<table>
<thead>
<tr>
<th>Strategy/Expected Outcome</th>
<th>Action Steps (with timeline)</th>
<th>Metrics/Targets</th>
<th>Responsible Party</th>
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<tbody>
<tr>
<td><strong>Goal 1: Enhance the research portfolio. Build on strengths, develop emerging research areas, and strategically invest in high-risk ventures.</strong></td>
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| Provide strategic investments in key focus research areas to build best-in-nation status | • Continue support in areas of strength (Cancer Center, Infection/Inflammation, Imaging & Structural Biology, Visual Sciences, Cardiovascular Research)  
• Invest in emerging areas of research, areas growing nationally and at the school (Translational Neurosciences, Population & Community Health, Genome Sciences)  
• Strategic investments in high risk/high return programs, which are not as well established but have potential to become nationally ranked (Therapeutics, Metabolic Sciences) | • Increased faculty recruits  
• Program development  
• Increased funding invested in key focus research areas | Designated Department Chairs and Center Directors, CRI Committee, Basic Science Chairs, Vice Dean for Research, Dean, Vice Dean for Finance |
| Invest in commercialization efforts to expand research portfolio | • Provide support, guidance, funding, and resources where needed to bring research efforts to the public sector  
• Expand connections with industry and pharma, developing relationships with key industry personnel  
• Utilize expertise of CAHH and other programs to develop research programs | • Increased funding from commercialization contracts, licensing, spin-out companies  
• Increased percentage of diversity in research portfolio | Vice Dean for Research, Chief Translational Officers, Office of Development, Technology Transfer Office |
| **Goal 2: Diversify research portfolio to provide consistent support to researchers, despite uncertain economic conditions in federal funding.** | | | |
| Diversify research portfolio outside of standard NIH funding (non-NIH federal, foundation, industry, philanthropy) | • Develop new avenues of research philanthropy, work with Office of Development to foster relationships with alumni and donors  
• Enhance efforts in Office of Strategic Initiatives, pursue alternative funding opportunities from state, county, federal sources | • Increased percentage of diversity in research portfolio  
• Increased funding numbers from philanthropy (dedicated to research efforts)  
• Increase number of grants from alternative sources | Vice Dean for Research, Office of Development, Office of Strategic Initiatives |
| Grow commercialization portfolio of the school utilizing multiple resources and expertise from around the country | • Capitalize on industry opportunities, foster relationships with the public sector, guide researchers through the proper channels  
• Utilize Chief Translational Officers to support efforts, inform and teach investigators about | • Increased numbers of licensing agreements, new companies, contracts  
• Increased ROI on dollars invested in internal funding | Vice Dean for Research, Chief Translational Officers, CAHH members, Technology Transfer Office |
| Create culture change in school personnel in relation to research portfolio | Develop new understanding of commercialization, translational research, and business licensing opportunities  
- Reach out to students, provide information on alternative career opportunities, the process of commercialization, and business licensing opportunities | Increased awareness of expanded research opportunities  
- Increased number of presentations, programs, and informational sessions to students, faculty and staff regarding research portfolio | Vice Dean for Research, Office of Development, CAHH members, Office of Graduate Education, Vice Dean for Faculty Development & Diversity |
<p>| Go to Goal 3: Develop recruitment strategies to attract the nation’s top graduate students and post-docs | Develop interdisciplinary educational and training experiences that provide graduate students and post-doctoral researchers with a professional skill set that will ensure their early success as leaders in academic, industrial, or other research-intensive professions | Vice Dean for Research, Office of Graduate Education |
| Improve existing facilities and develop new graduate educational infrastructure including modern, technologically enhanced classrooms, lecture halls, and administrative office space. | Office of Graduate Education, Associate Dean for Space and Facilities Planning, Director of Administrative Computing |
| Establish a Postdoctoral Research and Career Development Office in the School of Medicine, to improve postdoctoral scholar recruitment, professional skills development, fellowship and grant preparation, career transitioning, and to promote community building. | Director of Postdoctoral Affairs, Office of Graduate Education |
| Promote faculty initiatives for continuing training in innovative educational approaches such as active learning, and on-going development of their mentoring skills. | Vice-Dean for Faculty Development and Diversity, Vice-Dean for Research, Office of Graduate Education |
| Develop new and expand existing MS program offerings with centralized support from the school to provide viable training and workforce development | Vice-Dean for Finance and Administration, Interim Vice Dean for Education and |</p>
<table>
<thead>
<tr>
<th>Option 1</th>
<th>Option 2</th>
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<tr>
<td>Promote and support undergraduate research experiences in the school in key partnerships with Biology and Biomedical Engineering.</td>
<td>Chair of Biology, Chair of Biomedical Engineering, Office of Graduate Education</td>
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**Goal 4: Align research goals across schools and affiliate institutions to provide the best support possible to investigators**

- Foster collaborative and team science within and between schools and affiliate institutions
- Jointly identify priorities for research, teaching & education, and clinical care
- Collaborate in recruitment efforts
- Create opportunities to share discoveries, network, and develop relationships with colleagues
- Enhance participation in multi-disciplinary, multi-institution programs such as CCCC, CTSC, CFAR
- Jointly develop therapeutics, informatics and clinical data sharing, CLIA-based gene sequencing, and biobanks
- Increased membership in multi-institution programs
- Increased number of multi-institutional grants, collaborative grants, research programs, and courses

**Goal 5: Improve and coordinate core operations to better support research programs**

- Increase visibility of and access to cores
- Provide timely information to school personnel highlighting core activities and services
- Utilize various media outlets to communicate core information to school
- Publish bi-weekly informational emails
- Upgrade core websites and create centralized interactive website

- Create steering committee to oversee efforts of cores, help provide efficiencies, and determine investment strategies
- Clearly define core types and determine where each core falls
- Develop Core Steering Committee and Research Support Director Position
- Create sub-committees on core focus areas (ex: Imaging) and convene meetings to discuss efficiencies and standard operating procedures
- Provide transparency regarding school investments
- Create Steering Committee, Research Support Director
- Create and convene sub-committees
- Provide open reporting and communication on school investments

**Goal 6: Leverage the administrative processes at the school (IT, communications & marketing, etc.) to provide efficient and effective support to our researchers**

- Work with school and university leadership to develop administrative efficiencies to support faculty research programs
- Provide professional development and promotion opportunities for highly competitive staff

- Office of the Dean, Vice Dean for Research, Vice Dean for Finance, Human Resources
<table>
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<tr>
<th><strong>Review job descriptions to streamline organizational hierarchies</strong></th>
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<tbody>
<tr>
<td><strong>Work with human resources to facilitate competitive staff hiring practices</strong></td>
<td><strong>Develop new hiring guidelines for highly technical and specialized positions to allow for competitive staff hiring</strong></td>
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<td><strong>Office of the Dean, Human Resources, Vice Dean for Finance</strong></td>
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<tr>
<td><strong>Support administrative programs in IT and communications &amp; marketing with strategic investments</strong></td>
<td><strong>Provide appropriate staff and funding to administrative departments to allow for efficient and effective support of our faculty</strong></td>
</tr>
<tr>
<td><strong>Office of the Dean, Vice Dean for Finance, Office of Communications &amp; Marketing, Director of Administrative Computing</strong></td>
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