

ABSTRACT: 2014 ELAM Institutional Action Project Poster Symposium

Project Title: A Plan for Increasing Research in the Department of Medicine

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Collaborators: Donna Wang, Phil Reed, Barbara Forney

Background, Challenge or Opportunity: Our College is recognized as a pioneer of community-based medical education. Consistent with our core principles we were ranked 6/141 on “the social mission of medical education score” in 2010. In recent years we have focused on growing the research enterprise. Currently, the Department of Medicine has \$21.05 million in research funding with ~68% in federal grants and two K-awards.

Purpose/Objectives: Develop a strategic plan to enhance the research profile of the Department of Medicine.

Methods/Approach: Building on themes and goals derived from the last two department retreats we conducted a series of conversations with faculty and leaders to derive a strategic plan in four key areas.

1. **Mentoring:** A) Provide support and additional mentoring to maximize K to R conversion rate. Make a compelling case for resources from the Clinical and Translational Sciences Institute and Senior Associate Dean for Research. B) Establish a collaborative writing/research group selected from existing faculty to be mentored by a senior scientist with yearly goal of at least one peer-reviewed publication and one national presentation/participant. C) Develop mock study sections to support the work of the group. E) Strengthen the department’s current research infrastructure. F) Enhance research opportunities for residents and fellows.
2. **Collaborating:** A) Capitalize on the College’s current strategy to increase collaboration with other colleges and departments on campus. Opportunities currently exist for joint hires with the departments of Epidemiology in East Lansing and a new Public Health Program in Flint made possible by a recent \$9 million grant. Similarly, joint efforts with colleges of Agriculture and Natural Resources and Natural Science have been matched with funds from the provost to create new salary lines. B) Pursue a recruitment strategy to reenergize and enhance work of current productive researchers. C) Initiate and/or participate in existing teams with basic science departments.
3. **Advocating:** Create an administrative structure that will publish faculty accomplishments both internally and externally.
4. **Treasuring:** A) Guide and sponsor faculty through promotion and tenure B) Nominate faculty for committees that enhance visibility and skills. C) Nominate faculty for internal and external awards D) Reward successful faculty and excellent mentors

Outcomes and Evaluation Strategy: Plan has received support from the senior leadership of the College, including the Dean, who suggested that elements of it could be adopted for the community faculty of our expanded medical school class. Reactions of department leaders were mixed; though support is growing. We will continue to track research indicators and expect to increase current research NIH funding by 100% in the next two to three years.



MICHIGAN STATE UNIVERSITY
College of Human Medicine

A Plan for Increasing Research in the Department of Medicine

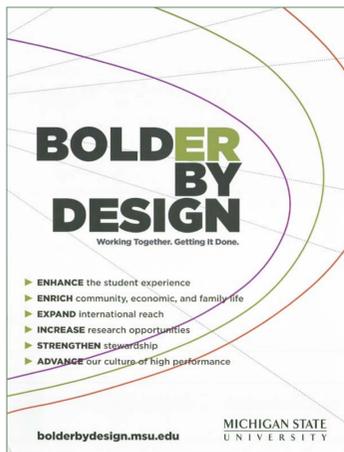
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BACKGROUND/PURPOSE

Michigan State University College of Human Medicine is recognized as one of the nation's pioneers of community-based medical education. In recent years there has been more focus on growing the research enterprise.

We sought to develop a strategic plan to enhance the research profile of the Department of Medicine at Michigan State University.



CHM: Performance and Positioning

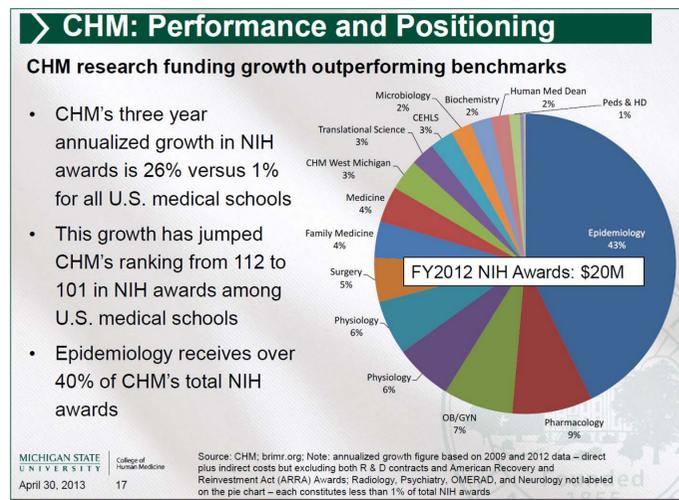
MISSION: Michigan State University College of Human Medicine is committed to educating exemplary physicians and scholars, discovering and disseminating new knowledge, and providing service at home and abroad. We enhance our communities by providing outstanding primary and specialty care, promoting the dignity and inclusion of all people, and responding to the needs of the medically underserved.

Founded/Type	1964 / Community-Based
Dean	Marsha Rappley, MD
Revenues	\$200 million
Organizational Structure(s)	Traditional administration and department structures
Total Grants and Contracts	\$64 million*
Characteristics**	
- Medical Students	691 (200 matriculants)
- Residents	909
- Fellows	50
- PhD Scientists	45
Faculty**	
- Full-Time Basic Science	119
- Full-Time Clinical Science	490
- Part-Time Clinical Science	9
- Volunteer Clinical	4,473
Faculty Practice Plan	Largely MSO functions, Both Medical Schools

METHODS/APPROACH

Building on themes and goals derived from the last two department retreats we conducted a series of conversations with key faculty and leaders in the department and the college.

We interviewed a group of currently active researchers, formerly active researchers, and relatively new faculty who had indicated an interest in engaging in research. The focus of the interviews was to explore perceptions of the current state of the department's research environment, and to solicit ideas or opinions about how to better facilitate research.



OUTCOMES/EVALUATION STRATEGY

The MCAT approach

Mentoring

Total #	Benchmarks	Action
3-5	1-2 pub 1-2 pres G.appl	D mentors D mentees
3-5	1-2 pub 2-3 pres RO appl	
3-5	KO1, RO1, R25 >3 yr	

Collaborating

Facilitators/Resources:
• DOM: Res coordinators, Res fund
• Offices of A&S for Research
• Office of VPRGS

Action:
• networking/connecting
• initiating interdisciplinary teams

Advocating

Contributors:
• Division Chiefs
• Chair/AC/VCs
• F&Os
• Mentors

Action:
• collecting news/data
• Analyzing
• Distributing

Treasuring

Action:
• Research Fund
• Incentive Fund
• Promotion, Team Eval

DISCUSSION

- "Think Big, Start Small, Move Fast."
- Faculty were generally discouraged and pessimistic about research in the department of medicine.
- Successful researchers expressed a sense of isolation within the department.
- There is some enthusiasm and support from department and college leadership for the MCAT approach

NEXT STEPS

- Change culture around research
- Identify/develop leader of the mentoring program
- Obtain resources for infrastructure and recruitment

