the difficult environment.
- Improved performance for nationally monitored quality metrics; and oversaw the successful expansion of the electronic health record system in time to achieve federal 'Meaningful Use' reimbursement.
- Negotiated the transfer of the old College of Dental Medicine Bldg. to GRHS and its \$50M refurbishing, to yield 2 million sf. of new administrative and clinical space; the construction of a new \$6M Ronald McDonald House; and the successful CON application for a new hospital in Columbia County.
- In alignment with GHSU, oversaw the completion of the health system's long-term strategic plan ('Transformation 2020').
- Oversaw the creation of a unique 15-year, \$350M exclusive affiliation with Royal Philips to provide the latest healthcare technology (recognized as a '2014 Deal of the Year' by Georgia Bio); and led the establishment of the 'Jaguar Collaborative', a 14-year \$400 million partnership with Cerner around software management, corporate consulting, and R&E support.
- Oversaw management of GA Correctional Health Care and the GA War Veterans Nursing Home.

President, Georgia Health Sciences University (GHSU) _____ 2010 – 2012

- Set a clear vision for the enterprise, engaging a wide variety of stakeholders; oversaw the alignment of the university (formerly the Medical College of Georgia) and the clinical enterprise (i.e. health system), through the implementation of shared services, shared pay incentives, shared recruitment, and shared strategic planning. Led the process of preparing the campus for the consolidation of the university with ASU.
- Managed ~20% cuts in state operating appropriations, while minimizing extent of workforce reduction; implemented the use of an enterprise-wide metric-based dashboard.
- Oversaw a 10% per year increase in health sciences student enrollment, to the highest number of students in the history of the institution; and oversaw the expansion of satellite campuses state-wide.
- Initiated the Institute for Regenerative & Reparative Medicine and the Institute for Public & Preventive Health; identified funding to build the 2nd NCI-designated Cancer Center in GA; and initiated efforts to double the number of funded researchers.
- Completed a research and educational space utilization study; began a campus beautification plan; negotiated transfer of a 16-acre property on the Savannah River in downtown Augusta to create a signature campus for the University; and obtained financial & community support for a traffic calming and beautification plan for a politically sensitive thoroughfare bivalving the campus.
- Worked closely with state legislators, both local and throughout the state (the Georgia State Assembly meets yearly), and the Governor's office, to secure funding for the university, including the drafting of an 8-year plan for the University and the creation of the 2nd NCI-designated cancer center in Georgia, and for health education in the state (see <http://www.gru.edu/planning/8-year-2011.php>).
- Oversaw the completion of the institution's first enterprise-wide long-term strategic plan.
- Created the first enterprise-wide Office of Diversity & Inclusion, which implemented a campus-wide 'Healthy Respect' program, among other initiatives.

Assistant Dean for Clinical & Translational Sciences (CTS), and Deputy Director of the UCLA CTS Institute (CTSI), School Of Medicine, UCLA _____ 2007 – 2010

- Co-led the application for UCLA's NIH CTSA application (successful in 2011).
- Co-directed the UCLA CTSI, responsible for partner (UCLA-Harbor, CSMC, and Charles Drew U.) engagement and alignment, efforts aimed at enhancing transdisciplinary research in the LA Basin.
- Developed and led a yearly Young Investigators Academic Development Course.

Founder and Senior Executive Director (Executive Director, 2002 – 2007), Androgen Excess & PCOS Society, Inc. (formerly the Androgen Excess Society, Inc.) _____ 2007 – Present

- Established the only international organization dedicated to promoting knowledge, and original clinical and basic research, in androgen excess disorders.

Medical/Scientific Consultant/Advisor _____ 1987 – Present

- Assists in the study design and product development for new pharmaceuticals and devices, which have included Lupron®, a long-acting GnRH analog (TAP Pharma.); Interceed®, an antiadhesive barrier (TC7, Gynecare); troglitazone, a thiazolidinedione (Parke-Davis/Warner-Lambert); D-chiro inositol, an insulin sensitizer (Insmed Pharma.); Intrinsa®, a female testosterone patch (Procter & Gamble); Menerba®, a combination of Chinese herbs known as Menopausal Formula 101 or MF101 (BioNovo); and a total testosterone assay by liquid chromatography-tandem mass spectrometry (Quest Diagnostics), among others.

OTHER PREVIOUS POSITIONS HELD:

- Professor, Depts. of Ob/Gyn and Medicine; Vice-Chair, Dept. of Ob/Gyn; Co-Director, Reproductive Endocrinology & Infertility (REI) Fellowship Training Program, UCLA _____ 2002 – 2010
- Director, Center for Androgen Related Disorders, Cedars-Sinai Medical Center (CSMC) _____ 2003 – 2010
- Chair, Dept. of Ob/Gyn, and Co-Director, Women's & Children Service Line, CSMC _____ 2002 – 2010
- Professor, Depts. Of Ob/Gyn, and Medicine; Dir. REI Fellowship Training Program; and Dir. Gynecologic Endoscopy Unit; Univ. of Alabama at Birmingham (UAB) _____ 1987 – 2002

SELECTED HONORS AND AWARDS:

- Society for Gynecologic Investigation President's Achievement Award for Clinical Research, 2000.
- America's Top Doctors, published by Castle Connolly Medical Ltd, New York, NY, 2001 - Present
- 100 Most Influential Georgians, Georgia Trend magazine, 2011 – 2015.
- Elected member of the Association of American Physicians, one of only four Ob/Gyns in the nation to receive this distinction, 2014 – Present.
- Alumni Fellow Award of the Pennsylvania State University (PSU) Alumni Association, the highest honor conferred by the PSU Alumni Association to an alumnus, 2014.
- Establishment of endowed 'Ricardo Azziz PCOS Challenge Advocacy Leadership Award', PCOS Challenge, Inc.
- Establishment of endowed 'Ricardo Azziz Presidential Scholarship', GRU Board of Visitors
- Establishment of endowed 'Ricardo Azziz Distinguished Researcher Award', Androgen Excess & PCOS Society, Inc.
- June 2, 2015 proclaimed 'Ricardo Azziz Day', City of Augusta

FOR MORE THOUGHTS AND COMMENTARY BY DR. AZZIZ:

- Huffington Post blogs (<http://www.huffingtonpost.com/dr-ricardo-azziz/>).
- Works of art (www.razzizstudio.com).

MISCELLANEOUS: Fluent in Spanish.