Art is I, Science is We

Stephen M. Strakowski, MD
Senior Associate Dean of Research UCCOM
Vice-President of Research, UC Health
The Dr. Stanley & Mickey Kaplan Professor and Chairman,
Department of Psychiatry & Behavioral Neuroscience
Research Mission

• Research mission is central to UC, COM and UC Health identity, prestige and success
• We face difficult financial times
  – National and international ‘recession’
  – NIH funding level or down
  – COM financial shortfall
  – Loss of state supporting dollars
• How do we grow research in tough fiscal environment?
COM Research Facts

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 09</th>
<th>FY 10</th>
<th>FY 11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical trials (#)</td>
<td>959</td>
<td>969</td>
<td>914</td>
</tr>
<tr>
<td>COM research $$</td>
<td>130M</td>
<td>169M*</td>
<td>133M</td>
</tr>
<tr>
<td>NIH (non-ARRA) $</td>
<td>105M</td>
<td>97M</td>
<td>89M</td>
</tr>
<tr>
<td>Publications</td>
<td>760</td>
<td>646</td>
<td>715</td>
</tr>
<tr>
<td>Grant applications</td>
<td>1,114</td>
<td>872</td>
<td>777</td>
</tr>
</tbody>
</table>

*includes one-time ARRA Funding

Primary funded areas:
- Neuroscience - $40M
- Diabetes/Obesity - $21M
- Cardiovascular - $18M
- Cancer - $12M
- ID/Immunology - $10M
- Military/trauma - $10M

Research training programs:
- Biomedical Sciences Flex
- Cancer & Cell Biology
- Epidemiology/Biostatistics
- Environmental Genetics & Toxicology
- Industrial Hygiene
- Immunobiology
- Molecular & Developmental Biology
- Molecular Genetics, Biochemistry, & Microbiology
- Molecular, Cellular, & Biochemical Physiology
- Neuroscience
- Pathobiology & Molecular Medicine
- Physician Scientist Training Program
- Systems Biology & Physiology
NIH funding
COM including Pediatrics

Millions of $$

- Total
- UC
- CCHMC
- OSU

FY09
FY10
FY11
Change as a Lifestyle

Change is inevitable – except from a vending machine.

~Robert C. Gallagher
Change as a lifestyle

- Challenges require change
- Accept a change model
  - Eliminate redundancies & excesses
  - Expand key areas
  - Anticipate and manage economic threats
  - Refine, update and support critical infrastructure
- Have a clear plan
  - Better understand our research programs
  - Complete revised plan in 2012
Strategies

• Focus on excellence and translation
  – Investment in strong programs
  – Investment in top individual investigators
  – Investment in multidisciplinary programs

• Identify key research areas
  – where can we be the best?

• Maintain critical infrastructure

• Clear research organization
  – Transparency
  – Communication
Building a Support Structure

- Created COM Senior Associate Dean of Research & Vice President for Research (UC Health) positions
  - formed Research Cabinet
- Expand UCP clinical trial operation to UC Health
  - Operational and planning/leadership
- Created basic & clinical research advisory groups
  - Brainstorm for solutions to improve research effort
  - Improve communication and transparency
- Create task force to examine models for basic research
- Review Dean’s cores then departmental cores
Responsibilities

• Senior Associate Dean of Research in COM
  • Lead the COM research mission
  • Develop & implement Strategic Plan for COM research mission
  • Oversee COM research infrastructure development
  • Advise Dean on research-related matters
  • Sit on Dean’s Cabinet to manage COM

• Vice President for Research in UC Health
  • Lead UC Health Research Mission
  • Develop & implement strategic plan for UC Health Research
  • Oversee UC Health CTO and research infrastructure development
  • Advise UC Health CEO on research-related matters
  • Sit on Policy Council to manage UC Health

• Interface with other colleges and institutions (VA, CCHMC)
Research Cabinet

Dean, COM
Boat

CEO, UC Health
Kingsbury

Sr. Assoc. Dean for Res.
COM
Strakowski

VP of Research
UC Health
Strakowski

Clinical Res.
COM
Heubi/Tsevat

Industry Res
UC Health
[Strakowski]

Basic Res
COM
Ho/Montrose

Grad Ed
COM
Highsmith

CCHMC
Liaison
Strauss

VAMC
ACOS-Res
Cushion

CCTST
COM & CCHMC

CTO
UC Health (UCP)

Clinical and Translational Research Services
Clinical Departments

Preclinical
Research Services
Basic Departments

Graduate
Programs

CCHMC
Research Services

VAMC
Research Services
Research Cabinet

• Responsibilities/priorities
  – Strategic planning and implementation
    • Start with 2008-2012 plan and update
  – Review of COM research infrastructure
  – Review of COM graduate education
  – Improved communication
• Meets 2x/month
• Will be inviting faculty to join *ad hoc*
Expanding the effort

- Develop research database
- Create COM ‘study section’
- Identify and recruit best and brightest
- Develop plan for effectiveness research
- Develop plans to implement research in EPIC
- Develop pilot research program
- Establish ‘scatter beds’ for CRC at UH
- Enhance education programs (Highsmith)
  - Grad Ed & PTSP organization
  - COM pre-med program
A couple of thoughts

“Teamwork is the quintessential contradiction of a society grounded in individual achievement.”
- Marvin Weisbord (organizational analyst)

“Art is I, Science is We.”
- Claude Bernard (French Physician)
The Community of Science: Teamwork

• We face substantial challenges
• As a group, we will manage those challenges.
• Scientists are used to and must work in teams
  – Good planning
  – Share resources
  – Develop multidisciplinary research teams
  – Retool careers to help greater good
  – Strive together for excellence
  – Manage together to plan and budget
  – Submit grants, submit grants, & submit grants!

• We must pull together.
A final thought

“We must all hang together, or assuredly, we will all hang separately.”

- Benjamin Franklin