

MINUTES

Research Strategic Advisory Council

Thursday, August 28, 2014

10:00am – 11:00am

AAB 302, President's Conference Room

Members Present: Andrea Giuffrida, Reto Asmis, Michael Beckstead, Carrie Jo Braden, Robert Clark, Christopher Green, Erzsebet Kokovay, Thomas Oates, Alexander Pertsemliadis, Paula Shireman, Maureen Simmonds, Rajeshwar Tekmal, and Kyumin Whang

Members Absent: Paul Fitzpatrick, Ian Thompson

Guests: William Henrich

President's charge –

Dr. Henrich thanked the group for devoting their time and effort by serving on the council. He noted this council was a recommendation of the Institutional Sustainability Task Force (ISTF), of which the ISTF was an effort to identify resources from all sectors of the Health Science Center that could be identified and then deployed to enable the faculty to do its work in all of our sections. The ISTF was needed due to the environment in which we operate; institutions have to learn how to be creative in order to keep their mission thriving. The HSC engaged the McKinsey firm to look at all sectors of our business and best practices at other institutes. The task force was divided into several subgroups: 1) Health Care and Clinical Programs 2) Education 3) Administrative and Operations 4) Research. In the Clinical sector, the HSC has already seen a substantial improvement mostly in the accessibility of our practice clinics, in the number of new visits and increase in revenues. In the Research sector, there were a number of recommendations that have been passed to this council. Dr. Henrich encouraged the council to assist with cross-disciplinary research and take advantage of new avenues of research. Dr. Henrich recognized Dr. Andrea Giuffrida (Vice President for Research) as the chair of the council and provided some topic examples that this council could cover and discuss at future meetings such as research space management and adjudication, funding and new tools for investigators. The council has full charge to address all issues that come up by making suggestions or reforming as necessary. Dr. Henrich pledged to provide data and resources as needed and he would be happy to come back to meet with the council if necessary. Dr. Henrich commented that topics for discussion of this council are not governed by any boundaries and its purpose is to assist the investigators to foster more collaborative and to get every obstacle identified out of the way and to focus on the efficiencies and best practices that were identified in the ISTF report.

Institutional Sustainability Task Force –

Dr. Giuffrida gave background information on the ISTF since the Research Strategic Advisory Council (RSAC) stemmed from the ISTF. Dr. Giuffrida discussed the composition of the ISTF committee (**see slide 1**) chaired by Mike Black with a goal of improving efficiency and to develop a procedure for improving our overall university enterprise. The subgroups came up with 19 recommendations. For the Research subgroup, 6 recommendations were developed.

- Clarify leadership structure, responsibilities, and funding sources for research.
- Formalize tracking of resources dedicated to research and faculty research effort.
- Elevate HSC grant success rate to national average by investing in high-potential areas to improve the quality of submissions. Dr. Giuffrida noted the HSC national average is about 18% and the HSC is approximately 5% below the national rate.
- Re-allocate effort for clinicians engaged in significant unfunded research to the clinic.

- Address research faculty with a history of no grant funding or submissions.
- Set and clarify expectations for percent research compensation covered by grants; monitor and track performance; provide feedback.

Dr. Giuffrida noted that some of the ISTF Research subgroup recommendations have already been addressed.

- Clarified leadership structure and responsibilities for the VP for Research versus the Associate Deans' for Research across the university. **(see slide 4)**
- Updated policies regulating the Organized Research Units (ORU) to reflect the Board of Regents rules. ORU's are large research Institutes/Centers that have a budget over or equal \$3M per year. The ISTF have streamlined the way ORU are reviewed. The HSC had a policy in place dating back to when Dr. Brian Herman was VPR and stating that ORU need to be reviewed every year. Dr. Giuffrida noted that Dr. Shireman researched the Board of Regents ORU rules and the Regents rules only require 6 year overall review completed by an internal and external committee appointed by the President. This policy has been changed. Examples of the HSC ORU include the Barshop Institute, IIMS and the ReACH Center. All ORU report to the School of Medicine with the exception of the ReACH Center which is under the Vice President for Research Office, due to conflict of interest, as well the Barshop Institute and IIMS, which report to the Dean of the School of Medicine and the VPR.
- Created comparison table of XYZ compensation plan across schools.
- Re-allocated effort for clinicians engaged in significant unfunded research in clinic.

Transfer of tasks to the RSAC –

Dr. Giuffrida noted that the following ISTF Research subgroup recommendations have been transferred to the RSAC to be addressed, discussed and further developed:

- Formalize tracking of resources dedicated to research and faculty research effort to provide transparency and strategic insights for the research enterprise.
- Develop policies and guidance to clarify expectations for percent research compensation covered by grants; develop a mechanism to monitor and track performance.
- Elevate HSC grant success rate to national average by investing in high-potential areas to improve the quality of submissions.
- Facilitate interdisciplinary collaborative efforts.

Priorities and new items –

Dr. Giuffrida presented some additional topics to address at future meetings:

- Develop new areas of research strength aligned with future trends and regional health care problems. The Office of the VPR is developing a bioinformatics initiative to provide bioinformatics and biostatistics service to the HSC community. A white paper developed by Dr. Mark Nijland could be distributed to the council for feedback.
- Prioritize funding for research. Dr. Giuffrida reviewed some examples such as identify new areas of high opportunities, enhance research infrastructure; increase research core usage and target new technologies to address new needs; support animal facility. The Office of the VPR has hired the Huron Consulting Group to look at the budget for the animal facility as well as the per diem rates. Dr. Giuffrida will share the results to the council once it is complete.
- Identify new revenue sources for research. Dr. Giuffrida discussed that the council could help identify new revenue sources for research and engage the Institutional Development Office to increase philanthropic efforts.
- Collaborate with the military, expand technology transfer, develop academia-industry partnerships.

Council discussion for future agenda items –

After discussion by Dr. Giuffrida and the council, the below items were identified as potential agenda items for the next meeting:

- Development of a data repository to allocate documents to be reviewed by the council
- Submission of the research strategic plan from each UTHSCSA School for review by the committee
- NIH summary of funding to review current trends – Chris Green will provide from OSP.
- Identify areas of potential growth

- Review items on the priority list to see if any have windows of opportunity on which the committee needs to act.

The committee agreed to have regular monthly meetings and Rebecca Smith will email the committee with potential dates/times.

Meeting adjourned at 11:10am.

Institutional Sustainability Task Force

Executive Committee



Institutional Sustainability Task Force Chair

Michael Black – Senior Executive Vice President and Chief Operating Officer

Dr. Rebecca Bonugli
Dr. Eileen Breslin
Dr. Manzoor Bhat
Yeman Collier
Mary DeLay
Dr. William Dodge

Dr. Andrea Giuffrida
Dr. Cara Gonzales
Gabe Hernandez
Jim Kazen
Gayle Knight
Dr. Lillian Liao
Kristy MacPhail

Andrea Marks
Patty McCarroll
Dr. Jacqueline Mok
Dr. Ronald Rodriguez
Curt Schiebel
Mike Tesh

ISTF Sub-Groups 19 Recommendations

Administrative/ Operations

- Identify process issues (e.g. paper processes) and other root causes for internal staffing variation, and address as appropriate
- Centralize staff for select positions (especially business support functions such as accountants, scheduling, coders)
- Consolidate departments to optimize department administrative staff utilization
- Right-size staffing for specific functions in schools/departments with high staff concentrations relative to external benchmark/internal average
- Right-size administrative assistants across all schools and VP departments

Clinical

- Improve access to care and provider production through the standardization of provider templates and scheduling and by streamlining clinical operations
- Drive patient demand through improved internal referral rates and relationships with other providers within the community
- Reduce controllable writeoffs through revenue cycle improvements
- Reduce total clinic costs by rightsizing clinical support staff
- Minimize clinical variability by standardizing protocols, pathways, and follow-up plans

Research

- Clarify leadership structure, responsibilities, and funding sources for research
- Formalize tracking of resources dedicated to research and faculty research effort
- Elevate HSC grant success rate to national average by investing in high-potential areas to improve the quality of submissions
- Re-allocate effort for clinicians engaged in significant unfunded research to the clinic
- Address research faculty with a history of no grant funding or submissions
- Set and clarify expectations for percent research compensation covered by grants; monitor and track performance; provide feedback

Other Recommendations

- Rigorously track faculty contributions across all missions
- Roll out and ensure consistent implementation of faculty contribution plan, in part based on tracking of faculty contributions across missions
- Right-size associate/assistant deans

ISTF Accomplishments

- Clarified leadership structure and responsibilities of the VP for research
- Updated policies regulating Organized Research Units (ORU) to reflect Board of Regents rules
- Streamlined ORU reporting policy
- Created comparison table of XYZ compensation plan across schools
- Re-allocated effort for clinicians engaged in significant unfunded research to the clinic

Roles and Responsibilities for Key Positions and Council

Vice President for Research

- **Research Infrastructure**
 - Office of Clinical Research
 - IRB
 - IACUC
 - LAR
 - Institutional Cores
- **Office of Technology Transfer**
- **Research Enhancement (institutional initiatives with appropriate resourcing)**
 - Grant Seekers
 - Coordinate selection for limited proposal submissions
 - Institutional grants
 - Oversight and coordination of six year reviews of Organized Research Units
 - SALSJ
- **Conflict of Interest and Commitment (for all HSC missions)**
- **Chair, Research Strategic Advisory Council & Liaison with HSC Executive Committee**
- **Advocate for institutional research mission and community interface for research**
- **Coordination of research matters with UT System**
- **Office of Postdoctoral Affairs**

Research Dean (Each School)

- **In conjunction with Chairs/Centers/Institute Directors as applicable:**
 - Recruitment and retention
 - Salaries/research effort policies
 - Space Management
- **Pilot and bridge funding**
- **Centers/Institutes reporting to school's Dean's Office**
- **Mentor research leaders and faculty**
- **Support grants process for school and faculty**
- **Advocate for research mission in school**
- **Membership on Research Strategic Advisory Council**

Research Strategic Advisory Council

- Membership:**
- Vice President for Research (Chair)
 - Deans for Research (each of the four schools)
 - GSBS representative
 - Faculty (two chosen by President and three by Faculty Senate to reflect balance of research, e.g., clinical, basic)
 - CTRC Director
 - CTSA Director
 - Council of Principal Investigators Chair
 - OSP Director (ex-officio, nonvoting)
- Responsibilities:**
- Establishing cross-institution research strategy and priorities
 - Research development
 - Grant submission policy
 - High-level bridge funding guidance
 - Foster consistent expectations, policies across schools
 - Facilitate interdisciplinary, collaborative efforts

ISTF Research Initiatives Transitioning
to
Research Strategic Advisory Council

Membership of Research Strategic Advisory Council

Chair, Research Strategic Advisory Council

Andrea Giuffrida, PhD

Vice President for Research *ad interim*
Associate Professor, Department of Pharmacology

Members:

Reto Asmis, PhD

Professor, Department of Biochemistry &
Clinical Laboratory Sciences
Associate Dean, Graduate School of Biomedical
Sciences

Michael Beckstead, PhD

Assistant Professor, Department of Physiology
School of Medicine

Carrie Jo Braden, PhD, RN

Associate Dean for Research
School of Nursing

Robert Clark, MD

Professor of Medicine, Department of Medicine
Assistant Vice President for Clinical Research
Department of Clinical Research

Paul Fitzpatrick, PhD

Professor, Department of Biochemistry
School of Medicine

Erzsebet Kokovay, PhD

Assistant Professor, Department of
Cellular & Structural Biology
School of Medicine

Thomas Oates, PhD

Interim Associate Dean of Research
School of Dentistry

Alexander Pertsemlidis, PhD

Associate Professor
Greehey Children's Cancer Research
Institute
School of Medicine

Paula Shireman, MD

Vice Dean for Research
Professor, Department of Surgery
School of Medicine

Rajeshwar Tekmal, PhD

Professor, Department of Obstetrics &
Gynecology
School of Medicine

Ian Thompson, MD

Director
Cancer Therapy & Research Center
School of Medicine

Kyumin Whang, PhD

Associate Professor
Department of Comprehensive
Dentistry
School of Dentistry

Ex-officio Member:

Christopher Green, CPA

Director, Sponsored Programs
Office of Sponsored Programs

Research Tasks transferred to RSAC

- Formalize tracking of resources dedicated to research and faculty research effort to provide transparency and strategic insights for the research enterprise
- Develop policies and guidance to clarify expectations for percent research compensation covered by grants; develop a mechanism to monitor and track performance
- Elevate HSC grant success rate to national average by investing in high-potential areas to improve the quality of submissions
- Facilitate interdisciplinary collaborative efforts

Define our Action Plan

Priorities ?

- **Develop new areas of research strength aligned with future trends and regional health care problems**
(Bioinformatics initiative)
- **Prioritize funding for research**
(Direct investments to areas of high opportunities; Enhance research infrastructure; Increase Research Core usage and target new technologies, Support animal facility)
- **Identify new revenue sources for research**
(redirecting philanthropic efforts; partnering with the military; expanding technology transfer and industry partnerships, etc.)
- **Promote professional development of faculty**