

Robert Wood Johnson Medical School Research Strategic Goals

School Strategic Goals: Improve national standing in the quality of research programs with enhanced capability for collaborative, interdisciplinary and translational research and train outstanding biomedical research scientists to be leaders in academia, industry and government.

Objective	Measures	Action Plans	Responsibility
Strategic Goal #1 Research excellence			
1. Foster faculty research and promote an academic culture of collaboration, training and investigative productivity.	Increased number of faculty participating in NIH grants. Increased average number of grants per funded faculty.	A. Provide time, resources, and funds for faculty to establish a research program, especially in clinical departments. B. Provide an organizational structure to support people who are successful in research. C. Provide grants workshops. D. Promote a culture and reward system for intra- and inter-departmental collaboration. E. Reduce institutional barriers (especially between departments) to translational research. Examples: A. Establish monthly Senior Faculty forums. Research presentations by senior, funded faculty with wide advertisement of topics. Both basic and clinical faculty presenters, but emphasis on clinical presentations. B. Continue to target RFA distributions, including “matchmaking” for interdisciplinary RFAs and publicize resources for preparation of grant applications.	Dean, Senior Associate and Associate Deans for Research, Department Chairs

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		<p>C. Continue to provide a grant workshop as part of the orientation of new faculty. D. Develop a single web site for all RWJMS seminars. E. Promote cross attendance between clinical and basic science seminars and grand rounds.</p>	
<p>2. Increase collaboration to facilitate multi investigator projects and grants.</p>	<p>Increased multi investigator projects and grants.</p>	<p>A. Develop incentives for increased collaborations and new research opportunities. B. Recruit programmatically and across departments. C. Promote a culture where cross departmental collaboration and interdepartmental work are promoted and rewarded. D. Reduce institutional barriers (especially between departments) to translational research.</p> <p>Examples:</p> <p>A. Establish incentives such as space, funding, pilot funding, promotion and tenure, faculty and support staff lines. B. Work with departmental research groups to develop appropriate research foci. C. Facilitate interactions among investigators with similar research interests, but different departmental affiliations. D. Facilitate dialogues with NIH staff on funding opportunities for collaborative projects. E. Update the web-site on current faculty research interests, in order to facilitate collaborative efforts. F. Participate in a joint committee with Rutgers to address collaborative opportunities and pilot mechanisms identified by the UCC subcommittee. G. Address inter-university barriers to collaborative grants.</p>	<p>Dean, Senior Associate and Associate Deans for Research, Department Chairs</p>
<p>3. Increase training opportunities and quality and quantity of trainees.</p>	<p>Increased number of training grants. Success of faculty and trainees associated with these programs.</p>	<p>A. Recruit programmatically and across departments. B. Increase the quality of the recruited graduate students and the graduate programs. C. Develop a comprehensive database of trainees to support information requirements for applications for training grants.</p>	<p>Dean, Senior Associate and Associate Deans for Research, Associate Dean for Graduate Studies, Department</p>

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		<p>D. Develop an ongoing assessment mechanism for trainees.</p> <p>Examples:</p> <p>A. Monitor trainee success via track records in publications, grants and subsequent positions.</p> <p>B. Identify strong faculty with excellent research and training records to develop teams to submit training grants focused in strategic areas.</p> <p>C. Establish a T32 and K30 institutional training curriculum for residents.</p> <p>D. Provide templates and consultation for training grant applications.</p> <p>E. Develop and submit a K30 application at the next solicitation.</p>	chairs, Graduate program directors
<p>4. Target and increase grants for shared or core research instrumentation and improve corpus of shared equipment and core research facilities.</p>	<p>Usage of equipment and core facilities at scientific boundaries and in state of the art research areas.</p>	<p>A. Increase school support (financial and space) for core facilities.</p> <p>B. Maintain the Subcommittee on Core Facilities to establish priorities for shared equipment matching funds and for the expansion or development of cores.</p> <p>C. Establish a survey process with the faculty on needs and opportunities.</p> <p>D. Develop long range plan that anticipates technological innovation and assess trajectory/ growth of research program that identifies and prioritizes targets for shared equipment grants, direct institutional support and capital programs.</p> <p>E. Establish a funding plan for equipment and core facilities including shared instrumentation grants, program project grants, center grants and support from foundations.</p> <p>F. Assure planning for long term financial viability of equipment and core facilities.</p> <p>Examples:</p> <p>A. Maintain an up to date web-site on shared equipment and core facilities.</p> <p>B. Establish a business model for the development and maintenance of new or expanded core facilities.</p> <p>C. Include core facility support in multi investigator grants.</p>	<p>Dean, Senior Associate and Associate Deans for Research, Chief Operating and Financial Officers</p>

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5. Assure state of the art infrastructure to support research.	Quality and quantity of research; satisfaction and retention of researchers. Increased upgraded or added research space. Increased state of the art, accessible core facilities.	<p>A. Assure sufficient space of high quality for research. B. Provide state of the art communication and information technology services.</p> <p>Examples:</p> <p>A. Participate in a joint committee with Rutgers to address information technology disparities identified by the UCC subcommittee. B. Recruit professional staff for the preparation of grant submissions. C. Provide better information technologies. D. Enhance and expand accessibility of informatics-based technologies.</p>	Dean, Chief Operating and Financial Officers, Senior Associate and Associate Deans for Research
6. Increase translational research and research in clinical departments.	Increased number of clinical faculty doing funded research. Increased collaborative grants between basic and clinical scientists.	<p>A. Make it possible for clinical faculty to have protected time for research. B. Promote mentoring of faculty, especially new faculty and faculty working across basic and clinical boundaries. C. Establish pilot programs to allocate resources to support new research programs for clinical faculty. D. Establish endowed chairs in clinical departments. E. Provide assistance to all investigators to help write and review grants prior to submission. F. Recruit faculty and chairs in clinical departments to do research. G. Reduce institutional barriers (especially between departments) to translational research. H. Provide start up packages to support research programs of new clinical faculty recruits.</p> <p>Examples:</p> <p>A. Implement the recommendations from the subcommittee on clinical research on: Release Time Mentoring Basic Science/Clinical Faculty Collaborations</p>	Dean, Senior Associate and Associate Deans for Research, Chief Operating Officer, Department Chairs

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		B. Target new faculty recruits to develop and submit K awards. C. Establish clinical research training programs. D. Develop Biostatistical support for clinical research groups. E. Develop faculty forums, emphasizing clinical research and the translation of basic science research. F. Increase school-wide interactions with pharmaceutical industry scientists. G. Enhanced partnership with the hospital to support the research enterprise.	
7. Support pediatric clinical research by establishing a Pediatric Clinical Research Center (PCRC).	Completed PCRC in the Child Health Institute. Increased numbers of clinical trials.	A. Establish contact with NIH and pharmaceutical companies; recruit program director; establish contact with pharmaceutical companies and sponsors; organize program of pediatric clinical trials; plan and design space for PCRC in CHINJ Building. B. Develop a means for tracking the number of clinical trials.	Dean, Senior Associate and Associate Deans for Research, Chief Operating Officer, Drs. Notterman and Lambert
8. Support general clinical research by establishing a General Clinical Research Center (GCRC).	Completed GCRC. Increased numbers of clinical trials.	A. Recruit program director. B. Identify R01 funded clinical researchers. C. Develop research support, infrastructure and space.	Dean, Senior Associate and Associate Deans for Research, Chief Operating Officer

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<p>Strategic Goal #2 <i>Train outstanding biomedical research scientists to be leaders in academia, industry and government.</i></p>		<p><i>Obtain local control of the graduate program and associated resources.</i></p>	
<p>1. Attract the highest quality graduate students.</p>	<p>Improved quality of admitted graduate students. Enhanced participation of faculty in recruitment efforts.</p>	<p>A. Increase the visibility of all graduate programs to enhance the recruitment of the highest quality students. B. Assure the participation of all faculty that accept graduate students into their laboratories in recruitment efforts. C. Assure sufficient resources are provided for a first class recruitment system for all graduate programs.</p> <p>Examples:</p> <p>A. Targeted mailing of recruitment literature. Require each RWJMS faculty member who wishes to sponsor graduate students to provide 2 names and full addresses as a contact. B. Identify research-active RWJMS faculty representing all departments to send to local universities to give seminars and recruit. Provide a standard recruitment slide show and high quality recruitment materials to add to the research seminar. C. Assure active and equal RWJMS representation on the recruitment and admission committees of joint graduate programs with Rutgers. D. Identify the average regional Ph.D. program stipend and maintain the RWJMS stipend to meet at least that average. E. Increase funding for graduate program recruitment visits by potential students. F. Improve and better link web sites for graduate programs and the graduate</p>	<p>Sr. Assoc. and Assoc. Deans for Research, Assoc. Dean for Graduate Studies, Department Chairs, Graduate Program Directors, Faculty</p>

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<p>2. Establish training programs to promote the highest quality education and research.</p>	<p>Increased student success in post-graduation outcomes measures (see 3). Increased research publications and research support, training grants and individual fellowships.</p>	<p>school.</p> <p>A. Align all graduate programs and standardize curriculum with current faculty research interests and the modern focus of biomedical research. B. Assure all faculty who accept students into their laboratories participate in a meaningful way in the teaching of graduate students. C. Assure a sufficient number of quality elective course choices are available to students. D. Enhance overall quality of graduate education by having a standardized evaluation system for RWJMS graduate courses administered by a centralized office. E. Assure RWJMS faculty members play an active role in the leadership of all of joint graduate programs with Rutgers. F. Clarify and simplify the graduate programs and standardize requirements. G. Provide a high standard of competitive benefits (health care, housing and resources) for all graduate students. H. Assure timely progression of all students through graduate programs (see #4). I. Obtain increased funds to assure that the number of students in Piscataway GSBS and joint Piscataway GSBS/Rutgers programs meet the growing number of quality faculty wanting to participate in the training of such students.</p> <p>Examples:</p> <p>A. Participate in a joint committee with Rutgers to address graduate student and postdoctoral fellow policy disparities identified by the UCC subcommittee. B. Reassess the core curriculum of the Molecular Biosciences graduate program and revisit the prior work of the curriculum committee for that program. C. Identify mechanisms to assure that all faculty who take students into their laboratory participate in providing graduate education to the students. D. Identify mechanisms to value graduate student teaching.</p>	<p>Sr. Assoc. and Assoc. Deans for Research, Assoc. Dean for Graduate Studies, Department Chairs, Graduate Program Directors, Faculty</p>
<p>3. Improve the percentage of graduates who go on to</p>	<p>Improve the percentage of graduates who obtain</p>	<p>A. Enhance the environment to encourage graduate students to pursue careers in the biomedical sciences.</p>	<p>Sr. Assoc. and Assoc. Deans for Research,</p>

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post-doctoral training and subsequent independent scientific careers.	funding for post-doctoral fellowships. Determine and improve the percentage of graduates with subsequent independent careers in research, academia, teaching and government.	B. Increase support for career development for graduate students. C. Establish mechanisms to track graduate success. Examples: A. Sponsor an alumni symposium and alumni/student newsletter. B. Establish mechanisms and training of faculty to enhance the mentoring of graduate students.	Assoc. Dean for Graduate Studies, Graduate Program Directors, Faculty
4. Assure the timely progress of students through graduate programs and improve the graduation rates of Ph.D. students.	Maintain a mean duration to graduation at a maximum of the national average.	A. Determine the current status of all GSBS graduate students in progression through the 2 qualifying exams. B. Determine the attrition, transfer out, and interdegree transfer (Ph.D. to M.S. and M.S. to Ph.D.) rates in GSBS Ph.D. students (within the last 5 years) and jointly with Rutgers. C. Maintain centralized up-to-date records of progression for all students. D. Enhance overall quality of graduate education by the mechanism outlined above. E. Require all Ph.D. students to complete the second qualifying exam or equivalent to be raised to candidacy within 18 months of the first exam. F. Require documentation of meetings with the student pre-thesis committee annually following obtaining candidacy. G. Identify mechanisms to enforce E and F. H. Identify students in need of special assistance and provide individually tailored plan for academic support and counseling. I. Enhance student retention through faculty involvement throughout the graduate program.	Sr. Assoc. and Assoc. Deans for Research, Assoc. Dean for Graduate Studies, Program Directors, Faculty

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5. Achieve maximal diversity in the graduate student body.	Develop a diverse and interactive student body prepared to meet the demands of biomedical research opportunities.	<p>A. Enhance general recruitment as in 1.</p> <p>B. Identify research-active RWJMS faculty to send to underrepresented minority research meetings, predominantly minority campuses, and schools with broad racial/ethnic demographic composition to give seminars and recruit, representing all departments and programs.</p> <p>C. Enhance recruitment of minority faculty to serve as role models for graduate students.</p> <p>D. Increase the capture of students that participate in local pre-doctoral grant-sponsored programs (i.e. summer programs).</p>	Sr. Assoc. and Assoc. Deans for Research, Assoc. Dean for Graduate Studies, Graduate Program Directors, Faculty