

Strategy Used in Considering Recommendations

The goal of the Engaging Excellence Research Team together with its EC sponsors is to so augment the University's research effort in both quality and quantity that it becomes recognized by the international biomedical research community as a respected member and participant in that community.

It was with this goal in mind that we, Drs. Barker and Mozell, approached the task of writing a proposed draft for the Executive Council's response to the recommendations of the EE Research Team. We tried to judge each recommendation along two continua: 1) if implemented successfully, how important would a given recommendation be to *achieving the goal*, and 2) what is the *feasibility* with which that recommendation can be implemented successfully in the milieu of the University segment to which it refers. Note, with these two continua it would be possible for a particular recommendation to have potentially a major impact on achieving the goal, but due to some environmental characteristics it cannot be successfully implemented. The reverse could also be true, viz., a recommendation could be successfully implemented with ease, but have little impact on achieving the goal.

Of course, judging each of the recommendations on these two continua involves a number of "sub-judgments" based upon a myriad of unproved but reasonable assumptions about what factors underlie each of the two continua. Among the many possible factors underlying the "importance" continuum are: the number and quality of the papers published, the number and monetary value of the grants awarded, the number of faculty receiving auspicious awards, the number and quality of the graduate students and post-docs attracted, the research areas emphasized, the research fervency of the faculty, attendance of the faculty at meetings and the impact they have, the frequency with which research findings are reported by the Media, the success of graduates, etc., etc., etc.. All of the factors mentioned along with many more not mentioned probably play a role but what we do not know is the relative impact that each of these have in building the perception of an institution's research prowess.

It is, perhaps, easier to make judgments along the second continuum, the feasibility of implementation for each recommendation, because many of the factors involved are clear

and often measurable. These include the availability of laboratory space, the availability of money and other resources, the availability of appropriate faculty expertise, the availability of interested students, the availability of mentors for both students and faculty. There are also many factors that are more difficult to measure, e.g., the faculty's willingness to participate in research at all or on any given topic and the department chair's desire and effectiveness to lead his/her faculty into dedicated research programs.

Because there are so many factors to be considered, there is bound to be some disagreement among us as to which recommendations are both feasible to implement at Upstate Medical University and important to achieving our goal of recognition as a solid biomedical research center. On the other hand, we (Drs. Barker and Mozell) found that when we disregarded issues such as campus traditions, campus culture, campus politics and our own self-interests thereby focusing only on the goal, we were able to agree quite readily about the importance and feasibility of each of the recommendations. Hopefully, this focus can be maintained as we continue considering the research recommendations.

A Proposal Drawn from this Strategy

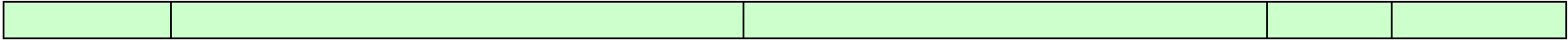
Having gone through the exercise described above and displayed on the following pages, we, as sponsors of the Research Team's report, strongly urge that the Executive Council, in reviewing the research recommendations, attend not only to a recommendation's potential for raising Upstate's research image but also, with even more zeal, scrutinize how feasible it would be to implement on the Upstate campus. This is especially necessary because Upstate's resources are limited. Thus, we further urge that the bulk of the resources we do have should be allocated to those recommendations high on both continua, i.e., importance to image making and feasible implementation. We, therefore propose that at least during the early phases of this EE initiative to augment Upstate's research image the bulk of our limited resources be allocated to those recommendations which benefit programs already active in, and committed to, Upstate's research effort. Augmenting our existing research would be a more productive and efficient use of our limited resources to reach the goal than to potentially squander them attempting to

instill a commitment to active research where such a commitment had not taken root before.

Rec # Importance for Meeting UMU Goal Feasibility at UMU	Recommendation /Goal 1=Necessary 2=Helpful 3=Minimal 1=Good 2=Fair 3=Poor	Assignment for Implementation Synopsis of Recommended Response	Time Frame	Costs (\$) Capital OTPS FTE (#) FTE Total
INSTITUTIONAL LEADERSHIP			<i>Key to footnotes at end</i>	<i>Key to footnotes at end</i>
#1 Goal 1 Feasible 1	Research Steering Committee that Reports to VP for Research Create an Institutional Research Steering Committee (IRSC) chaired by the VP for Research and comprised of 10 faculty members who are currently active in conducting sponsored research and/or Chairs of CON and CHP research advisory committees to serve as advisors to the President, Senior Vice Presidents and all Deans regarding research activities on campus.	VPR Scheinman The COM Dean will appoint a committee by October 2007. CHP & CON Research Advisory Committee chair recommendations will be forwarded to the COM Dean by Deans Szigeti and Bonner.	QW	OTPS (\$) FTE (#) FTE (\$) Total (\$) 0

<p>#2</p> <p>Goal 1</p> <p>Feasible 2 (1 for some depts.)</p>	<p>Strategic Plan for Research in Clinical Departments</p> <p>Establish a "realistic" 1, 5, and 10-year Strategic Plan for Research focused on building extramurally funded research for each clinical department in the COM. Require annual research progress reports from all departments to assess the effectiveness of their plan.</p> <p><i>Not all clinical departments can or should be expected to grow research.</i></p>	<p>Scheinman Clinical Chairs VPR</p> <p>The COM Dean will request the IRSC to develop an outline of a strategic plan for research as it pertains to clinical departments.</p> <p>Dean Scheinman will develop expectations for each clinical chair in their annual meetings. A number of clinical departments do not have the physical or cultural foundation to grow research at this time, but should be encouraged to move in that direction.</p>	<p><1yr+</p>	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$)</p> <p>0</p>
<p>#3</p> <p>Goal 1</p> <p>Feasible 1</p>	<p>Philanthropic Support for Research</p> <p>Increase philanthropic support for research by conducting focused campaigns for research to grateful patients, by developing targeted materials to inform patients of the research being conducted at UMU, submitting formal grant applications to potential donors and private foundations, and encouraging better collaboration among the offices of the VP for Research, Foundation and Alumni Associations.</p> <p>May require additional staff.</p>	<p>VPR Pezzi Kuss</p> <p>Support for a formal research philanthropy program is awaiting the appointment of a new VP for Research.</p>	<p><1yr+</p>	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$)</p> <p>\$</p>

<p>#4</p> <p>Goal 1 Feasible 1?</p>	<p>New Research Space</p> <p>Complete renovation of research space in Weiskotten Hall and Addition, build additional new research laboratories and research support space including 75,000 sq ft behind the IHP and plan for 50,000 sq ft of additional laboratories in a new Research Building. Subsequent to completion of the IHP project, develop strategically located state of the art research core facilities (imaging, molecular biology and animal), and define research clusters or departments that will occupy the new space and engage their participation in the design process.</p>	<p>Smith VPR Brady O'Shea</p> <p>Weiskotten Hall renovations are proceeding as scheduled. DRS and SB are pursuing funding for expansion of the IHP by 107,000 gross sq ft. This has been identified as a top campus priority and we are advocating that our \$45M+ capital request be approved by the legislature starting in the October 2007 sessions.</p>	<p>1- 10yrs</p>	<p>Capital (\$) \$45M + OTPS (\$) FTE (#) FTE (\$) Total (\$) \$45M +</p>
<p>#5</p> <p>Goal 1 Feasible 2</p>	<p>Reassignment of Research Lab Space</p> <p>Refine and adopt the space plan and metrics and reassign/condense space now occupied by underproductive investigators to create facilities for four new major research programs. (Empire Scholars)</p>	<p>Scheinman</p> <p>The COM Dean has implemented a space metrics plan targeting a benchmark of one sq ft/\$250 of sponsored research.</p> <p>Space has been identified for two Empire Scholars and plans are being developed to accommodate additional recruits. Implementation of this plan is likely to meet resistance from faculty and chairs. The quality of some laboratory space is substandard and may require different metrics. Some types of research have different laboratory requirements that make absolute allocation of space based on a specific metric impractical.</p>	<p>QW</p>	<p>OTPS (\$) FTE (#) FTE (\$) Total (\$) 0</p>



<p>#6</p> <p>Goal 1</p> <p>Feasible 2</p>	<p>Establish Permanent Swing Space for Research Activities</p> <p>Develop a space management plan that includes up to 6,000 sq ft of perpetually rotating swing space (up to two year assignments). This space can then be assigned to new strategic hires until more permanent space is available.</p>	<p>Scheinman</p> <p>Swing space is a high priority in space planning. Recent developments make this potentially achievable. However, the actual amount of square footage will be limited by the total amount of available research space.</p>	<p>10yrs</p>	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$)</p> <p>0</p>
<p>#7</p> <p>Goal 1</p> <p>Feasible 1</p>	<p>Empire Scholars Search Committee</p> <p>Appoint an institutional-wide Empire Scholar Committee to oversee the institutional fit and selection, coordinate recruitment, and recommend suitability of Empire Scholars.</p>	<p>Scheinman</p> <p>Committee has been appointed.</p> <p>SJS has also appointed George Holz as the first Empire Scholar and is still pursuing a Vision Scientist and others.</p>	<p>QW</p>	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>4</p> <p>FTE (\$)</p> <p>\$600K</p> <p>Total (\$)</p> <p>\$600K/year</p>

	BASIC SCIENCE RESEARCH			
#8	<p>Bridge Funding (applicable to investigators in both basic science and clinical departments)</p> <p>Create an adequate, predictable, and dependable source of internal bridge funds (period of delayed funding of competing renewal grant applications) to sustain ongoing funded research programs using earmarked funds from indirect cost recovery and endowments by maintaining critical staff, supplies and services. Bridging PI salaries obtained from grants should be integral to the salary plans for both basic and clinical scientists if continuation of PI salaries is dependent on grant sources. Bridge funds should be provided as a 2:1 split between the COM (from CAO/indirects/etc) and departments (from DDF/FDF and MSG).</p>	<p>VPR Brady E. Smith Kane</p> <p>Current level of bridge funds for research should be expanded. Total bridge needs are estimated at \$2M/year, with amounts available to be increased from \$50K to \$100K/grant.</p> <p>E. Smith has created a mechanism that some of the Hendricks Fund (\$200K/year) can be expended to support RF staff salaries giving greater flexibility to use these funds to bridge funded research programs. Total Hendricks Fund has about \$10 million invested and this provides a total of about \$450K/year of interest that can be used for research bridge funding. He anticipates this will replace the need for CAO support for RF salary bridging, but the total amount falls short of the amount needed per Task Force estimates. PI salary bridging may also need to be considered in the context of a yet to be defined comprehensive salary plan.</p>	<1yr+	<p>Capital (\$) None OTPS (\$) (variable) FTE (#) (variable) FTE (\$) (variable) Total (\$) \$2M/yr</p>
Goal 1				
Feasible 2?				

<p>#9</p> <p>Goal 1</p> <p>Feasible 1</p>	<p>Support for Graduate Students</p> <p>Graduate faculty require an average of two graduate students/graduate faculty member. Expansion of the numbers of graduate faculty at UMU will require additional students to support their research programs and enrich the educational mission at UMU. An increased number of institutional stipends and paid tuition waivers for undeclared 1st year PhD students will be required to assure a reasonable growth in numbers of students that is proportional to the growth in funded research programs by graduate faculty. UMU should continue to incentivize faculty to train graduate students by providing stipend and supply support from their research grants by providing paid tuition waivers for all PhD students. Twenty-three new graduate faculty will ultimately need 46 additional students to support their research programs. This will require nine additional 1st year student stipends and tuition support each year throughout five years of graduate study. Nine 1st yr students will require an additional \$80K tuition, nine 2nd through 5th yr students will require an additional \$70K/year for tuition, and nine new 1st year stipends will cost \$194K. Second through 5th year student stipends are supported as direct costs from research grants. These added</p>	<p>DCGS Brady J. Moffat</p> <p>Dean Mozell has developed guidelines for numbers of students needed to support more researchers and has explored alternative funding sources. More PhD students will bring in more BAP dollars and increase the number of grants their advisors can attract, thus increasing indirect cost recovery. SUNY is advocating through the Higher Education Committee for more graduate student funding. SB has requested additional funding for graduate students in our 2008/09 budget request.</p>	<p>1yr+</p>	<p>Steady State after 5 years</p> <p>OTPS (\$) (Tuition) \$360 K/yr</p> <p>FTE (#) 9</p> <p>FTE (\$) \$194K/yr</p> <p>Total (\$) \$554K/yr</p>
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	costs will be offset by BAP (\$11.8K/AAFTTE of PhD students) and increased institutional indirect cost income from grants on which students work.			
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<p>#10</p> <p>Goal 1 Feasible 2</p>	<p>Salary Plan for Basic Science Researchers</p> <p>Implement a basic scientist salary plan that provides a competitive base salary, encourages salary recovery from those research grants that will provide such salary (through grant derived bonuses, DDF and FDF), and which minimizes short-term (up to 5 years) risk of salary reductions through a salary bridge program. This plan should encourage faculty to allocate a portion of salary recovered from their grants (or an equivalent amount from indirect cost recovery funds) to their FDF to create a self-controlled resource of operational, salary, bridge and seed (new research initiatives) funds. The same plan should be applied to non-physician research faculty who have their primary appointments in clinical departments in the COM.</p>	<p>Scheinman Brady Cross P. Smith</p> <p>The COM Dean has requested that this response be deferred to allow ongoing discussions with faculty and UUP to be completed. If necessary, alternate basic science salary plans will need to be developed. Pending development of a revised salary plan, the current DDF/FDF incentivized salary plan should be retained. This plan should apply to faculty in basic science departments and non-physician researchers in clinical departments. A faculty friendly salary plan will be essential for Upstate to compete effectively and retain the most qualified research faculty.</p>	<p><1yr</p>	<p>OTPS (\$) FTE (#) FTE (\$) Total (\$) \$\$\$</p>
<p>#11</p> <p>Goal 1</p>	<p>Postdoctoral Fellows Engaged in Research</p> <p>Promote expansion of postdoctoral training activities (post-PhD, MD, DDS, DVM, MD/PhD) by documenting past and present success and employment of postdoctoral trainees, by creating a Postdoctoral Trainee Affairs office in HR that will recruit, coordinate</p>	<p>VPR/DCGS C. Turner</p> <p>Recommendations include:</p> <ul style="list-style-type: none"> • inventory of past and present postdocs, • designate the office to oversee their programs • support their efforts to obtain independent grants and fellowships 	<p><1yr+</p>	<p>OTPS (\$) FTE (#) FTE (\$) Total (\$) \$</p>

Feasible 1	<p>stipend and benefits programs, and integrate these quasi student /employee trainees into the overall community and affairs of UMU. The VPR and Director of HR should jointly coordinate these postdoctoral enhancement programs.</p> <p>This may require additional HR Staff, but could be integrated into existing staff assignments.</p>	<ul style="list-style-type: none">• new VPR (DCGS) to develop institutional programs to enhance recruitment, benefits & integration of this important sector of the research community into overall campus activities.		
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	CLINICAL RESEARCH			
#12	<p>Center for Clinical and Translational Research</p> <p>Establish a Center for Clinical and Translational Research (CCTR) that will promote and provide broad institutional support for multi-and cross-disciplinary and inter-institutional research related to patient care, disease and disease prevention, and health improvement. To accomplish this UMU should:</p> <ol style="list-style-type: none"> 1) recruit a CCTR Director (he/she is an NIH funded PI), 2) create a CCTR Advisory Committee, 3) expand the Center for Outcomes Research and Evaluation (CORE), 4) enhance IMT support for clinical research database development and mining, 5) conceptually and physically redesign the Clinical Research Unit to include both inpatient and outpatient (some located in outpatient clinic facilities where they are conveniently accessible by patient/research subjects, physician) and residents, 6) enhance training programs for clinical investigators (medical students, residents and faculty), 7) provide funding for pilot clinical research projects, 8) expand specialized clinical research core services (cost effective and timely access to pathology, laboratory, and 	<p>VPR Scheinman Weinstock Endy Nussmeier</p> <p>The COM Dean has appointed a task force headed by John Lucas and anticipates having a report ready in November.</p> <p>Three charges:</p> <p>Define how CRU should be restructured.</p> <p>Flesh out resource needs for CCTR.</p> <p>Negotiate with U. of Rochester to be allowed an active role in their CTSA.</p>	1-3yrs+	<p>OTPS (\$) TBD FTE (#) TBD FTE (\$) TBD Total (\$) ca., \$2M</p>
Goal 1				
Feasible 1				

	<p>radiology services, etc.), and</p> <p>9) expand research administrative services to handle the increased workloads of the IRB, clinical trials and clinical research grant preparation.</p> <p>Also recruit NIH funded CRU Director who reports to CCTR Director.</p>			
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<p>#13</p> <p>Goal 1</p> <p>Feasible 2</p>	<p>Salary Plan for Physician Scientists</p> <p>Implement a physician-scientist salary plan that provides a competitive base salary from state funds (at least 50% of total) and provides sufficient protected time (50-70%) from clinical service to enable them to obtain and sustain a competitive extramurally funded research program.</p> <p>Support additional salary recovery from these research grants through grant-derived bonuses, DDF and FDF, and develop a departmental salary reserve bridge program that will offset short-term (up to 5 years) risk of salary reductions. This plan should encourage faculty to allocate a portion of salary recovered from their grants (or an equivalent amount from indirect cost recovery funds) to their FDF to create a self-controlled resource of operational, salary, bridge and seed (new research initiatives) funds.</p> <p><i>Note- Physician scientists are defined as physicians who do hypothesis-based competitive peer reviewed research. Clinical investigators are defined as physicians whose primary role is to provide patient care but may also do patient-based clinical outcomes and Phase 3 & 4 industry initiated and sponsored clinical trials by enrolling their patients as research subjects.</i></p>	<p>Scheinman Brady Dewan P. Smith</p> <p>The COM Dean included PhD researchers in clinical departments in the BS research salary plan. The Research Cabinet has recommended that base salaries for NIH funded <u>physician scientists</u> from sources other than their research grants will need to be above \$100K for Upstate to compete for these faculty. A mechanism of support comprised of a combination of state base salary and an "institutional supplement from non-state sources " totaling over \$100k will be necessary. Since competing demands on <u>physician scientists</u> make it difficult for them to maintain NIH funding, many such scientists find it necessary to drop their research programs and increase their clinical load to maintain competitive personal compensation. Since State bases for other clinical faculty are \$35/45/55K, the salary plan should be structured to allow them to return to full-time clinical appointments and clinical salary incentives as needed. Total salary in clinical departments is ultimately dependent on each department's incentivized salary formula. The Dean should continue to work with clinical chairs to assure that</p>	<p><1yr+</p>	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$)</p> <p>\$\$\$</p>
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		each department's formula provides appropriate acknowledgement of research activity and success in their overall compensation plan.		
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<p>#14</p> <p>Goal 1 Feasible 2</p>	<p>Increase Research Funding in Clinical Medicine</p> <p>Use the opportunity of the chair vacancy in the Department of Medicine to hire a chair who has the experience and ability to build NIH funded research programs in the department. The research faculty in ophthalmology and psychiatry should be further increased, as they are already relatively strong clinical research departments. To accomplish this, resources should be made available to support recruitment of one senior and two junior faculty positions for cardiology, two faculty positions for metabolism, one senior and one junior faculty for vision, and two faculty positions for psychiatry.</p>	<p>Scheinman Brady Schaengold</p> <p>This is a high institutional priority, which will involve major investment of institutional funds and Empire Scholar positions to develop research strategically in clinical departments as recommended by the IRSC (see number 2).</p> <p>The search for a new Chair of Medicine is moving forward and all candidates have strong records and goals in research. The COM Dean has allowed faculty recruitments to go forward. The first Empire recruit (G. Holz) is in a clinical department (Medicine), but is not a physician. SB indicated that ten packages for new chairs include significant funding for recruitment of research positions.</p>	<p>1yr+</p>	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$)</p> <p>\$\$\$\$</p>
<p>#15</p> <p>Goal 1</p>	<p>Temporary Facility to Support Inpatient Clinical Research</p> <p>There is an immediate need for limited support of inpatient research involving patients who are also enrolled in research protocols. It is recommended that a small laboratory be created near UH (CWB) where research support staff (already committed to some recently appointed clinical</p>	<p>Schaengold Scheinman Marzella Nussmeier</p> <p>PS and SB are completing this temporary plan for an inpatient CRU. Staffing for a temporary CRU should be integrated into the overall CRU plan when CCTR plans are final. Approximately 1800 sq ft of space will be renovated in 6S, the north end of UH. The</p>	<p>QW</p>	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$)</p> <p>\$</p>

Feasible 1	chairs) could be officed, specimen samples could be processed and stored, and a UH first floor space be identified for pre-procedural and study-related follow-up visits with the PI and study staff could conveniently occur.	space will temporarily house individual cross-departmental efforts. Burt Thomas is currently working on space plans for review and placement on the university's project list to determine timeframe and commitment of resources.		
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<p>#16</p> <p>Goal 2</p> <p>Feasible 2</p>	<p>Clinical Research Information Technician Specialist</p> <p>Hire a Clinical Research Information Technology Specialist who jointly reports to the Director of IMT and the CCTR with the ability and responsibility of accessing patient information from EMR's at UH and UMU Clinics to support clinical and translational research.</p>	<p>Wagner VPR</p> <p>(Included in staff summary below)</p> <p>Defer until CCTR assessment is complete. Current database requires additional integrated patient information, including MSG clinic and hospital data before it will be useful as a research database. Defining and building this database should be an institutional goal to support clinical investigations. At present, the patient-related database for individual patients is dispersed among various MSG clinics, and UH and includes both EMR's and paper MR's making electronic data mining impractical. Before filling this position, the practical robustness of the existing EMR database should be assessed and filling this position should be deferred accordingly.</p>	<p>1-5yr+</p>	<p>OTPS (\$)</p> <p>FTE (#) 1</p> <p>FTE (\$) \$60K</p> <p>Total (\$) \$60K</p>
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<p>#17</p> <p>Goal 2</p> <p>Feasible 2</p>	<p>Incentive for Research for Faculty in Clinical Departments</p> <p>Develop a plan that encourages faculty who generate excess clinical practice income to formally donate funds through dedicated RF research accounts to support pilot and/or long-term research projects. Expenditures from such accounts will contribute to the SUNY BAP and UMU MBM and acknowledge the research efforts of faculty who make scientific contributions with these funds.</p>	<p>E. Smith Brady</p> <p>This plan for MSG research grants has been in effect for several years. SB has authorized waiver of indirect costs for RF accounts set up from MSG funds. Need to publicize this option to all faculty. This mechanism is currently available, but has not been heavily used by clinical departments. Eric Smith and Steve Brady should forward a copy of the plan that was previously given to chairs to all faculty in clinical departments for implementation. Use of this plan will increase the SUNY BAP research base resulting in increased institutional funding from SUNY. Some faculty and departments consider this recommendation to be a trade-off between getting "MBM credit" for RF administered research funds and losing flexibility for use of the funds for departmental expenditures other than research.</p>	<p>QW</p>	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$)</p> <p>0</p>
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	NURSING RESEARCH			
#18	<p>Nursing Research Advisory Council</p> <p>Create a Nursing Research Advisory Committee (NRAC) to formalize a research relationship between the CON and UHN, and to serve in an advisory role to the CON Dean and UHN CNO on priorities and activities for research support, direction, and development and oversight of a strategic plan for nursing research.</p> <p>The chair of the NRAC should serve on the IRSC. (Item 1).</p>	<p>Szigeti Mooney</p> <p>(Being appointed by ES et al.)</p>	QW	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$)</p> <p>0</p>
Goal 2				
Feasible 1				
#19	<p>Nursing Research Mentoring Program</p> <p>Develop an inter-institutional mentoring program between SUNY Upstate and other UNYTRN and SUNY schools whose faculty include federally funded (e.g., R-01) nurse researchers to facilitate development of externally funded programs of research by SUNY UMU nurse researchers.</p> <p>Recruit at least one nurse researcher who is the PI of an NIH R01 grant.</p>	<p>Szigeti</p> <p>The current size of the CON faculty is barely adequate to support their educational mission, which makes it very difficult to provide release time for research. Also, competitive funds for nursing research are limited.</p>	2+yrs	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>1</p> <p>FTE (\$)</p> <p>\$100K</p> <p>Total (\$)</p> <p>\$100K</p>
Goal 2				
Feasible 2				

<p>#20</p> <p>Goal 2</p> <p>Feasible2</p>	<p>Nursing Research Pilot Funding</p> <p>Develop a pilot (seed) research fund of \$50,000 per year to support research by nurses in the COM who are eligible to be SUNY UMU principal investigators with oversight by the NRAC.</p> <p>Funding should be based on the following criteria: 1) presence of a documented research plan for future external funding to support a sustainable program of research; 2) lack of eligibility for other CON funds; 3) to support dissertation research.</p> <p>The CON currently receives \$10K/year of research enhancement funds from the institution.</p>	<p>Szigeti Mooney E. Smith</p> <p>E. Smith et al reviewing funding sources.</p> <p>Opportunities for securing extramural funding for Nursing Research is limited which makes the opportunity for leveraging these funds to obtain sponsored research funds quite limited. Consideration should be given to development of collaborative nursing outcomes research with various clinical entities within Upstate.</p>	<p>1-5yrs+</p>	<p>OTPS (\$) \$50K FTE (#) FTE (\$) Total (\$) \$50K</p>
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	HEALTH PROFESSIONS RESEARCH			
#21(A)	<p>Research Advisory Committee in CHP</p> <p>Create a CHP Research Advisory Committee (HPRAC) that will promote enhanced collaborative research by CHP faculty and faculty in COM departments related to the CHP discipline, and development and oversight of a strategic plan for health professions related research.</p> <p>The chair of the HPRAC should serve on the IRSC (Item 1).</p>	<p>Bonner Searles</p> <p>The CHP has had a Research Advisory Committee for many years that functioned primarily to establish funding priorities for CHP Research Enhancement funds. The committee should expand its role and advise the Dean and Chairs on ways to increase research and scholarly activity by CHP faculty.</p>	QW	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$)</p> <p>0</p>
<p>Goal 2</p> <p>Feasible 1</p>				
#21(B)	<p>Develop a PhD prepared CHP faculty</p> <p>Recruit and/or support post-recruitment training of PhD-prepared faculty in all CHP departments. Post-recruitment PhD training could occur on a part-time basis in relevant graduate programs in the UMU-CGS, at SU, or other CNY universities. Initially, reduced teaching loads will be required for graduate studies and then for ongoing research if future and present faculty are to successfully build funded research programs.</p>	<p>Bonner</p> <p>The CHP strives to recruit PhD-prepared faculty and encourages existing faculty to earn PhDs in UMU graduate disciplines related to their profession. The college is also considering development of a PhD program in health professions to facilitate faculty development. This program would require active participation by graduate faculty in the COM to assure program quality during its formative years. Research could be discipline specific basic research, collaborative with relevant clinical researchers, epidemiological and clinical outcomes in nature. Release time for training by a teaching intense</p>	1yr+	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$)</p> <p>\$\$</p>
<p>Goal 2</p> <p>Feasible 1</p>				

		faculty could be a major issue to overcome.		
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<p>#21(C)</p> <p>Goal 1</p> <p>Feasible 1</p>	<p>Health Professions Seed Research Program</p> <p>Develop a seed research fund of \$50,000 per year that can be applied for by CHP faculty to support preliminary studies that will serve as the foundation for extramural grant applications.</p> <p>The CHP currently receives \$15K/year of research enhancement funds from the institution.</p>	<p>Bonner E. Smith</p> <p>E.Smith reviewing funding sources.</p> <p>The CHP has an opportunity to expand its sponsored research programs using the facilities of the IHP, particularly in the areas of physical therapy, respiratory therapy, and imaging sciences. The IHP seed research program should include funding incentives to promote long-term collaboration between CHP and COM faculty. The patient base in the IHP Vitality program has been an effective base for sponsored research in the past few years and should be used more vigorously.</p>	<p>1-5yrs+</p>	<p>OTPS (\$) \$50K</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$) \$50K</p>
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	INFRASTRUCTURE			
#22	<p>Support for Sponsored Programs Office</p> <p>Hire an additional Sponsored Program Assistant in the Office of Sponsored Programs to enhance work flow related to growth in number of grant submissions, required electronic applications, and enhanced clinical trial contract activity.</p>	<p>VPR Temple Brady</p> <p>Critically needed. Secretary in OSP has resigned, JJL has requested adding funds to this position to transform it to a Sponsored Program Assistant and temporarily eliminate the secretary line.</p>	QW+	<p>OTPS (\$)</p> <p>FTE (#) 1</p> <p>FTE (\$) \$65K</p> <p>Total (\$) \$65</p>
<p>Goal 1</p> <p>Feasible 1</p>				
#23	<p>General IMT Support for Researchers</p> <p>Hire an additional IMT general support person to serve as an ombudsman between researchers and IMT in the support of desktop computers and devices, networking, server operations, help desk services, computer purchases, and inter-institutional network connections.</p>	<p>Wagner Lucas Mozell</p> <p>This request will be submitted to EC for approval, combined with Faculty Team request, to support one FTE to fulfill computer hardware-related requests from research faculty.</p>	1-2yrs+	<p>OTPS (\$)</p> <p>FTE (#) 1</p> <p>FTE (\$) \$60K</p> <p>Total (\$) \$60K</p>
<p>Goal 1</p> <p>Feasible 1</p>				
#24	<p>Electronic Purchasing System for Research</p> <p>Implement a "paperless" electronic purchasing system to facilitate research purchases, track purchases through receipt of items.</p>	<p>Brady O'Shea Wagner</p> <p>In progress by O'Shea and Wagner. Initial paperless purchasing system will be an online requisition that is printed and manually processed by Purchasing. This will be used until the comprehensive purchasing system is</p>	QW	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$) \$</p>
<p>Goal 2</p>				

Feasible 1		completed by the RF. The interim solution may save investigator's time, but will not have all of the research supply catalog features that should be supported in the future RF system.		
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<p>#25</p> <p>Goal 2</p> <p>Feasible 2</p>	<p>Local Autonomy over Research Foundation Activities</p> <p>Transfer all remaining operational SUNY Research Foundation functions to UMU to facilitate research operations by minimizing communication through central office intermediaries and minimize irrelevant operational requirements that are superimposed on UMU by the special needs of other non-HSC campuses.</p>	<p>Brady VPR</p> <p>This is a long-standing initiative under consideration by S Brady. Recruitment of VPR will be beneficial to move initiative forward. This initiative may not be beneficial if future RF-provided services are enhanced and if assumption of the former RF activities results in costly local duplication of personnel.</p>	<p>1-5yrs+</p>	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$) \$\$</p>
<p>#26</p> <p>Goal 2</p> <p>Feasible 1</p>	<p>Annual Faculty Research Retreat</p> <p>Enhance awareness of research activity, completed studies, technologies, facilities, and funded research grants among all UMU colleagues by developing a dedicated "UMU Research Day" program that can be attended by all faculty and by developing an intra-institutional research news publication that highlights these activities between annual research days and for individuals whose schedules may not permit direct participation.</p>	<p>VPR/DCGS Caldwell</p> <p>To be planned after appointment of a new VP Research and DCGS to integrate Ross/Biomed Sciences Retreat and research publications. Retreat would only be effective if most faculty are able to attend and participate.</p> <p>Regular informative publications may help reach faculty who cannot attend because of primary clinical and teaching responsibilities.</p> <p>To further enhance faculty awareness of research that is related to their general discipline, it is recommended that monthly interdepartmental research presentations be scheduled in selected areas such as cancer, neurosciences, development, molecular genetics, and</p>	<p>1yr+</p>	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$) \$</p>

		musculoskeletal sciences.		
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<p>#27</p> <p>Goal 3</p> <p>Feasible 1</p>	<p>Parking</p> <p>Provide economical, safe and convenient parking for all research faculty, students, and post-doctoral fellows. Develop a better understanding of the special parking needs of researchers (which has many similarities equivalent to the special needs of health care providers) who must come and go from campus frequently during the day and work at odd hours ranging from very early to very late.</p>	<p>O'Shea Brady VPR</p> <p>Will be partially resolved when second new garage is completed. VPR should meet with Parking Committee regarding research priorities and special parking needs of research faculty, fellows and students.</p>	<p>1-5yrs+</p>	<p>OTPS (\$)</p> <p>FTE (#)</p> <p>FTE (\$)</p> <p>Total (\$)</p>
<p>Summary of new staff needs (excluding new Directors, Chairs, and faculty)</p> <p>IMT</p> <p>(12.4) Clinical database developer Defer</p> <p>(16) Clinical Research Information Technician Specialist Defer</p> <p>(23) General IMT Research Support Specialist Do Now/Faculty EETF</p> <p>Sponsored Programs</p> <p>(22) Sponsored Program Assistant in the Office of Sponsored Programs Do Now using using augmented vacant OSP secretary line</p> <p>(12.9) Staff Support for Clinical Research Defer to CCTR Review</p> <p>Electronic Purchasing and Local RF Autonomy</p> <p>(25) One to four added staff may be required to replace existing RF supported functions Defer added expenditures until savings realized</p>		<p>Assignment for Implementation = Person(s) who will be responsible for follow-up</p> <p>Time for Implementation QW=Quick Win or "do now" +after time =continuing commitment</p> <p>General Cost Estimates unless a specific amount is designated</p> <p>0=No \$ required other than except time</p> <p>=\$10-\$99K</p> <p>\$\$=\$100-\$999K</p> <p>\$\$\$=\$1-10 Million</p> <p>\$\$\$\$=>\$10 Million</p> <p>\$\$\$\$\$= A lot of money!!!</p>		

Team: **Research**

Chairs: Drs. Barry Knox and Ruth Weinstock

EC Sponsors: Drs. Kenneth Barker and Maxwell Mozell

Response to Recommendation No. 9

Recommendation Summary:

Increase the number of PhD graduate students (and therefore the number of stipends and tuition waivers for their support) in register with the pending increase of active research faculty members.

Primary Responsibility:

Dr. Maxwell Mozell (or his successor as Dean of the College of Graduate Studies) and the Graduate Council with the assistance of the Graduate Faculty Organization.

EC Response:

Overall:

It is true, as stated by the Research Team, that if Upstate maintains its commitment to expand its research effort and hires the necessary research-oriented faculty to do so, it will also have to increase its enrollment of graduate students in register to the increase

in faculty. The fact is that PI's can no longer survive working alone in the laboratory because extramural funding depends not only on the quality of the work done but also on the quantity of the work done. Thus, each laboratory must have a number of research projects being carried out simultaneously, and this number is almost always more than the P.I. can carry out with only his/her own hands at the bench. Additional intellectually committed hands are needed and traditionally those hands belong to graduate students. It is true that the hands of post-docs are more experienced, but post-docs are for the most part attracted to the laboratories having multiple years of respect, meaning that for the availability of post-docs to younger P.I.'s is rather limited. In addition, post-docs are rather expensive so that even senior investigators must rely to some degree upon the cheaper intellectually committed hands of graduate students. Graduate students are so important to the research output of academic institutions that most research faculty candidates use the availability of graduate students as one of the criteria in accepting job offers. In conclusion, if Upstate's research faculty is to grow in number and productivity so must its graduate student enrollment.

Financial Considerations:

Currently all the graduate students receiving stipends also receive tuition waivers: (instate, \$6,900 per year; out of state, \$10,920 per year) no matter what year or program they are in. SUNY Administration allocates about \$300,000 to Upstate for tuition waivers and Upstate allocates more than twice that amount from its own resources. Thus, unlike in most academic institutions graduate student tuition is not the responsibility of the PIs, and they need not inflate their grant applications with requests for graduate student tuition.

As far as stipends (currently \$21,504 per year) are concerned, the practice has been to have the laboratory or the program in which the student is doing his/her PhD research cover that responsibility. Since the nineteen first year "undeclared" students have not yet chosen a program or laboratory, their stipends are covered by Upstate funds.

Strategies:

At the present time it is expected that within the next five years, Upstate will hire 23 additional research faculty members. Of the laboratories having graduate students in the fall semester of 2006, the average number of students was 2.06, indicating that for 23 additional faculty members over the next five years, there would be a need for 46 additional graduate students over the same period. Thus, we would need an average of 9 additional graduate students per year for the next five years. Roughly estimated, the number of in-state and out-of-state first year students each year are about equal so that an additional 9 first year students can be estimated to cost \$80,190 for tuition waivers (4.5 x \$6,900 in-state plus 4.5 x \$10,920 out-of-state) and \$193,536 for stipends (9x \$21,504) for a total of \$273,726. Of course when these additional first year students become second year, third year and fourth year, etc., students, they will cost Upstate much less (\$70,140) since their stipends will be covered by grants and most of the students (about 7 out of 9) will become in-state residents. ($7 \times \$6,900 = \$48,300$; $2 \times \$10,920 = \$21,840$; $\$48,300 + \$21,840 = \$70,140$) However, when these 9 additional first year students become less expensive second year students, another group of the more expensive additional first year students will enter the College. When extended over a five-year period, the estimated cost of increasing the number of graduate students in register with the additional number of research faculty is \$2,070,164. This cost will be offset to a significant degree by the BAP which annually brings in from SUNY Administration about \$3,604 for each Ph.D. student in his/her first two years and \$11,769 for each PhD student beyond the second year. Also offsetting this cost are the “indirects” that accompany NIH grants which the graduate students help to obtain and maintain. If the graduate students are given even as little as 5% credit for these “indirects,” they would, based upon this year’s “indirects,” account for \$1,198,262 over the next five years. This plus the BAP equals \$2,125,712 which is somewhat more than the estimated cost for 9 additional graduate students over each of the next five years. However, even if the proposed increase in graduate students did not pay for itself, we would still have to move in that direction because not providing a

large enough pool of graduate students to adequately attract and serve the research faculty would certainly jeopardize Upstate's goal to expand its research mission.

Proposed Time Frame:

Begin August 2008; end May 2012

Expected Benefits:

Proportional increase in research productivity, putatively increasing Upstate's "indirects" by about \$24,000,000 over the next five years.

Measurable Outcomes:

Proportional increase in publication

Proportional increase in extramural funding

Level of satisfaction for the research faculty

Resources Necessary:

Although in the long run this proposal will be self-supporting, it may need some funding on behalf of the new research faculty it is designed to help.

Existing Policy Impact

A reasonable amount of the grant “indirects” dedicated to supporting graduate research and education.

Team: Research

Chairs: Drs. Knox and Weinstock

EC Sponsors: Drs. Barker, Mozell and Turner

Recommendation #11

RECOMMENDATION #11:
Increase the number of Postdoctoral Fellows engaged in research. Research is performed by groups of people at several levels of experience and training. The Principal Investigator (PI) directs the activities of the entire group, which may include members that hold post doctorate degrees such as PhD, DVM, DDS, MD, and MD/PhD. This cadre of researcher is typically training for a research career. Collectively called postdocs, they are highly productive members of a research group and often perform the most challenging studies. Top-tier institutions have many postdocs, whereas Upstate has relatively few. There are several reasons for their absence at Upstate, but the main result is that our research is less dynamic. The status of postdocs at Upstate is poorly defined and very little information is available about them.
PROPOSED TIME FRAME:
Year 1: Document past and present postdocs at Upstate, and locate their current employment status. Years 2-10: Coordinate Postdoc Affairs in HR office. Continue to document number of postdocs, their departments, and their job placements after leaving

Upstate. Years 3-10: Expand funding sources for postdoc stipends.
TYPE: Process Improvement; Operational Expense; Capital Expenditure
Process Improvement. We recommend changes in the Human Resources Office to improve the documentation and management of postdoc affairs. Ties between the HR postdoc office and Research Administration (Sponsored Projects, Research Development Coordinator, IRB, etc.) should be formalized.

Recommendation Summary:

Bring more order to Upstate’s handling of postdocs with the view of attracting more of this most highly productive cohort in the biomedical research community. Having successfully completed graduate training in some field and having no courses to take or teach together with no administrative duties, they can put their expertise to use full time at the laboratory bench.

Primary Responsibility:

Dr. Christopher Turner with the assistance of PI’s having postdocs in the labs.

EC Response:

The EC is in agreement with the Research Team in recognizing that postdocs are an invaluable resource in research laboratories for the reasons given above. That is, they are trained at the PhD level in some area either the same as or closely related to that of the laboratory in which they are working, and they can work continuously on research without interruption. Because of their expertise and availability they often become the “right-hand man/women” of the lab’s PI. They often play a major role behind the PI in the mentoring of graduate students, in the writing of grant applications and in developing the research path the laboratory will take. The number of postdoc candidates a laboratory attracts is a good indicator of its reputation in its area of specialization.

The most important factor for attracting and keeping the best postdocs in a given research area is to have a top-notch, well respected research faculty in that area. Nonetheless, other factors can, and do, play a role especially when a candidate postdoc must choose from

among several excellent programs. Such factors as the size of the city, its climate, its cultural offerings and its ethnicity weigh into the decision. There are a number of more personal factors that candidates weigh. These include the status and move-ability of postdocs on the campus. Is a postdoc known only to the lab in which he/she is working with little recognition beyond that lab? Does the campus view postdocs as well trained scientists poised to help bring national and international recognition to their lab and thereby to the campus? Must he/she repeatedly explain to the officials running such campus facilities as the library, parking lots and locker rooms what a postdoc is in order to obtain use of those facilities? Is there a cadre of postdocs on campus in which he/she can socialize? Does the campus show that it values the contribution of postdocs with appropriate compensation, fringe benefits and, most important, campus recognition?

Strategy

Recognizing the importance of postdocs in the building and maintenance of a first-class, productive research enterprise, the Upstate Medical University will have to give up its *laissez-faire* attitude toward them and become more involved. A beginning toward this end would be to implement the following initiatives:

- Identify all current postdocs at Upstate by polling the GFO faculty.
- Request information on the whereabouts of previous postdocs by polling the GFO faculty.
- Designate the Office of the incoming Vice President for Research and Dean of the College of Graduate Studies as the repository for a postdoc past and present database.
- Either the Vice President for Research and the Dean of the College of Graduate Studies or his/her designee (a senior faculty member) should act as an advisor/ombudsman for all postdocs, giving them a place to discuss issues which cannot be raised or addressed at the departmental level.
- The office of the Vice President for Research and the Dean of the College of Graduate Studies should regularly solicit input from all the current postdocs as to the positive and negative features of the experience they are having at Upstate. Past postdocs should be asked what experiences, in light of their present activities they wish they had had as postdocs. This feedback should be addressed quickly and appropriately.
- Have the Research Development office (Barbara Humphrey) send to each postdoc the current funding opportunities for postdocs.

- Continue the competitive partial funding (2/3 of NIH) of first year postdoc stipends and establish a fund to provide partial support for postdocs to travel to national and international meetings to present their research findings. Cultivate additional sources to fund postdoc stipends thus allowing an increase in Upstate's postdoc research contingent. (One hitherto untapped resource for Upstate is the industrial firms which have shown a proclivity to hire Upstate postdocs and graduate students, but their contributions would not give them control of a postdocs research.)
- To be more competitive in attracting the best postdocs we should selectively offer "signing bonuses" which we would name with more academic titles.
- Make it attractive for postdocs to apply for their own independent funding. Currently, they lose health and retirement benefits when they acquire independent fellowship funding and are no longer supported by the PI's grant. (It is also to be noted that all the money paid for a postdoc's retirement is quite often lost to both the postdoc and the PI because most postdocs do not reach the three years needed to become vested either because they move on from the postdoc position or obtain a fellowship. The Research Foundation just keeps the money.)
- Encourage and provide resources for the postdocs to establish their own organization/support group.
- Recognizing the long and unusual hours worked by the postdocs, they should be given some special consideration when it comes to parking.
- If and when the number of Upstate's postdocs becomes insufficient to fill the number of open positions, the institution should be prepared to place ads in appropriate journals (e.g., Science) to recruit more of them.
- Make more use of giving senior postdocs low-level faculty positions so that they can apply for research grants. Having a transportable research grant would greatly enhance their competitiveness for "real world" jobs.

Proposed Time Frame:

Start immediately and continue thereafter.

Expected Benefits:

An increase in the number of postdocs recruited leading to an increase in the quality and productivity of Upstate's research mission.

Measurable Outcomes:

Increase in the number of postdocs.

Increase in the level of postdoc satisfaction.

Increase in publications.

Increase in extramural funding.

Increasing level of satisfaction among the research faculty.

Resources Necessary:

A first-class research faculty.

Relatively small amounts of money for "signing bonuses" and for attending meetings.

Existing Policy Impact

A change in Upstate culture giving postdocs a near-faculty status.



EXECUTIVE COUNCIL RESPONSE

TEAM: Research

CHAIR: Drs. Knox and Weinstock

EC SPONSOR: Drs. Barker and Mozell

RECOMMENDATION NO: 18

EXECUTIVE SUMMARY: Create a Nursing Research Advisory Committee (NRAC) to formalize a research relationship between the CON and UHN, and to serve in an advisory role to the CON Dean and UHN CNO on priorities and activities for research support, direction, and development and oversight of a strategic plan for nursing research. The chair of the NRAC should serve on the IRSC.

PRIMARY RESPONSIBILITY: Ms. Katie Mooney and Dr. Elvira Szigeti
Additional departments/person:

RESPONSE STRATEGY: A Nursing Research Advisory Committee (NRAC) will be created to formalize a research relationship between the CON and UHN. The purpose of the committee will be to serve in an advisory role to the CON Dean and UHN CNO on priorities and activities for research support, direction, and development and oversight of a strategic plan for nursing research on the campus. It will be co-chaired by the Director of

Research in the CON and the Director of Research at University Hospital who will sit on the Nursing Executive Committee.

TIME FRAME: Immediate, when approved by EC.

RESOURCES AVAILABLE: None needed.

REPORTING MECHANISMS: The NRAC co-chairs will sit on the Nursing Executive Committee and provide advice related to research to the Dean of the CON and the UHN CNO who will co-chair the Nursing Executive Committee.

PERFORMANCE MEASURES: Priorities and direction are identified and implemented jointly for the campus. Minutes of meetings are available.

FINANCIAL ANALYSIS ASSIGNED: NA

DATE of EC Approval:

NEXT STEPS:



EXECUTIVE COUNCIL RESPONSE

TEAM: Research

CHAIR: Drs. Knox and Weinstock

EC SPONSOR: Drs. Barker and Mozell

RECOMMENDATION NO: Recommendation #19

EXECUTIVE SUMMARY Develop an inter-institutional mentoring program between SUNY Upstate and other UNYTRN and SUNY schools whose faculty include federally-funded (e.g., R-01) nurse researchers to facilitate development of externally-funded programs of research by SUNY UMU nurse researchers. Recruit at least one nurse researcher who is the PI of an NIH (NINROO) R-01 grant.

PRIMARY RESPONSIBILITY: Ms. Katie Mooney and Dr. Elvira Szigeti
Additional departments/person:

RESPONSE STRATEGY: A cohort of nurse faculty educated with the doctoral degree must be on campus prior to developing an inter-institutional mentoring program between SUNY Upstate and other UNYTRN and SUNY schools whose faculty include federally-funded (e.g., R-01) nurse researchers to facilitate development of externally-funded programs of research by SUNY UMU nurse researchers (4 years). Additionally, most of the cohort would have completed post doctoral study (2 years). The cohort then would receive mentoring by the post doctoral faculty. A nurse researcher (PI) with an NIH (NINR) R-01 grant will be recruited to campus (4 years from now) and a second researcher with an NIH (NINR) R-01 grant will be recruited two years later. These researchers would assist in the mentoring of junior researchers/faculty.

TIME FRAME: 4 to 6 years

RESOURCES AVAILABLE: Empire Scholar monies for the new recruits—2 new state lines. UUP monies are available for partial faculty tuition.

REPORTING MECHANISMS: Faculty are evaluated by the Faculty Affairs Committee for promotion and tenure in the College of Nursing.

PERFORMANCE MEASURES: Faculty are evaluated by the Faculty Affairs Committee in the College of Nursing for meeting yearly goals related to credentials and research.

FINANCIAL ANALYSIS ASSIGNED: Mr. Steven Brady

DATE of EC Approval:

NEXT STEPS:



EXECUTIVE COUNCIL RESPONSE

TEAM: Research

CHAIR: Drs. Knox and Weinstock

EC SPONSOR: Drs. Barker and Mozell

RECOMMENDATION NO: Response #20

EXECUTIVE SUMMARY Develop a pilot (seed) research fund of \$50,000 per year to support research by nurses on the campus who are eligible to be SUNY UMU principal investigators with oversight by the NRAC. Funding should be based on the following criteria: 1) presence of a documented research plan for future external funding to support a sustainable program of research; 2) lack of eligibility for other CON funds; 3) to support dissertation research.

PRIMARY RESPONSIBILITY: Ms. Katie Mooney and Dr. Elvira Szigeti
Additional departments/person:

RESPONSE STRATEGY: Develop a pilot (seed) research fund of \$50,000 per year to support research by nurses on the campus who are eligible to be SUNY UMU principal investigators with recommendations to the CON Dean and UHN CNO as co-chairs of the Nursing Executive Group. Funding will be based on the following criteria: 1) presence of a documented research plan for future external funding to support a sustainable program of research; 2) may be used to support dissertation research that is applicable to the UMU environment.

TIME FRAME: 1 to 4 years

RESOURCES AVAILABLE: \$50,000/year

REPORTING MECHANISMS:

Qualified nurses apply to NRAC for funding—complete application and document plan for future external funding. NRAC makes recommendation to the co-chairs of the Nurses Executive Group related to funding. If funded, the PI follows time lines established in the application for pilot research and external funding. Final reports follow time line.

For dissertation: research completed in timely fashion and degree awarded. The Faculty Affairs Committee in the CON tracks progress related to promotion and tenure.

PERFORMANCE MEASURES: Research is completed following time lines and communicated via publication(s). Applications made for external funding.

For dissertation: degree awarded and manuscript submitted for publication.

FINANCIAL ANALYSIS ASSIGNED: Mr. Steven Brady

DATE of EC Approval:

NEXT STEPS:



EXECUTIVE COUNCIL RESPONSE

TEAM: Research

CHAIR: Drs. Knox and Weinstock

EC SPONSOR: Drs. Barker and Mozell

RECOMMENDATION NO:

23

Approval for IMT to hire 1 FTE, general support analyst dedicated to supporting Upstate research community. Note that this recommendation was also proposed by the Faculty team (RET #3).

STRATEGY

Desktop support enhancements for basic science faculty

- Create a small team of general IT professionals who are able to understand and respond

effectively to the individualized needs of the various researchers and labs. (As a starting point, the Research Computing Advisory Committee has requested that IMT be funded to add an FTE in desktop support/networking.)

- Assess benefits/feasibility of site licenses for certain desktop productivity software such as reference management software; Adobe. (For a relatively small user base, site licensing may not make financial sense.)

EXPECTED BENEFITS

Provide some much needed “bandwidth” required to manage non-standard requests and situations. Should improve faculty satisfaction with essential institutional support for their activities.

MEASURABLE OUTCOMES

- Faculty/chair survey feedback.
- IMT utilization/work tracking statistics

RESOURCES NECESSARY (e.g. FTE, funding, space): Please work with you Financial Representative on your team.

1 FTE immediately; assess impact and expand accordingly; space & equipment for staff

EXISTING POLICY IMPACT (if applicable):

NA

PRIMARY RESPONSIBILITY:

Additional departments/person:

IMT - Operations and Networking Services

RESPONSE STRATEGY:

This recommendation was discussed extensively in the Research Computing Advisory Committee meeting. IMT fully supports this recommendation and is ready to move forward with this position once it has been approved by the Executive Council. The incumbent will be tasked with providing the research community with the individualized

attention they need while providing the bridge to IMT to draw on the collective expertise and resources of the IMT organization. In addition, this person will serve as the eyes and ears for the infrastructure support staff such that they have a better appreciation of the unique infrastructure needs of our research community.

The incumbent would also be better positioned to address the benefit/feasibility of site licenses for certain desktop productivity software. In the past, it was difficult to aggregate the disparate software needs of this community based on our desktop support model which is based on standardization and economies of scale. Having this position dedicated to the research mission will allow us to aggregate those disparate needs into productive and supportable solutions.

Note that the final bullet of this recommendation regarding a web-based searchable research resource similar to the Cornell Vivo website would be better addressed with a web or database development resource. This skill set would not likely be part of the scope of the general technology support analyst/liaison.

REPORTING MECHANISMS:

ONS will be responsible for implementation. Project participants will report progress to their ONS Manager, who in turn will report to the Director of ONS. The Director of ONS meets periodically with the CIO to report progress on all departmental projects including this project. CIO will report status through Mr. Brady.

FINANCIAL ANALYSIS ASSIGNED:

DATE of EC Approval:

NEXT STEPS:

Secure approval to commence project.