

PANEL #3:

What do we need to do to optimize and align clinical and translational research between our departments and institutes?

1. Where does clinical and translational research and education fit in the various missions of our clinical departments, basic departments and institutes?

Summary of Comments:

- Institutes have a unique opportunity to access resources across the entire campus – not being done (generally) by the departments. Strategic facilities supporting interdisciplinary efforts will also play a key role – enabling resources.
- Needs to be driven by a tangible need. SCB&RM focuses on unmet interdisciplinary needs – identified by going to the experts and collaborating with fellows.

Suggested Action Items:

- Institutes' missions should include an active role in developing models for connecting basic and clinical scientists, including:
 - Need more bedside to bench.
 - “Unsolved Mysteries” inspire the BSc.
 - To help investigators in clinical departments to do their research – something like the statistics consult service.
 - Develop teams within CTS with flat organization including BSc, CSc and students/trainees.

2. What is needed to make institutes succeed as clinical and translation research engines?

Summary of Comments:

- Value of institutes: Creating forums, and raising and providing resources. Can bring together teams of people and do things that help engage folks with BSc interests and engage them in solving mysteries.
- Multidisciplinary and translational research defines a top-tier department. The institute litmus test should be based on what they accomplish beyond what a top-tier department does.

Suggested Action Items:

- Develop policies for periodic renewal or sunseting of institutes and centers:
 - Need to avoid over-institutionalizing institutes.
- Determine the role of “enabling functions” in the missions of institutes and centers:
 - Should focus in the creation of excellent enabling functions.

3. How (who?) can we best evaluate and allocate institutional resources to clinical and translational research between institutes and departments?

Summary of Comments:

- Allocation must include individual, group and core allocations. Need to get away from “basic” and “clinical” differences and allocate toward program needs/goals.
- Institutes can be portals into a very complicated academic environment that can make donor interest and understanding easier. This approach has yielded mixed results so far.
- Difficulties with identifying significant research (at inception) and role of institutes was discussed. Fundraising was identified as an overarching issue for this question.

Suggested Action Items:

- Develop a more collaborative and participatory process for recommending resource investments:
 - Need people willing to make decisions and group should be relatively small.
 - Take advantage of VC input.
 - Allocations can go to individual research, but should focus investments in enabling functions that enhance opportunities for success of individual research.
 - Should designate funds for special/targeted goals/uses.