

RICARDO AZZIZ, MD, MPH, MBA

OVERVIEW: An educator-scientist-executive with over 25 years of leadership experience in higher education, academic health, and scientific research, Dr. Azziz throughout his career has been actively engaged in ensuring institutions and individuals reach their greatest potential.

SELECT CAREER HIGHLIGHTS

- **AS HIGHER EDUCATION EXECUTIVE/ACADEMIC LEADER**
 - CEO, American Society for Reproductive Medicine (ASRM)
 - Founding Director, SUNY Hispanic Leadership Institute, appointed by Gov. Andrew Cuomo.
 - Chief Officer, Academic Health & Hospital Affairs, SUNY System Administration, strategically overseeing the >\$4B portfolio of academic health education, health professions and clinical programs at SUNY.
 - Founding president of Georgia Regents University (now Augusta Univ.), leading the consolidation to create the university, a \$460M enterprise (\$1.3B including the associated health system) and one of Georgia's four public research universities.
 - 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%.
 - Increased total institutional research to >\$106M, the highest in institutional history.
 - Revitalized philanthropy, yielding the highest support in institutional history and the single largest gift (>\$66M) to a public institution in the state's history.
 - Member, Board of Trustees, SACS-COC, the regional accrediting agency.
 - President of Georgia Health Sciences University (previously Medical College of Georgia) undertaking, among other initiatives, the creation of the first integrated public academic health center in Georgia.
 - Assistant Dean for Clinical & Translational Sciences (CTS), School of Medicine, UCLA.
- **AS HEALTH SYSTEM EXECUTIVE**
 - Founding CEO of the Georgia Regents Health System (GRHS), a \$690M enterprise.
 - Increased revenues by 23%.
 - 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 \$400M partnership ('Jaguar Collaborative') with Cerner Corp.
 - Chair, Boards of Directors of GRHS, the Georgia Regents Medical Center; and the Roosevelt Warm Springs Rehabilitation & Specialty Hospitals.
 - Member of Georgia's Health Insurance Exchange Advisory Committee, Governor's Office.
 - Co-Director of the Women & Children's service line at CSMC; co-managing a >\$200M/year portfolio, implementing strategies ensuring the highest quality of care and efficiency for the largest provider of obstetrical and gynecologic services in Southern California and Los Angeles, resp.
- **AS SCHOLAR**
 - Recognized thought leader in higher education, diversity & inclusion, and academic health.
 - Developed a continuing internationally recognized program in biomedical research; with over 400 publications, nine texts, and >\$3.6M life-time federal research funding as principal investigator. *H-index*: 63
 - Deputy Dir., CTS Institute, UCLA; and interim Dir., General Clinical Research Ctr., CSMC.
 - Served as medical/scientific consultant/advisor, assisting in study design and product development for several new pharmaceuticals and devices.
 - Member of the oversight committee for the California Institute of Regenerative Medicine; member of multiple NIH committees; and member, then chair, of the FDA Reproductive Health Drugs Advisory Committee.

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:**CEO, American Society for Reproductive Medicine _____ 2019-Present**

- Oversees and administers the operations of the largest and oldest interdisciplinary organization dedicated to advancing reproductive sciences and care, with over 8000 members in more than 100 countries.

Chief Officer, Academic Health and Hospital Affairs, State University of New York (SUNY) System Administration _____ 2016 – 2019

- Serve as a member of the Chancellor's Executive Leadership Team and the Chancellor's Cabinet, among other executive and strategic bodies.
- Provide oversight, support, guidance, and advocacy to the educational, research and clinical academic health portfolio of SUNY system, a >\$4B portfolio in the largest university system in the nation, in close cooperative with campus and hospital leaders.
- Work closely with the Governor's office, state Executive and Assembly members, and local elected leaders, developing and implementing solutions to a variety of funding and programmatic needs, including overseeing and advocating for \$400M to \$600M of targeted state funding annually for SUNY hospitals.
- Support the development of student wellness and safety initiatives, and addressing health issues and services relevant to students, throughout SUNY, including student mental health, sexual and physical violence on campus, alcohol and drugs on campus, vaccination policies and implementation.
- Provide strategic guidance to the health professions education and training sector of SUNY, in collaboration with system Provost and campus leaders, a sector that encompasses more than 30 colleges system-wide and graduates more than 10,000 health professions yearly.
- Support and help advance the biomedical and clinical research portfolio of SUNY, in collaboration with the SUNY's EVC for Research and Economic Development.

Senior Fellow, 2016-2018; Visiting Scholar, 2015-16, Pullias Center for Higher Education, Rossier School of Education, University of Southern California _____ 2015 – 2018

- Provided thoughtful and insightful analysis and policy recommendations regarding higher education, generating various position pieces including a monograph on 'Mergers in Higher Education' for the TIAA institute and preparing an upcoming book on the topic to be published by Johns Hopkins University Press.

Founding President, Georgia Regents University (GRU), 2012-15; President, Georgia Health Sciences University (GHSU, previously Medical College of Georgia), 2010-12 _____ 2010 – 2015

- Led one of four comprehensive public research universities in Georgia, a greater than \$1.3B integrated and aligned enterprise, including over 1,000 full-time faculty, 8500 students, and 10,000 employees; four campuses in the Central Savannah River Area, five other campuses throughout Georgia, and over 1000 training sites; and 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.
- Set a clear vision for the enterprise, engaging a wide variety of stakeholders; oversaw the alignment of the university and the clinical enterprise, through the implementation of shared services, shared pay incentives, shared recruitment, the use of an enterprise-wide metric-based dashboard, and shared strategic planning.
- Led the complex process of successfully merging Augusta State University and GHSU to form GRU.
- Oversaw the completion of the institution's first enterprise-wide long-term strategic plan.
- 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.), while minimizing extent of workforce reduction.

- 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 student success; established an innovative '4-Years-4-U' plan, resulting 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 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.
- 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 bisecting the campus.
- Initiated the development of a master plan and obtained state 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 Institute for Public & Preventive Health, the Institute for Regenerative & Reparative Medicine, a Confucius Institute, in partnership with the Chinese government and the first in North America focused on traditional Chinese Medicine, and the Cyber Institute, focused on training tomorrow's cybersecurity experts.
- Championed diversity & inclusion efforts, creating the first enterprise-wide Office of Diversity & Inclusion, which implemented a campus-wide 'Healthy Respect' program, among other initiatives; and led GRU to being recognized with the '2014 Award for Diversity and Inclusion' from the NCAA/MOAA, among other awards. Increased proportion of URM students by 18.8%, faculty by 9%, and staff by 2.4%.

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

- Led the creation of GRHS, a \$690M 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.
- 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 \$400M partnership with Cerner around software management, corporate consulting, and R&D support.
- Oversaw management of Georgia Correctional Health Care and the Georgia War Veterans Nursing Home.

Asst. Dean for Clinical & Translational Sciences (CTS), and Deputy Director, UCLA CTS Institute (CTSI), David Geffen 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.

OTHER CURRENT AND PREVIOUS POSITIONS:

- Professor, Dept. of Ob/Gyn, Sch. of Medicine, Univ. of Alabama at Birmingham (UAB), 2019 – Present
- Research Professor, Dept. of Health Policy, Management & Behavior, School of Public Health, University at Albany, SUNY, 2017 – Present
- Principal, Tellurian Global, LLC (previously Azziz & Associates, LLC), 2016 – Present
- Clinical Professor, Dept. of Ob/Gyn, David Geffen School of Medicine, UCLA, 2016 – Present
- Founder and Senior Executive Director (Executive Director, 2002 – 2007), Androgen Excess & PCOS Society, Inc. (formerly the Androgen Excess Society, Inc.), 2007 – 2019
- Professor, Dept. of Ob/Gyn, Albany Medical College, 2017 – 2019
- Clinical Professor, Dept. of Ob/Gyn, The Medical College of Georgia, Augusta University, 2017 – 2018
- Regents Professor, tenured (Professor, 2010-16), Depts. of Ob/Gyn and Medicine, Medical College of Georgia, and Dept. of Art, Pamplin Coll. of Arts, Humanities, and Social Sciences, Augusta University, 2010 – 2016
- Director, Center for Androgen Related Disorders, Cedars-Sinai Medical Center (CSMC), 2003 – 2010
- Vice-Chair, Dept. of Ob/Gyn; Co-Director, Reproductive Endocrinology & Infertility (REI) Fellowship Training Program, Professor, Depts. of Ob/Gyn and Medicine, UCLA, 2002 – 2010
- Chair, Dept. of Ob/Gyn, and Co-Director, Women's & Children Service Line, CSMC, 2002 – 2010
- Professor, tenured (Asst. Prof-1987-91, Assoc. Prof. 1991-1997), Depts. of Ob/Gyn, and Medicine; Dir. REI Fellowship Training Program; and Dir. Gynecologic Endoscopy Unit; 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 - 2017
- 100 Most Influential Georgians, Georgia Trend magazine, 2011 – 2015
- Elected member of the Association of American Physicians, 2014 – Present
- Alumni Fellow Award of the Pennsylvania State University Alumni Association, 2014
- Creation of the 'Ricardo Azziz Presidential Scholarship', GRU Board of Visitors, 2015
- Creation of the 'Ricardo Azziz Distinguished Researcher Award', Androgen Excess & PCOS Soc., 2015
- June 2, 2015 proclaimed 'Ricardo Azziz Day', City of Augusta, GA
- Special Recognition by the SUNY Student Assembly, 2017
- Proclamation of recognition by the New York State Assembly Puerto Rican & Hispanic Task Force, 2018
- Health Award, New York State Association of Black and Puerto Rican Legislators, Inc., 2019

MISCELLANEOUS: Fluent in Spanish.