




MEMORANDUM

To: Donna E. Shalala, President
From: Richard L. Williamson 
Chair, Faculty Senate
Date: April 19, 2013
Subject: Faculty Senate Legislation #2012-40(B) – Establish the University-wide *Miami Clinical and Translational Science Institute of the University of Miami* (CTSI)

At its April 17, 2013 meeting, the Faculty Senate approved by majority with one negative vote the proposal to establish the University-wide *Miami Clinical and Translational Science Institute of the University of Miami* (CTSI) for five years and any extensions thereafter.¹ As noted in the proposal, the Miami CTSI builds and strengthens institutional research infrastructure to speed translation of new discoveries into treatments for patients and interventions to improve the public's health. The Miami CTSI reaches across institutions and University schools and departments. The Institute is funded by a NIH grant, the Provost, the Medical School and some additional in-kind funding.

The Institute had previously received provisional status in keeping with *Faculty Manual* requirements. This legislation is now forwarded to you for your action.

RW/rh

Enclosure

- cc: Thomas LeBlanc, Executive Vice President and Provost
- Pascal Goldschmidt, Senior Vice President and Dean, Miller School of Medicine
- Jose Szapocznik, Director, CTSI
- Jonelle Wright, Associate Director, CTSI
- Elaine Van der Put, Strategic Operations Chief, CTSI

¹ C18.2.1 If the Faculty Senate approves a UNIVERSITY CENTER or INSTITUTE established under Bylaw 6.5, it may do so for an initial term of up to five years¹. Continued approval by the Faculty Senate for a defined term of up to ten years requires a review of the unit upon receiving such a recommendation, forwarded by the Executive Vice-President and Provost after consultation with the cooperating departments and schools.

C18.2.3 Periodic five year reviews may be conducted on all programs, centers, institutes and similar academic units as deemed appropriate by the Faculty Senate or the Executive Vice-President and Provost.

CAPSULE: #2012-40(B) – Establish the University-wide *Miami Clinical and Translational Science Institute of the University of Miami* (CTSI)

PRESIDENT'S RESPONSE

APPROVED:  DATE: May 24, 2013
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: DEAN GOLDSCHMIDT

EFFECTIVE DATE OF LEGISLATION: Immediately
(if other than June 1 next following)

NOT APPROVED AND REFERRED TO: _____

REMARKS (IF NOT APPROVED): _____

Proposal for the Establishment of the Miami Clinical and Translational Science Institute at the University of Miami

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This proposal seeks to establish a multidisciplinary institute to advance clinical and translational research across the University of Miami, Jackson Health System, Miami VA Healthcare System, and community partners. Because it engages partners beyond the University of Miami, we propose that the Institute be called the *Miami Clinical and Translational Science Institute* (hereafter, "Miami CTSI" or "CTSI").

A. Mission

The Miami CTSI builds and strengthens institutional research infrastructure to speed translation of new discoveries into treatments for patients and interventions to improve the public's health. The Institute creates research opportunities, builds collaborations, offers research training, and provides services and expertise to help investigators move their research forward. The CTSI also functions as a research and development arm of the University's research enterprise. It introduces and tests novel research methods, platforms, services, technologies, and research tools. Those found to be effective and efficient, if deemed useful, can be taken over by the University.

B. Institute Focus

The Miami CTSI focuses on research with racial/ethnic minorities and the medically underserved. Its goal is to build capacity for *culturalized health sciences*, a term coined to reflect how our research, training, and health care are exposed to and influenced by the culture of our highly diverse faculty, staff, students, patients, and research participants.

C. Background

Researchers everywhere face common barriers; for example, there are too few qualified clinical and translational investigators and mentors to support them. Many research centers are organized around disease-specific themes that often cause research silos. Increased regulatory burden and low patient participation lead to protracted delays in getting studies done. Such barriers prove especially onerous when conducting research with ethnic minority and medically underserved populations. The Miami CTSI is dedicated to overcoming such barriers at the University while making significant contributions in minority health and health disparities research and in training underrepresented minorities in research.

The Miami CTSI is funded by the NIH to be a member of the prestigious national Clinical and Translational Science Award (CTSA) Consortium, a \$ ~~100 million~~ ^{100 million} nation-wide initiative to transform traditional biomedical research. Cutting-edge technologies and research tools not heretofore available in South Florida are now made available to UM through the Miami CTSI. The Miami CTSI works closely with the University's research operations to energize scientific collaboration and fashion new and improved research infrastructure, training, and career development programs.

D. Strategy

The Miami CTSI uses a three-pronged approach accomplish its mission:

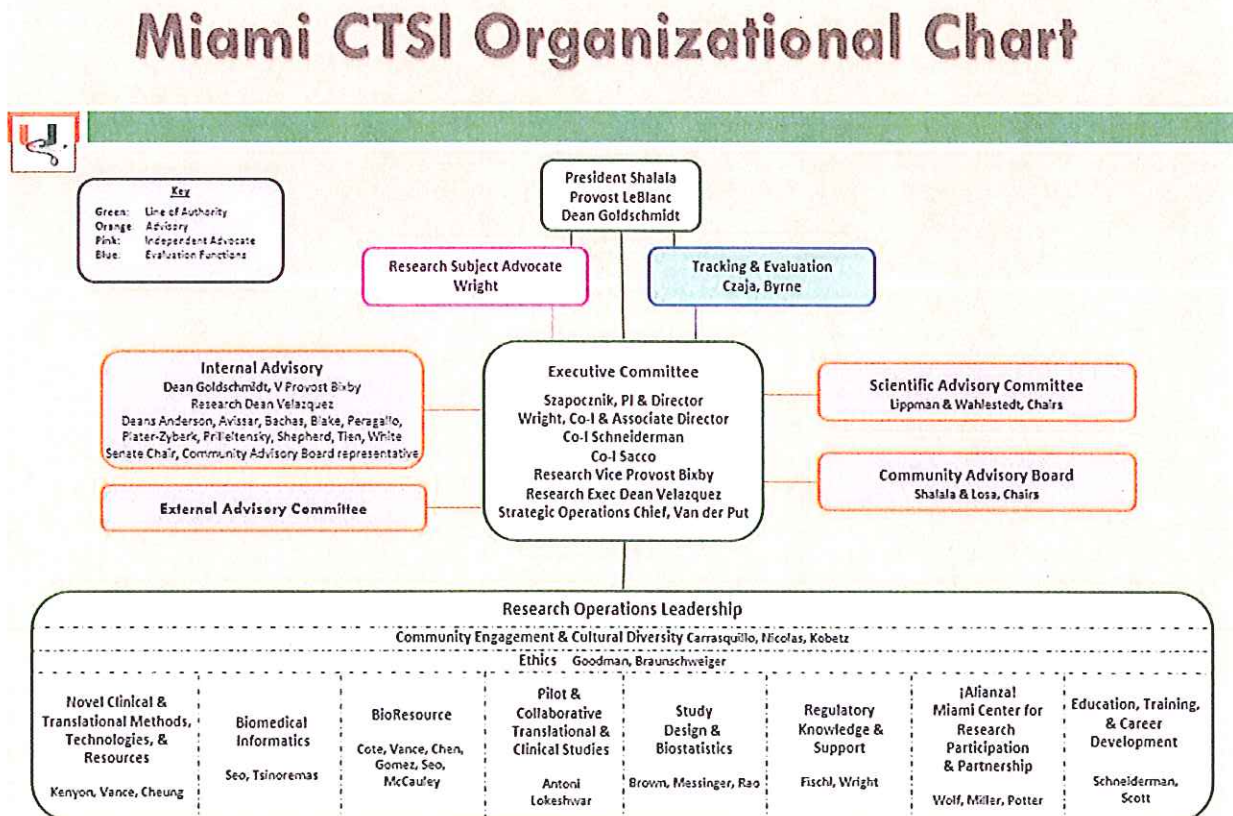
1. Reengineer *research environment*
 - Work with the University to eliminate or reduce barriers to research
 - Promote system-wide enhancements with new tools, technologies, and information
2. Promote *institutional activities* that build research capacity, integrate research programs, encourage cooperation
 - Research education, mentorship, career development, and career ladders for researchers and research team members across disciplines, campuses, and schools

- Harmonize and share services, resources, technology platforms and policies, procedures, and best practices to increase access and efficiency
 - Collaborative pilot & start-up funding across disciplines, schools
 - Bi-directional community research partnerships, *culturalized health sciences*
3. Provide *Investigator-focused* support, consultation, and research tools
- Protocol development, research design, biostatistics, data acquisition and management
 - Regulatory and research ethics expert consultation to assure safety, study participant advocacy, cultural relevance, and adherence to ethical standards in research

E. Structure

The Miami CTSI reaches across institutions and University schools and departments. Its programs are operationalized in ten Components that function under the direction of the CTSI Administrative Leadership Team. The CTSI is advised by External, Internal, Scientific, Executive, and Community Advisories, as depicted in the organizational chart and described below. We are currently reassessing our committee structure and will seek permission from our Executive Committee to streamline existing committees to increase effectiveness and efficiency. As per the General Welfare Committee, our committee structure will be reviewed again in a year.

Miami CTSI Organizational Chart



Governance

José Szapocznik, Ph.D., CTSI Director, answering to the Provost, is responsible for the CTSI and its ultimate success and for integration of CTSI functions within the CTSI and across UM. CTSI governance processes are described below.

1. The Administrative Leadership Team is made up of the CTSI Director, Associate Director Jonelle Wright, Ph.D., and Chief of CTSI Strategic Operations Elaine Van der Put, Ph.D. Meeting at least weekly, the team provides overall leadership and direction in all aspects of the Institute, including its Components' programs and services.
2. The Executive Committee is comprised of the CTSI Director, CTSI Associate Director, CTSI Chief of Strategic Operations, Vice Provost for Research, UMMSM Executive Dean for Research, and CTSI Co-Investigators Ralph Sacco, M.D., and Neil Schneiderman, Ph.D. This committee meets monthly to discuss organizational, fiscal, and scientific matters. It helps the CTSI leadership closely align the CTSI with the various University offices and programs that administer and oversee research.
3. The External Advisory Committee is comprised of leaders in the field of clinical and translational science, CTSA PIs, and experts in minority health and health disparities research. Members meet twice a year, once in person and once via conference call to offer visionary direction, make recommendations about the Institute's scope, purpose, and progress; and, help integrate Miami CTSI initiatives, policies, and procedures with those of NCATS and NIMHD.
4. The Internal Advisory Committee is comprised of University vice provosts, deans, and the CEOs of UHealth and Jackson and VA Health Systems. It meets quarterly to strategize how the CTSI can help overcome University-wide process barriers in research operations, and promote collaboration among UM schools and clinical, research, and community partners. They also provide a framework for CTSI independence and sustained success.
5. The Scientific Advisory Committee is a group of clinical and translational scientists from UM's three campuses, CTSI's partners and community representatives that meets quarterly to review operational standards in CTSI research programs and services. Members approve guidelines set by CTSI Component Directors for resource utilization, endorse formative and summative evaluation criteria, oversee quality improvement activities, and recommend corrections.
6. The CTSI Community Advisory Board is co-chaired by University President Donna Shalala and Marisel Losa, MHSA, President and CEO of the Health Council of South Florida. Representatives of major health-related public agency and service and advocacy groups meet twice a year to build UM-community partnerships in science and service to advance the health of South Floridians.
7. The Operational Leadership meets monthly to coordinate CTSI operations across the various Components. Component-specific working groups meet monthly or more often as needed to accomplish tasks. Attended by Component Directors and VA and JHS representatives, this meeting makes operational decisions and synchronizes research support services with a broader goal of overcoming research barriers and expediting research. Component Leaders share information and plan how to better serve CTSI users.

Programs and Operations

Ten operational Components collaboratively run CTSI programs and operations, providing services and expert consultation to researchers needing assistance in key research functions. In addition, Components offer training in relevant functional areas and develop novel and specialized methods, technologies, and tools to help advance various facets of the research process. Many of the services described below have already been initiated.

Component-specific advisory panels of interdisciplinary scientific and technical experts and administrative leaders offer advice on services, policies, regulations, fiscal issues, quality improvement, and operational orchestration within/among Components and users. Advisory membership is subject to change according to Component focus, program accomplishments, and evolving service strategy. Component Directors and Advisory Panels bridge institutes, departments, schools, partners and community, thereby incorporating far-reaching perspectives.

Each Component is led by at least two Co-Directors who manage operations and work with the CTSI Administrative Leadership Team to build and manage the Institute. Component Directors are selected by the CTSI Director, with advice from the Executive Committee. A description of the CTSI Components and Directors follows.

1. Community Engagement & Cultural Diversity – Build and sustain successful community research.

Directors: Olveen Carrasquillo, M.D., MPH, Chief, General Internal Medicine; Erin Kobetz, Ph.D., MPH, Director, Jay Weiss Center, Community & Disparities Research Core; and Guerda Nicolas, Ph.D., Chair, Department of Educational & Psychological Studies, School of Education
Operations:

- Help researchers overcome real/perceived barriers to community-engaged research
- Encourage bi-directional relationships between scientists and community members; engage community in research priority setting, planning and translating research findings to practice, community, and policy
- Help research teams study health problems in their natural milieu; provide guidance on potential clinical relevance and cultural appropriateness; address ethical considerations of proposed studies in this area
- Offer expertise about how best to engage culturally diverse communities in research
- Maintain a repository of state-of-the-art tools and methods for culturally-informed research
- Conduct training on Community Based Participatory Research, minority health and health disparities research methods

2. Research Ethics – Research Ethics education, consultation, and research.

Directors: Kenneth Goodman, Ph.D., Director, WHO Collaborating Center in Ethics & Global Health Policy; and Paul Braunschweiger, Ph.D., Co-founder, Collaborative Institutional Training Initiative (CITI)

Operations:

- Provide research ethics consultation and education
- Serve as CTSI Trusted Broker, assuring adherence to regulatory/ethical guidelines for use of patients' private information, clinical data, and biosamples for research
- Make use of the CITI platform for study-specific data & safety monitoring planning and implementation

3. Novel Clinical & Translational Methods, Technologies & Resources – Build a research environment that provides novel technologies and fosters collaborations among scientists, clinicians, and community.

Directors: Norma Kenyon, Ph.D., Director, Chief Innovation Officer; Herman Cheung, Ph.D., Senior Research Career Scientist, Veterans Administration Medical Center, and Professor, School of Engineering; and Jeffrey Vance, M.D., Ph.D., Professor, Department of Human Genetics

Operations:

- Facilitate access and maximize use of technical core resources and technologies

- Build interdisciplinary research teams to address clinical challenges
 - Link discoveries with commercial potential to technology transfer resources to assist with patenting and identifying potential corporate partners
 - Address challenges team scientists face with promotion and tenure at the University
4. **Biomedical Informatics** – Provide the information technology infrastructure for a) web-based exchange among CTSI constituents and the CTSA Consortium, b) research data environments.

Directors: Nick Tsinoremas, Ph.D., Director, Center for Computational Science; and David Seo, M.D., Chief Medical Information Officer, University of Miami School of Medicine and Health System

Operations:

- Build and maintain the CTSI web-based online research resources
 - Provide resources, expertise, and tools for data capture, analysis, storage, back-up, and recovery
 - Maintain a repository of tools for data capture, management, analysis, and modeling
 - Facilitate researchers' appropriate access to and use of clinical and research data
 - Develop IT technologies to manage use of EPIC Electronic Health Records for research purposes within an IRB- and HIPAA-compliant Trusted Broker system
 - Provide training and mentorship in Biomedical Informatics
 - Develop new CTSI informatics and communications tools, technologies, and services
5. **BioResource** – Provide resources to use human samples and corresponding annotations for research.

Directors: Richard Cote, M.D., Chair, Department of Pathology; Carmen Gomez, M.D., Director, Sylvester Cancer Center Tissue Bank Core Facility; Jacob McCauley, Ph.D., Director, Hussman Institute for Human Genomics Institute Biorepository; and Philip Chen, M.D., Ph.D., Director, Pathology Informatics

Operations:

- Manage the operational, IT, and governance infrastructure for specimen collection, processing, quality control, storage, retrieval, and distribution for research
6. **Pilot and Collaborative Clinical & Translational Studies** – Harmonize and improve University pilot program procedures and clinical/translational opportunities.

Directors: Michael Antoni, Ph.D., Director, College of Arts & Sciences Center for Psycho-Oncology Research; and Vinata Lokeshwar, M.D., Co-Director, Urology Research

Operations:

- Harmonize University pilot funding programs and procedures, increasing coordination of funding priorities and applications across programs
 - Maintain web-based platform to automate RFAs, submissions, reviews, and awards
 - Manage University-wide pool of specialized ad hoc reviewers
 - Manage CTSI Pilot Study Award Program
 - Offer supplemental CTSI service awards for University-funded pilot studies
7. **Research Design & Biostatistics** - Advise, educate, and train researchers in clinical and translational research design, data management and analysis, and culturalized health science.

Directors: Hendricks Brown, Ph.D., Director, NIH center for implementation science, Director, Prevention Science & Methodology Group; Shari Messinger, Ph.D., Director, Biostatistics Collaborative and Consulting Core; and Sunil Rao, Ph.D., Chief, Division of Biostatistics

Operations:

- Build a University-wide statistician network (Center for Statistical Sciences) to promote collaboration, career development and stimulate methods development

- Provide expert biostatistical consultation and training with an emphasis on culturalized health sciences
- Establish graduate programs in Biostatistics
- Develop new biostatistical methods specific to clinical and translational research

8. **Regulatory Knowledge & Support and Quality Improvement Services** – Provide consultation in developing study protocols, and problem solving regarding regulatory requirements and research subject advocacy throughout clinical study implementation.

Directors: Jonelle E. Wright, Ph.D., Associate Dean, Regulatory & Research Quality Improvement; and Margaret Fischl, M.D., Director, AIDS Clinical Research Unit

Operations:

- Provide individualized regulatory guidance, consultation, and continuing education in initiating studies and implementing them according to regulatory guidelines
- Establish a Research Subject Advocate to facilitate participant safety and advocacy
- Maintain a repository of regulatory resources and ethics-related SOPs
- Promote quality improvement activities in clinical research

9. **Miami Center for Research Participation & Partnership (Alianza!)** – Harmonize procedures and increase quality, safety, accessibility, synergy, and efficiencies of scale across clinical research centers.

Directors: Myles Wolf, M.D., M.M.Sc., Assistant Dean, Translational & Clinical Research; Tracie Miller, M.D., Director, Pediatrics Clinical Research; and JoNell Potter, Ph.D., RN, Director, OB/GYN Research and IRB Co-Chair.

Operations:

- Harmonize SOPs and best practices across clinical research facilities
- Conduct clinical research work force development consistent with new career ladders for clinical research personnel
- Organize a Network of Clinical Research Professionals to increase collaboration
- Build a University-wide Clinical Research Support Service

10. **Research Education, Training, & Career Development** – Provide research education, training, career development, and mentorship; build the technical research workforce.

Directors: Neil Schneiderman, Ph.D., Director, Behavioral Medicine Research Center; and Gwendolyn B. Scott, M.D., MS, Director, Center for AIDS Research Developmental Core

Operations:

- Offer a wide range of interdisciplinary clinical and translational research education, training, career development, and mentoring programs to expose researchers and study personnel to the principles of translational science and the standards of good clinical research practice
- Offer Translational Science Graduate degrees, mentoring, and career development
- Provide training to expand and diversify research workforce with a particular focus on addressing health disparities and culturally appropriate research methods

F. Program Evaluation

Evaluation Directors: Sara Czaja, Ph.D., Director, Center for Research & Education on Aging & Technology Enhancement; Margaret Byrne, Ph.D., Cancer Center Bio-behavioral Oncology

The Evaluation Team conducts formative and impact evaluations and releases findings minimally every six months so that corrections can be made as close as possible to when deficiencies are identified. Feedback is given to CTSI Components Directors, Leadership Team,

Scientific Advisory Board and the Provost who are responsible for identifying actions to improve programs, services, and progress toward milestones.

G. Space

Space on the 7th floor of the medical campus's Clinical Research Building has been designated to house the Miami CTSI. In addition to using the Home Office, Miami CTSI Component Directors manage daily activities in space allocated to them by their respective departments and in clinical research facilities. Much of the work of the CTSI is managed virtually.

H. Membership

Consistent with the spirit of CTSA's, we will allow all individuals at UM or in our partner organizations who have an interest in clinical and translational research to participate in the activities of the Institute.

I. Evaluating and Replacing the Director, CTSI Leadership, Members, and Staff

The Director is evaluated by the Provost and, if necessary, replaced at his discretion. Component Directors, faculty, and mentors are evaluated by their UM superiors with input from their CTSI supervisor. The CTSI PI has the authority to discharge an individual from the CTSI immediately, for cause. If a Component Director is involved, the PI will seek counsel from the Executive Committee. The PI has the authority to appoint immediately, with input from Component Directors, an interim replacement. A final replacement will be named at the recommendation of the Executive Committee. Last, trainees are evaluated according to academic program requirements, research contracts, and/or agreed-upon career development plans.

J. Funding Sources

The Miami CTSI is supported by a NIH grant totaling \$ 1 over five years (\$ 1 million in direct and \$ 1 million in indirect funds), \$ 1 from the Provost, and \$ 1 from the Medical School, and some of additional funding which is in-kind. Approximately \$ 1 will support personnel who provide research support and consultative services to clinical and translational researchers throughout the University. Additionally, the CTSI will award resources for researchers such as \$ 1 million to pilot or collaborative study awards and novel methods development awards, \$ 1 million for K12 Mentored Research Career Development awards, \$ 1 million in biostatistical support and \$ 1 million in Clinical Research Center services. As a member of the CTSA Consortium, UM is also eligible to apply to future grant opportunities offered only to CTSA-funded institutions.

K. Market Analysis

Establishing the Miami CTSI should be considered in light of strengths, weaknesses, and opportunities.

Strengths

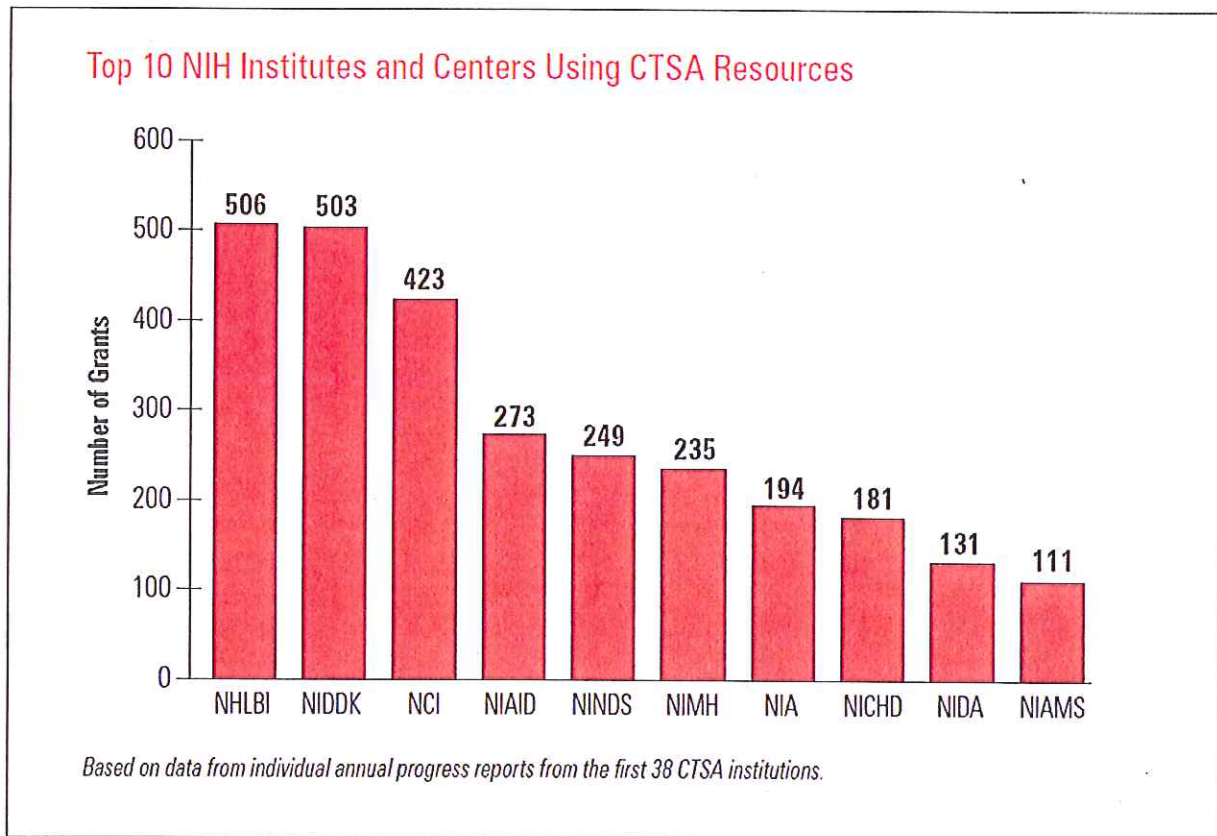
- The University has been funded a 5-year NIH grant for \$ 1 million to establish the Miami CTSI.
- Science and technology in a variety of disciplines have matured sufficiently to enable the University and its partners in research to work together to advance clinical and translational research in the service of improving the health of our region.
- Our multifaceted approach to building and strengthening research infrastructure will serve to move the University to a higher level of excellence in the research enterprise.

Weaknesses

- There is no structure or formal organization that actively fosters much needed system-wide collaboration across University schools and colleges in clinical and translational health science.
- As depicted in Attachment B, before the CTSA award, the University was one of only three in the top forty U.S. medical research intensive universities that did not have a CTSA.
- As listed in Attachment C, 32 AAU members have CTSA.

Opportunities

- The Miami CTSI will increase the University's national visibility in research by assuming leadership in the CTSA Consortium in advancing a national model of culturalized health sciences, transforming how research is conducted with minorities: fully informed by diverse cultures.
- Noted by the Institute of Medicine to be the "sickest" city in the country¹, Miami's need for research into its health problems is great. The Miami CTSI can help energize research in this area.
- As depicted in the following figure, NIH Institutes and Centers make wide use of funded CTSA, including ours, increasing NIH participation and funding to the University.



¹ <http://www.forbes.com/sites/davidwhelan/2011/03/22/americas-sickest-city-is-miami-the-rest-are-all-over-the-map/>

Attachment A. Blue Ridge Institute for Medical Research Tables of Medical Schools' NIH Funding

Top Forty NIH-funded Medical Schools in the Country - FY 2011 (CTSA Institutions are highlighted)

From the BLUE RIDGE INSTITUTE for MEDICAL RESEARCH	
Rank	Name
1	JOHNS HOPKINS UNIVERSITY
2	UNIVERSITY OF CALIFORNIA SAN FRANCISCO
3	UNIVERSITY OF PENNSYLVANIA
4	WASHINGTON UNIVERSITY
5	YALE UNIVERSITY
6	UNIVERSITY OF MICHIGAN AT ANN ARBOR
7	UNIVERSITY OF PITTSBURGH AT PITTSBURGH
8	UNIVERSITY OF CALIFORNIA SAN DIEGO
9	UNIVERSITY OF WASHINGTON
10	VANDERBILT UNIVERSITY
11	DUKE UNIVERSITY
12	UNIVERSITY OF CALIFORNIA LOS ANGELES
13	STANFORD UNIVERSITY
14	COLUMBIA UNIVERSITY HEALTH SCIENCES
15	UNIVERSITY OF NORTH CAROLINA CHAPEL HILL
16	EMORY UNIVERSITY
17	BAYLOR COLLEGE OF MEDICINE
18	MAYO CLINIC
19	OREGON HEALTH AND SCIENCE UNIVERSITY
20	UNIVERSITY OF CHICAGO
21	MOUNT SINAI SCHOOL OF MEDICINE
22	UNIVERSITY OF TEXAS SW MED CTR/DALLAS
23	ALBERT EINSTEIN COL OF MED YESHIVA UNIV
24	NORTHWESTERN UNIVERSITY AT CHICAGO
25	HARVARD UNIVERSITY (MEDICAL SCHOOL)
26	UNIVERSITY OF COLORADO DENVER
27	NEW YORK UNIVERSITY SCHOOL OF MEDICINE
28	UNIVERSITY OF ALABAMA AT BIRMINGHAM
29	UNIVERSITY OF MINNESOTA TWIN CITIES
30	CASE WESTERN RESERVE UNIVERSITY
31	UNIVERSITY OF MARYLAND BALTIMORE
32	UNIV OF MASSACHUSETTS MED SCH WORCESTER
33	UNIVERSITY OF ROCHESTER
34	UNIVERSITY OF SOUTHERN CALIFORNIA
35	UNIVERSITY OF WISCONSIN MADISON
36	UNIVERSITY OF CALIFORNIA DAVIS
37	UNIVERSITY OF IOWA
38	WEILL MEDICAL COLLEGE OF CORNELL UNIV
39	UNIVERSITY OF MIAMI SCHOOL OF MEDICINE
40	INDIANA UNIV-PURDUE UNIV AT INDIANAPOLIS

*

Retrieved from http://www.brimr.org/NIH_Awards/2011/NIH_Awards_2011.htm

Attachment B. AAU Members that have CTSAs

- Columbia University
- Cornell University
- Duke University
- Emory University
- Harvard University
- Johns Hopkins University
- New York University
- Northwestern University
- Ohio State University
- Pennsylvania State University
- Stanford University
- University of California, Davis
- University of California, Irvine
- University of California, Los Angeles
- University of California, San Diego
- University of Chicago
- University of Colorado at Boulder
- University of Florida
- University of Iowa
- University of Kansas
- University of Michigan
- University of North Carolina, Chapel Hill
- University of Oregon
- University of Pennsylvania
- University of Pittsburgh
- University of Rochester
- University of Southern California
- University of Washington
- University of Wisconsin-Madison
- Vanderbilt University
- Washington University in St. Louis
- Yale University

Executive Summary:

CTSI FY13 Financials

*Financial Information Redacted for Web

CTSI FY14 Financials

Executive Summary:

*Financial Information Redacted for Web

CTSI FY15 Financials

Executive Summary:

(b) (5) - DPP

*Financial Information Redacted for Web

CTSI FY16 Financials

Executive Summary:

*Financial Information Redacted for Web

CTSI FY17 Financials

Executive Summary:

*Financial Information Redacted for Web

Attachment D: Appendix of Letters of Support for Miami CTSI

<u>Letter of Support</u>	<u>Title</u>	<u>Approval / Support Letter</u>
Thomas J. LeBlanc	Provost, University of Miami	Support Letter
Pascal J. Goldschmidt, M.D.	Sr. Vice President for Medical Affairs and Dean, UM Miller School of Medicine Chief Executive Officer, University of Miami Health System	Support Letter
Roni Avissar	Dean, UM Rosenstiel School of Marine & Atmospheric Science	Support Letter
Nilda Peragallo	Dean, UM School of Nursing & Health Studies	Support Letter
Norman H. Altman, V.M.D.	Speaker, Medical School Faculty Council	Medical School Faculty Council Approval Letter
Thomas J. LeBlanc	Provost, University of Miami	Academic Deans' Policy Council Approval Letter



November 2, 2012

José Szapocznik, Ph.D.
Professor and Chair, Department of Epidemiology & Public Health
Director, University of Miami Clinical and Translational Science Institute
University of Miami Miller School of Medicine
Clinical Research Building, Room 912
Miami, FL 33136

Dear José,

I am pleased to state my support and endorsement of the plan to establish and develop the University of Miami Clinical and Translational Science Institute (CTSI). In addition to the approximate \$ * in funding you have received from the NIH, it is my pleasure to commit \$ * for this fiscal year and \$ * for each subsequent year (FY14 – FY17) from the Provost's Office.

This decision is a natural progression for the University as I know this will benefit many of our schools, institutes, centers and Colleges through the interdisciplinary collaboration of this Institute. Together with the additional support from the Deans of the Miller School of Medicine, School of Nursing and Health Studies, and the Rosenstiel School of Marine and Atmospheric Science, I am confident that you and your colleagues will be successful in establishing the University of Miami nationally as one of the top CTSI's in the country. You have my strongest support in formally establishing the University of Miami CTSI.

Sincerely,

A handwritten signature in black ink that reads "Thomas J. LeBlanc".

Thomas J. LeBlanc
Provost, University of Miami

Pascal J. Goldschmidt, M.D.
*Senior Vice President for Medical Affairs and Dean
Chief Executive Officer, University of Miami Health System*

Memorandum

To: Robyn Hardeman
Secretary of the Faculty Senate

From: Pascal J. Goldschmidt, M.D. PJS
Senior Vice President for Medical Affairs and Dean
Chief Executive Officer, University of Miami Health System

Date: November 5, 2012

Subject: Support for the University of Miami Clinical and Translational Science Institute (CTSI)

This memo is to document my strong support for the creation of the Clinical and Translational Science Institute (CTSI) at the University of Miami and to encourage the Faculty Senate to approve its implementation.

The formation of the CTSI addresses the need for a multidisciplinary institute dedicated to advancing clinical and translational health science across the University of Miami and our community partners like the Jackson Health System and the Miami VA Healthcare System. The Institute has met rigorous eligibility requirements to be funded as a member of the national Clinical and Translational Science Award (CTSA) Consortium, which is the nationwide enterprise established and funded through grants from the NIH to realize an ambition vision of transforming traditional biomedical research. Never before did the Miller School and UM succeed in obtaining what is probably the most prestigious NIH grant for translational and clinical research, a grant that defines the elite research universities and medical schools.

We intend to contribute approximately \$ * of direct discretionary funds over the five-year period of the grant in addition to the \$ * in clinical research infrastructure initiatives that will directly benefit the CTSI during the same period.

The Miller School faculty and I are committed to the success of the CTSI. It is an important addition to the University of Miami. I offer the full cooperation of the Miller School and look forward to establishing strong and interdisciplinary collaborations with this Institute. Therefore, it is with my strongest support that I encourage and fully endorse the formal establishment of the CTSI as a University Center.

*Financial Information Redacted for Web

UNIVERSITY OF MIAMI

ROSENSTIEL
SCHOOL of MARINE &
ATMOSPHERIC SCIENCE



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Phone: 1 305 421-4000

Fax: 1 305 421-4711

Web Site: <http://www.rsmas.miami.edu>

MEMORANDUM

TO: Faculty Senate
FROM: Roni Avissar, Dean *Roni Avissar*
DATE: October 3, 2012
SUBJECT: Miami Clinical Translational Science Institute (CTSI) Application

The faculty of the Rosenstiel School of Marine and Atmospheric Science met on September 28, 2012 and voted unanimously (except for one abstention) to support the Miami CTSI application to become a University-wide institute. We believe that this is a very important center that will help fulfill the University of Miami goal of becoming a major US research university and will help a number of faculty at RSMAS participating in exciting academic (research and education) activities.

Roni Avissar, Ph.D.
Professor and Dean

Phone: 1 305 421-4000 • Fax: 1 305 421-4711 • E-mail: ravissar@rsmas.miami.edu



MEMORANDUM

TO: Faculty Senate

FROM: Dean Nilda (Nena) Peragallo 

DATE: October 1, 2012

RE: CTSI INSTITUTE APPLICATION TO FACULTY SENATE

The faculty of the School of Nursing and Health Studies has voted to endorse the CTSI's application to the Faculty Senate to become a University-wide institute.

Thank you.

October 9th, 2012

Professor Richard Williamson
Chair, Faculty Senate
University of Miami

Dear Professor Williamson,

This is to inform the Faculty Senate that the Medical School Faculty Council met on October 9th, 2012 to review the *Executive Summary of the Proposal for the Establishment of the Miami Clinical and Translational Science Institute*, presented by Dr. Jose Szapocznik.

This proposal seeks to formally establish a multidisciplinary research institute to advance clinical and translational health science across the University of Miami, Jackson Health System, Miami VA Healthcare System, and community partners. Closely aligned with the University's research leadership and programs of excellence, the Institute will fashion a new research infrastructure and training and career develop programs that bring together resources and expertise in team science and culture to more effectively solve the complex health problems of our region's ethnically diverse populations. Because it engages partners beyond the University, it is proposed that the Institute be called the "Miami Clinical and Translational Science Institute", upholding the fundamental principle of inclusiveness so crucial to team science. Its name would then be abbreviated, the "Miami CTSI".

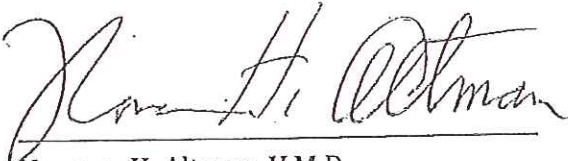
The CTSI is organized, governed, and administered across institutional and University school and departmental lines. The Institute is headed by José Szapocznik, PhD, Director and PI, and Jonelle Wright, PhD, DPNAP, Associate Director and Co-Investigator, operationalized by the

Research Operations Leadership governed by an Executive Committee that is advised by External, Internal, Scientific, and Community Advisories, as depicted in the attached organizational chart.

With approximately \$ * in NIH funding, Miller School of Medicine in-kind contributions, and \$ * of Provost support over five years, the Miami CTSI is the only member of the National NIH CTSA Consortium that is: a) dedicated to diversity, disparities, and training minorities in clinical and translational research, and b) headed by a minority investigator devoted to research with ethnic/racial minorities and their communities.

The Council members discussed the new institution in detail and voted to approve it.

Respectfully Submitted,

A handwritten signature in cursive script, reading "Norman H. Altman". The signature is written in dark ink and is positioned above a horizontal line.


Norman H. Altman, V.M.D.
Speaker, Medical School Faculty Council



MEMORANDUM

Date: November 21, 2012

To: Rick Williamson
Chair, Faculty Senate

From: Thomas J. LeBlanc, Ph.D. 
Executive Vice President and Provost

Subject: Miami Clinical & Translational Science Institute (CTSI)

I write to confirm that the proposal for the Miami Clinical & Translational Science Institute was presented to the Deans at the November 7th, 2012 meeting of the Academic Deans' Policy Council and is being forwarded to the senate without objection.

TL/bf

Cc: Jose Szapocznik, Ph.D., Principal Investigator, Director
Jonelle Wright, Ph.D., Co-Investigator, Associate Director
Daru Ransford