



Presidential Select Task Team **RESEARCH CHARTER**

From Dr. David Smith:

Background

This fall, I launched an initiative of “Engaging Excellence,” the main component of which is the creation of a ten-year strategic plan for Upstate Medical University.

To begin the strategic planning process, I commissioned an environmental scan to evaluate how we serve internal constituents (students, faculty, researchers, and staff) and external constituents (patients, collaborating hospitals, the Syracuse community, and the surrounding region). The consultants focused their attention on five specific areas: Students, Faculty, the Clinical Enterprise, the Research Enterprise, and Human Resources/Employer of Choice. The consultants also assessed these six cross-functional areas: Institutional Advancement, Intergovernmental Relations, Support Services, Information Technology, Marketing and Branding, and Facilities and Space Utilization.

The resulting analysis is being shared with members of the Presidential Select Task Teams as background for the strategic planning process.

A charge for your team is outlined below. This charge *is not meant to limit the scope and work* of your team, but rather to provide a framework from which to build. All team members are encouraged to bring a global perspective to strategic discussions, prompting innovative and progressive recommendations. As the team develops momentum, you are encouraged to implement “early wins” that do not require large resources for people, space or money. Examples of early wins: process improvements, procedure change, etc.

The final outcome of your work will be to develop a metric-based 10 year recommendation for a strategic plan. Your team will hand off the report to your Executive Council Sponsor. An Administrative Response will be developed from your recommendations. The Administrative Response from each team will be collated to create a comprehensive 10 year strategic plan for Upstate Medical University.

Charge:

Team members are expected to create a collaborative partnership and extend that approach to the greater campus community. **The Research Enterprise Team is charged** with creating recommendations to integrate into a strategic plan for enhancing excellence in collaboration and expansion of the research enterprise at Upstate Medical University.

The Research team will include consideration from:

- Existing or planned operational and/or strategic plans
- Research Cabinet strategic plan
- Information available from other internal sources (Offices of Research Affairs, Research Administration and Sponsored Programs, the Dean's Office, committees, etc)
- Staff comments / suggestions from town hall meetings and the Engaging Excellence website

The Research Team will *consider* the following elements in developing recommendations. These considerations are provided to highlight potential areas of focus for the team:

Internal Enhancement

- Consider elements to integrate into a strategic plan for the Research Enterprise
 - Review current strategic and operational plans, and minutes from the Research Cabinet for the Research Enterprise which include space allocations, research faculty salary plans, use and distribution of indirect cost recovery funds, research cluster areas, core facilities management, research equipment and Empire Scholars recruitment.
 - Review initiatives/ideas/policies from the Research Administration Office
 - Anticipating growth in faculty, how do we manage that growth
- Explore potential opportunity for stem cell and cellular-based regenerative medicine research at Upstate:
 - Inventory of existing and potential research opportunities in this and other areas.
- Create an approval process for equipment requests based on a business model: equipment costs; FTE's; space; current funding, priority, etc.
- Review incentives and mechanisms for recruitment and support of research faculty.
- Review creative models for research faculty start-up, core support and mentoring.
- Review support for young investigators and find creative ways to encourage more students to participate in research
- Review sustainability and institutional support of investigator initiated research programs, including research programs that allow departments and investigators to earn resources that can support growth and sustainability of their research programs.
- Consider creative models for research incentives, in light of current practices, while understanding the complexity of a reallocation program.
- Consider a program to facilitate the recruitment and support of postdoctoral research associates and fellows.
- Review policies for the integration and growth in numbers of graduate students into the research programs of graduate faculty.
- Consider strategies for increasing peer reviewed investigator-initiated grant support of faculty research in clinical departments, including institutional support of training and mentoring of physician-scientists and development of facilities (inpatient and outpatient clinical research units) for clinical translational research.
- Consider strategies for offering research opportunities for clinical trainees and for directing them towards research careers

- Explore approaches for developing research activity in clinical departments specifically with regard to the issue of critical mass
- Evaluate facilities for clinical research, including the future direction of clinical research units and other issues that the clinical system needs to accommodate to facilitate clinical and translational research

External Enhancement

- Consider research collaborations: intra-institutional, inter-institutional, business, and organized networks
- Assess role for fundraising to enhance and support the research mission
- Consider promoting/communications for research activities and accomplishments internally and externally, including to members of peer review panels (e.g., NIH Study Sections) for granting agencies that review grants in areas represented among Upstate faculty.
- Review opportunities university/industry collaborations and regional economic development, including the complementary and competitive relationships between these activities and the sustainability of investigator-initiated research programs and our joint efforts with the SUNY Research Foundation for disclosure, development and licensing of intellectual property.

Core Support Services

- Establish technical support for grant applications including a system for internal pre-submission review of proposals by successful principal investigators and NIH Study Section members.
- Provide focused review of available grant funding opportunities
- Provide training in grant and research staff management process
- Explore and recommend IT systems that support the specific needs of researchers
- Create benchmarks for internal activity:
 - Annual assessment of research activity / allocation of \$
- Review operational support of the research mission and programs (Accounting, Purchasing, Human Resources, Sponsored Programs)

Space / facilities

- Review current methodology from the Dean's Office for research space allocation / assignment. Consider recommendations for enhancement.

Outcomes

The team is charged with developing recommendations for a ten year strategic plan that includes

- Measurable outcomes
- A timeline
- Reporting mechanisms

Each team will hand off their report to their Executive Council Co-Sponsors, and will present a power point presentation to the President and his Executive Council. An Administrative Response will be developed from your recommendations. The Administrative Response from

each team will be collated to create a comprehensive 10 year strategic plan for Upstate Medical University.

Executive Council Co-Sponsors

Kenneth Barker
Max Mozell

Membership

Chair: Barry Knox
Vice Chair: Ruth Weinstock
Facilitator: Barbara LaCasse
Recorder: Donna Welch

Bruce Searles
Jennifer Moffat
Jerrold Abraham
Joe Sanger
Mantosh Dewan
Marti Benedict
Nancy Nussmeier
Priscilla Worrall
Tim Endy
Doretta Royer
Steve DeFazio
Dick O'Shea
Sue Clark