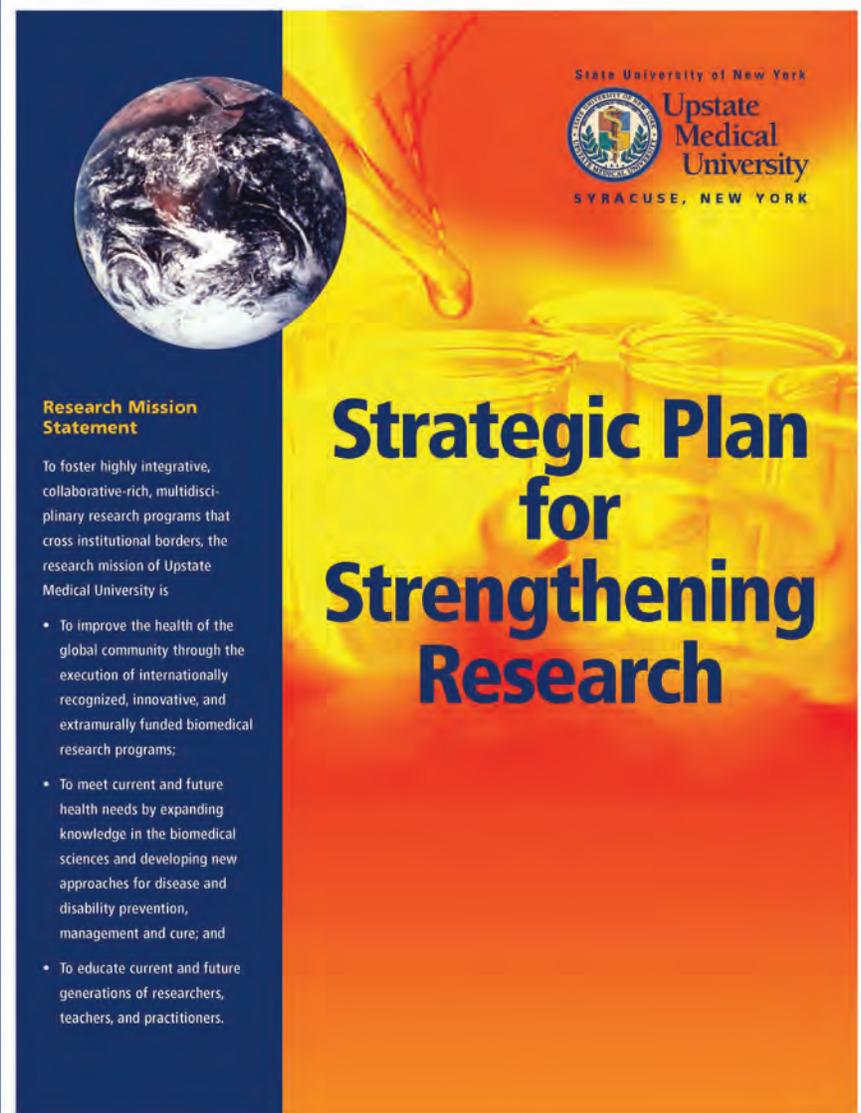


RESEARCH

IMPLEMENTATION

PLAN



State University of New York
Upstate
Medical
University
SYRACUSE, NEW YORK

Strategic Plan for Strengthening Research

Research Mission Statement

To foster highly integrative, collaborative-rich, multidisciplinary research programs that cross institutional borders, the research mission of Upstate Medical University is

- To improve the health of the global community through the execution of internationally recognized, innovative, and extramurally funded biomedical research programs;
- To meet current and future health needs by expanding knowledge in the biomedical sciences and developing new approaches for disease and disability prevention, management and cure; and
- To educate current and future generations of researchers, teachers, and practitioners.

Strategic Plan for Strengthening Research

The Implementation Plan

INTRODUCTION

The "Strategic Plan for Strengthening Research", which was completed in July 2008, provided a well conceived blueprint for growing and strengthening the research enterprise at the SUNY Upstate Medical University over the following ten years. On the second page of this important document it was stated that "This Strategic Plan for Strengthening Research will be followed by a second document: an implementation plan."

This Implementation Plan is the result of seven months worth of hard work by the Strategic Plan Implementation Subcommittee of the Research Steering Committee and followed by review by the Research Steering Committee. It presents a detailed series of events required to strengthen and grow our research enterprise.

The Strategic Plan for Strengthening Research, and the results of that plan, leads to five strategies that must be accomplished to reach our goal:

Goal: Strengthen and Grow the Research Enterprise at Upstate

Strategies

- Develop research partnerships in the region, state, nation and globally.
- Increase our research expenditures by 10% annually.
- Hire additional basic and clinical researchers within the designated research pillars and foundational sciences.
- Increase the research laboratory and office space to accommodate these new researchers, and the targeted 10% annual increase in research expenditures.
- Strengthen our recruitment, education, and research training of graduate students and post doctoral fellows.

In this implementation plan we first use a Gantt Chart to demonstrate the events that must be accomplished, and their timing, to accomplish our strategies. This is then followed by the metrics that will be utilized to measure our success in accomplishing our strategies. Success will be determined by everyone understanding and supporting the strategies described in this document and then having the necessary resources to carry it out. During this period of state budget cuts, and required austerity programs, the timing of events could be delayed should resources become limiting.

HOW THE READER SHOULD UTILIZE THE GANTT CHART

The attached Gantt chart provides an illustrative "road map" of the research strategic plan. The Gantt chart is a dynamic planning tool that provides a status report at a point in time, in this case as of December 16, 2009. The chart will be updated on a regular

basis, perhaps two times per year, to keep it current as events and circumstances occur. One of the attributes of the Gantt chart format is the ability to link tasks or events to one another. To the extent possible in this first edition, those links have been installed. The power of task linkage is it provides the ability to forecast cause and effects of defined events or circumstances and allows analysis of “what if” scenarios. With each subsequent update of this first edition, the tasks can be refined, expanded and linked to achieve a more accurate forecast of the strategic plan development over the next ten years.

One of the key elements of the strategic plan is hiring more research faculty. To accomplish the strategy of increasing our research expenditures by 10% annually this will be required. A growth of 10% in research expenditure, compounded annually, will bring us to approximately \$85 million in annual research expenditures by 2019. The attached chart forecasts hiring a total of 82 net additional research faculty including fulfilling previous commitments to current Chairs (30) plus a net up of 52 new research faculty. Of the 52 new research faculty up to 46 will be based on the funding of the SUNY REACH proposal. Partial or no funding for this proposal will result in the hiring of fewer new research faculty. Based on state budget cuts the 30 previous commitments will be filled over the next ten years. The 52 new hires will begin in 2012 and continue over the following five years. New hires in diseases of the nervous system, cancer and foundational sciences are shown to be filled at a faster rate than the other pillars. It is recognized however, that that key recruit may be available in an area that could change the priorities of subsequent hires. These opportune changes would be reflected in future updates to the Gantt chart.

Another key element to the research strategic plan is the expansion of core facilities and space in general. To the extent possible, the Gantt chart reflects the projected plans for space. For example, the chart recognizes that the IHP core facilities will not be available until 2012, and major renovations to Weiskotten Hall cannot occur until swing space is created following a move into the new IHP addition.

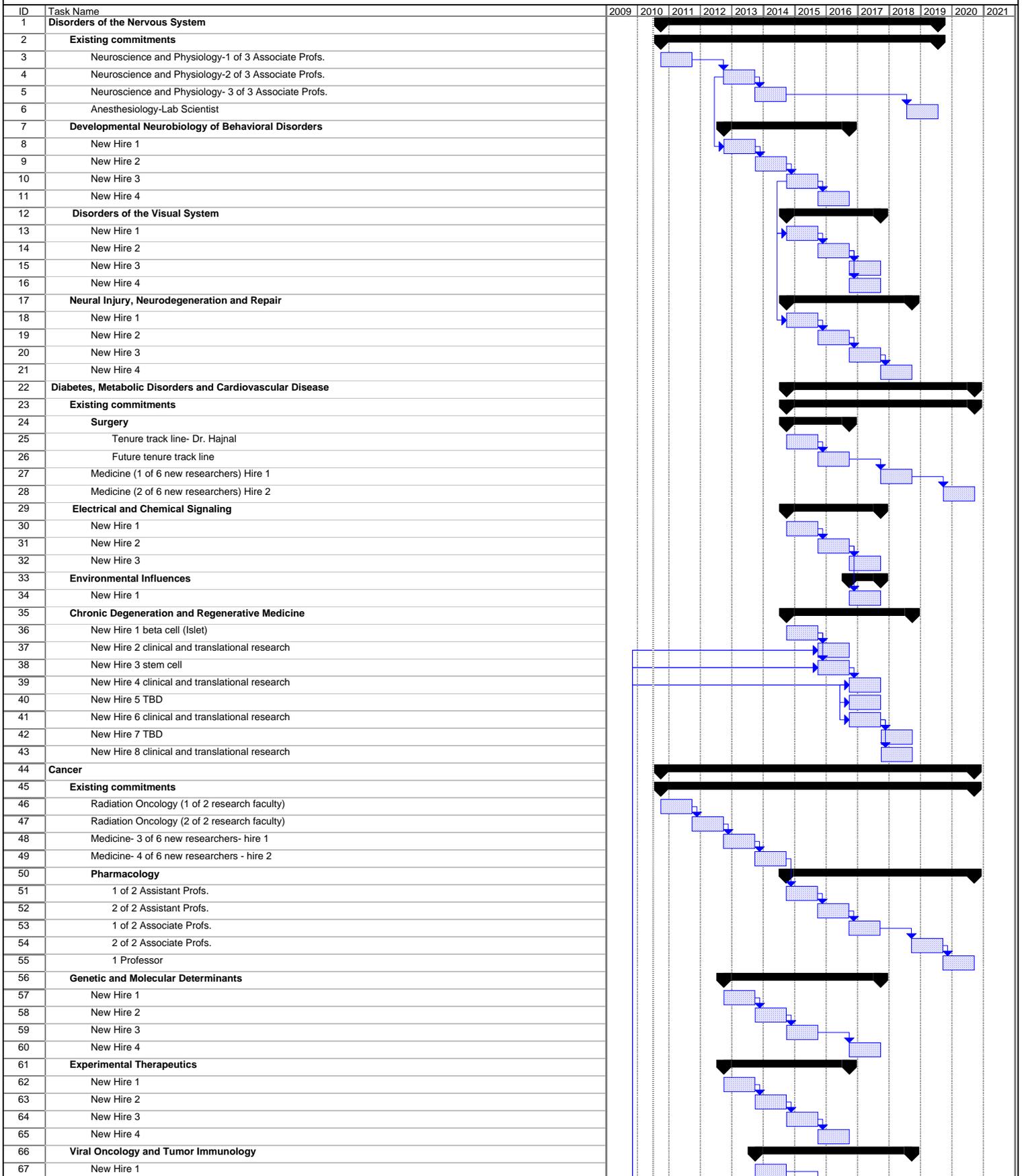
The Gantt Chart reflects our plans to grow our academic research collaborations in the region with Syracuse University, the VA and SUNY ESF, state-wide through the SUNY Academic Health Center (AHC) Collaborations, nationally and internationally through the newly formed International Institute of Biomedical Sciences and Technology (IIBMST), and with the industrial sector.

Finally, the Gantt chart lays out a plan for the development and enhancement of graduate and post doctoral education within Upstate, in collaboration with other institutions, and to reach out to the private sector.

By definition, a Gantt chart is perpetually a work in progress with each update representing the most current status.

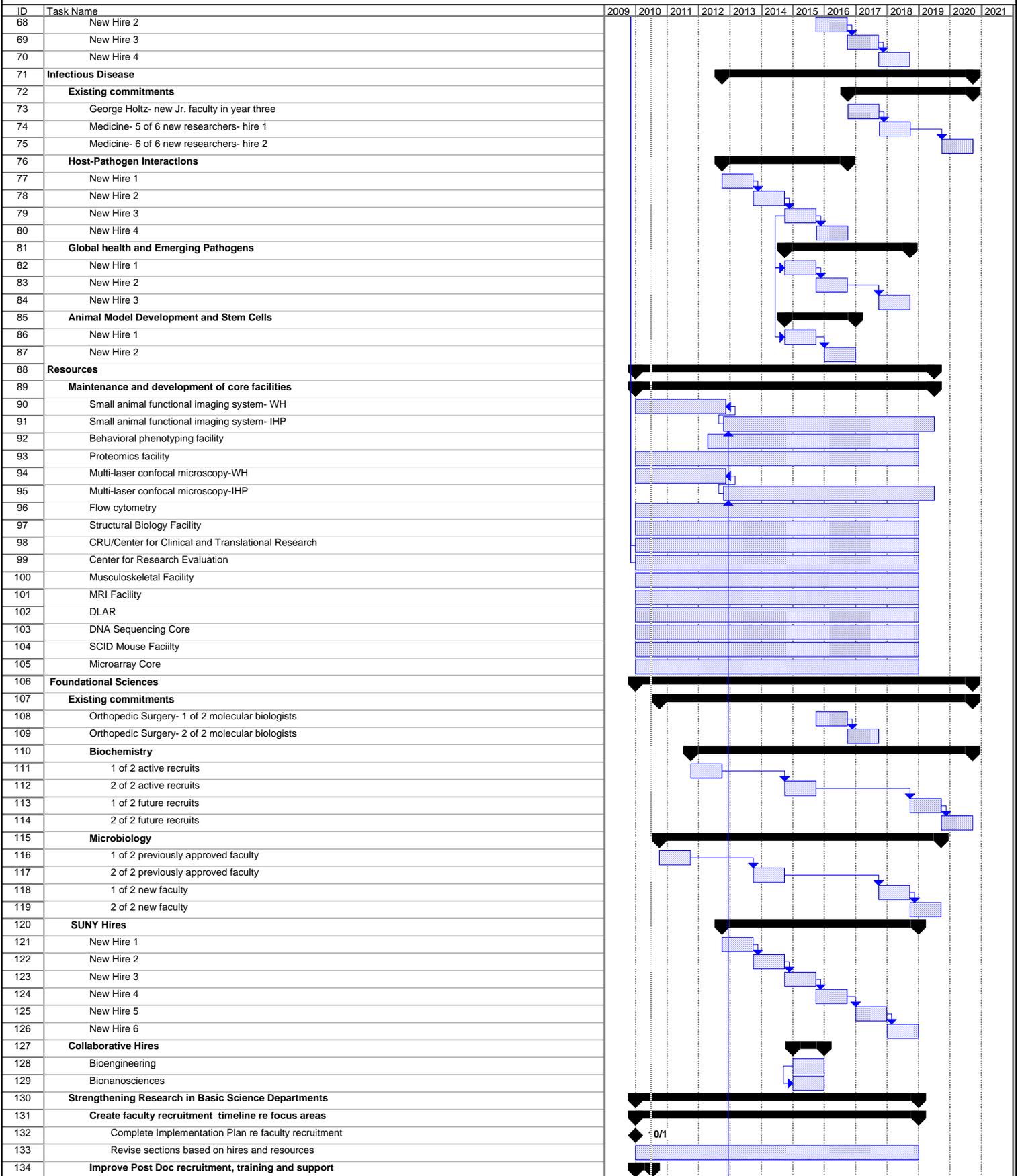
The Strategic Plan for Strengthening Research also significantly contributed to Upstate’s recently launched Engaging Excellence Strategic Plan. That document, too, reiterates the goal to strengthen and grow the Research Enterprise.

Research Strategic Plan Implementation Schedule



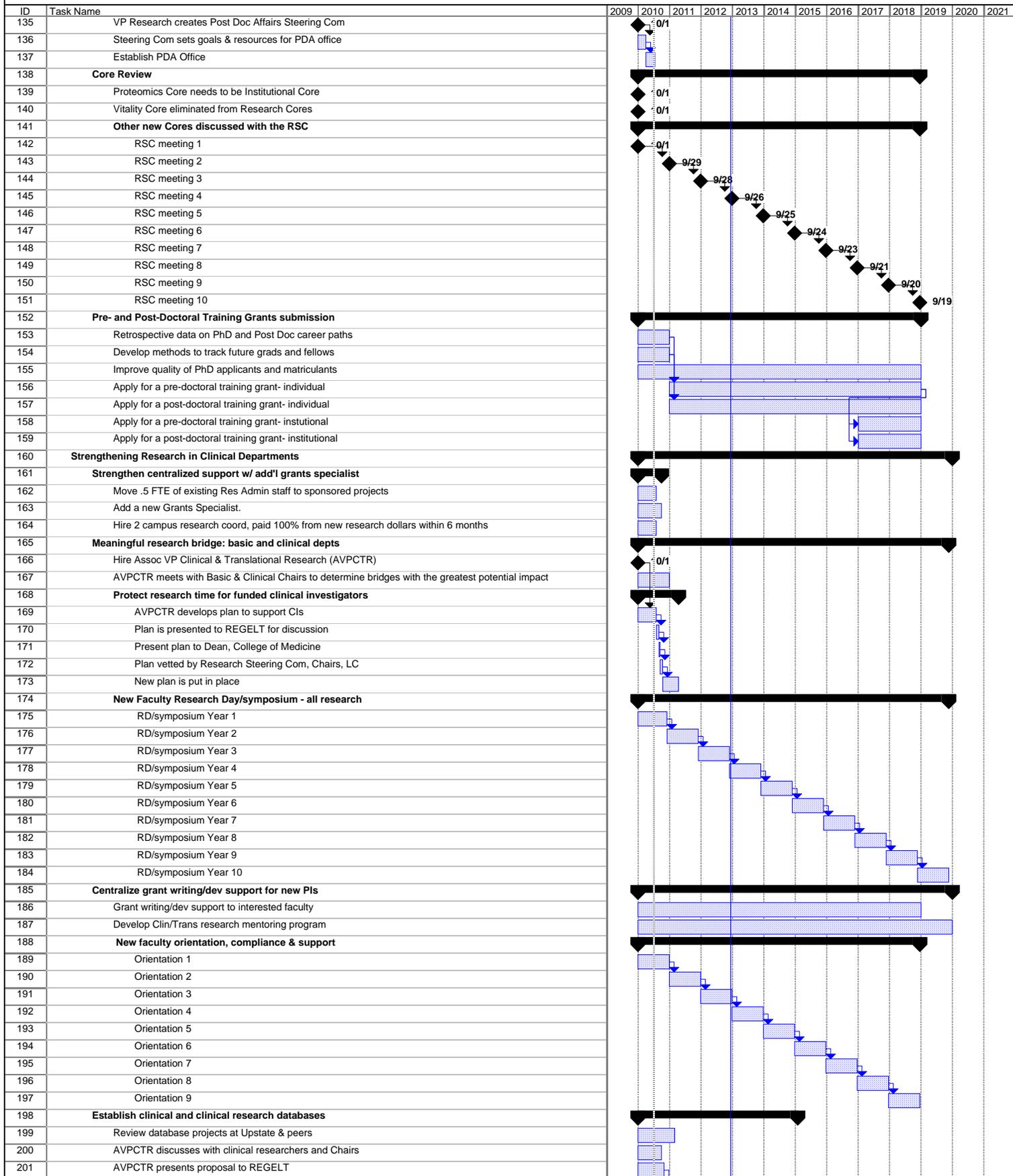
Project: 6-18-09 Gantt chart Date: Fri 3/26/10	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

Research Strategic Plan Implementation Schedule



Project: 6-18-09 Gantt chart Date: Fri 3/26/10	Task		Milestone		External Tasks	
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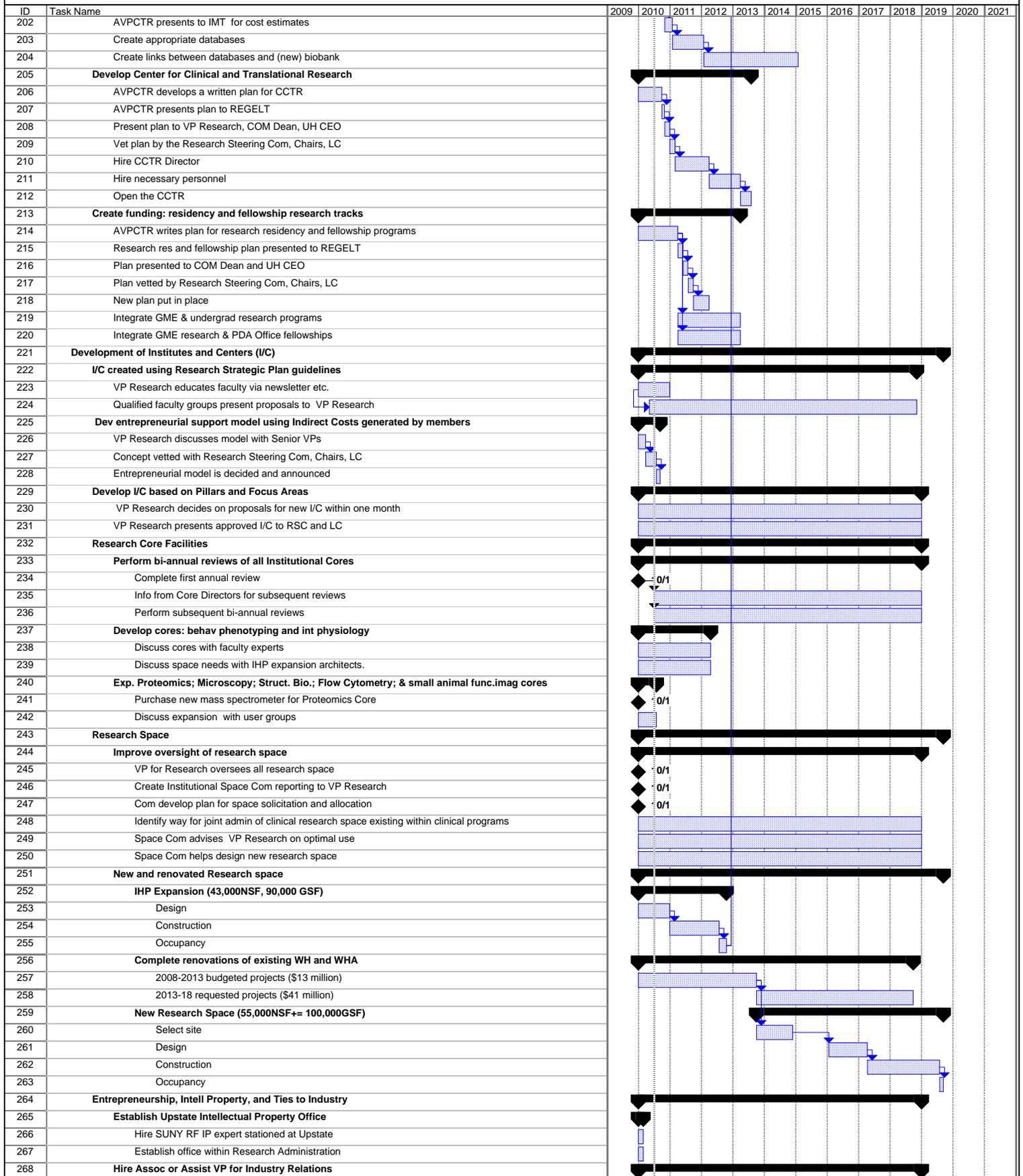
Research Strategic Plan Implementation Schedule



Project: 6-18-09 Gantt chart
Date: Fri 3/26/10



Research Strategic Plan Implementation Schedule



Project: 6-18-09 Gantt chart
Date: Fri 3/26/10



Research Strategic Plan Implementation Schedule

ID	Task Name	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
269	Identify resources required for this hire		◆ 0/1											
270	VP Research advertise/search for candidates		■											
271	Hire establishes strong ties with regional bio-Industry		■											
272	Hold Annual Upstate-Industry Research Collab Day		◆											
273	Hold first Upstate-Industry Day (with MedTech)		◆ 0/1											
274	VP Research, Assoc VPIR create group for Annual Collab Days.		■											
275	Design, construct operational guidelines for CNY BRC		◆											
276	VP Research and ESF Leaders work with architects on facility design		◆ 0/1											
277	Upstate and ESF Pres dev operating agreements		■											
278	CNY BRC Board retains legal help re future tenancy		■											
279	Future tenants ID by VP Research, Assoc. VPIR, CNY BRC Exec. Dir. identify future tenants.		■											
280	Graduate Education		◆											
281	Enhance mktg of grad programs using ext advertising (eg. Peterson's guides).		◆											
282	Create executive account with Peterson's Guides		◆ 0/1											
283	Mktg & CGS Dean develop plan to increase web hits on Upstate Peterson's Guides Web Site		◆ 0/1											
284	Maintain annual account with Peterson's Guides		■											
285	Enhance mktg via new Visiting Lecture Series		◆											
286	Identify Upstate faculty willing to participate		◆ 0/1											
287	Develop brochure with Marketing		◆ 0/1											
288	Get mail list of undergrad programs/advisors in 250-mile radius of Upstate		◆ 0/1											
289	Send brochures and form to these institutions		■											
290	Arrange the dates and times for visits		■											
291	Give scientific and graduate program presentations		■											
292	Develop Undergraduate Advisor Day		◆											
293	Develop a plan for the Advisor day		◆ 0/1											
294	Get listing of undergrad institutions/advisors		◆ 0/1											
295	Determine the date and times for the Advisor Day		■											
296	Work with Marketing to develop mailing		■											
297	Send mailing to these institutions		■											
298	Hold first annual Advisor Day with presentations		■											
299	Hold Graduate Curriculum Retreat every three years		◆											
300	Hold first retreat		◆ 0/1											
301	Plan next retreat		■											
302	Adopt recommended curricular changes post retreat		◆											
303	Curr Com determines how best to institute changes		■											
304	Evaluate educational impact of curricular changes		■											
305	Establish a system for retroactive and future tracking of graduates		◆											
306	Obtain complete list of past grads & career paths		■											
307	Maintain complete career path list for future grads		■											
308	Apply for a graduate training grant		◆											
309	Discuss focus of training grant with program heads		■											
310	Assemble multi-dept committee to work on grant		■											
311	Submit the graduate training grant		■											
312	Establish new interdepartmental graduate programs		◆											
313	COGS Dean to discuss concepts with Assoc Dean		■											
314	Dean reviews concepts w/ Assoc. VP CTR		■											
315	Dean to discuss concepts with program heads		■											
316	Best ideas presented to Upstate Grad Council		■											
317	Establish a joint program with SU in Neuroscience		◆											
318	Obtain signed MOU from Institutional officials		■											
319	Identify participating SU and Upstate faculty		■											
320	Obtain GFO approval for participating SU faculty		■											
321	Begin advertising combined program		■											
322	Evaluate students under normal admissions process.		■											
323	Consider joint PhD program in Biomed. Eng. With SU		◆											
324	Discuss concept with SU Dean of Engineering		■											
325	If amenable, discuss with Upstate Grad Council		■											
326	Develop "bare-bones" & "extended" curriculum		■											
327	Obtain a signed MOU from Institutional officials		■											
328	Identify participating SU and Upstate faculty		■											
329	Obtain GFO approval for participating SU faculty		■											
330	Begin advertising combined program		■											
331	Evaluate students under normal admissions process		■											
332	Consider joint PhD program in Bionanoscience w/ SU		◆											
333	Discuss concept with SU Dean of Arts & Sciences		■											
334	If amenable, discuss with Upstate Grad Council		■											
335	Develop "bare-bones" & "extended" curriculum		■											

Project: 6-18-09 Gantt chart
Date: Fri 3/26/10

Task		Milestone		External Tasks	
Split		Summary		External Milestone	
Progress		Project Summary		Deadline	

CONCLUSION

The Gantt Chart provides the tasks that must be completed to properly execute the “Strategic Plan for Strengthening Research”. It also gives a ten year time table indicating the predicted phasing for completion of each of the 380 tasks. The actual dates, and level of success, of completion of these tasks will depend upon the available resources required to hire new faculty (lines, start up funds and research space) and staff.

The metrics that we will utilize to measure the success in completing our strategies are indicated below:

Develop research partnerships in the region, state, nation and globally.

1. Total Direct and Indirect Expenditures/year based on collaborations with faculty at:
 - A. local Universities (SU, ESF, others),
 - B. other SUNY Academic Health Centers,
 - C. IIBMST institutions, and
 - D. other state, national and international institutions.
2. Total IIBMST annual membership.
3. Number of Research Contracts between SUNY Upstate faculty and other academic/non-profit/commercial (e.g. industry) institutions.
4. Number of Co-authored Publications with faculty from other Institutions.

Increase our research expenditures by 10% annually.

1. Total Direct and Indirect Expenditures Annually
2. Federal % of Total Expenditures Annually
3. Total Annual Extramural Dollars Funded Based on Award Statements.
4. Total Direct and Indirect Expenditures from:
 - A. Basic Science Departments
 - B. Clinical Departments
 - C. Industry Sponsored Research
 - D. the Research Pillars and Foundational Sciences
5. Total Royalty Income

Hire additional basic and clinical researchers within the designated research pillars and foundational sciences.

1. Complete the hiring of the 30 existing research faculty commitments, plus six additional research faculty, over the next ten years.
2. Hire up to an additional 46 faculty, based on the success of SUNY REACH and Upstate resources, beginning in 2012.
3. % faculty hired within the research pillars and foundational sciences.
4. % research faculty with joint and adjunct appointments crossing basic science and clinical departments.
5. % research faculty that are members of Upstate Centers and Institutes.

Increase the research laboratory and office space to accommodate these new researchers, and the targeted 10% annual increase in research expenditures.

1. Annual % of total space renovated for research.
2. Annual % growth of research space.
3. Annual Capital Requests Related to Research Space.
4. Available Research Laboratory/Office Space

Strengthen our recruitment, education, and research training of graduate students and post doctoral fellows.

1. Number of applications for graduate school admission
2. Percent increase in the average GRE/GPA/TOEFL scores of applicants and incoming graduate students.
3. Annual number of extramural pre-doctoral and postdoctoral fellowships received.
4. Percentage of Upstate College of Graduate Studies graduates in post-doctoral positions, academic faculty positions, industry or other positions advancing their science and leadership careers.

Acknowledgement

I would like to thank the members of the Strategic Planning Implementation Committee that drafted this document, with a special debt of gratitude to Tom Pelis and Tim Endy, MD, who taught us all how to utilize Gantt charts as a planning tool. I would also like to thank the Research Steering Committee, Steven Scheinman, MD, and Steve Brady for their thoughtful reading and suggested changes that helped create this final document. It was a pleasure to work with the outstanding faculty and administrators listed below.

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