



Science of Science Management

“Bricklayers, Architects and City Planners”

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The Debate

“Science cannot and should not be managed”

An NIH Scientific Director

For some reason, I have been thinking about financial markets these past couple weeks...

Adam Smith, “The Invisible Hand”

Should science be managed?

Can science be managed?

How can/should science be managed?

It takes a village

- Bricklayers
- Architects
- City planners
- All of the above

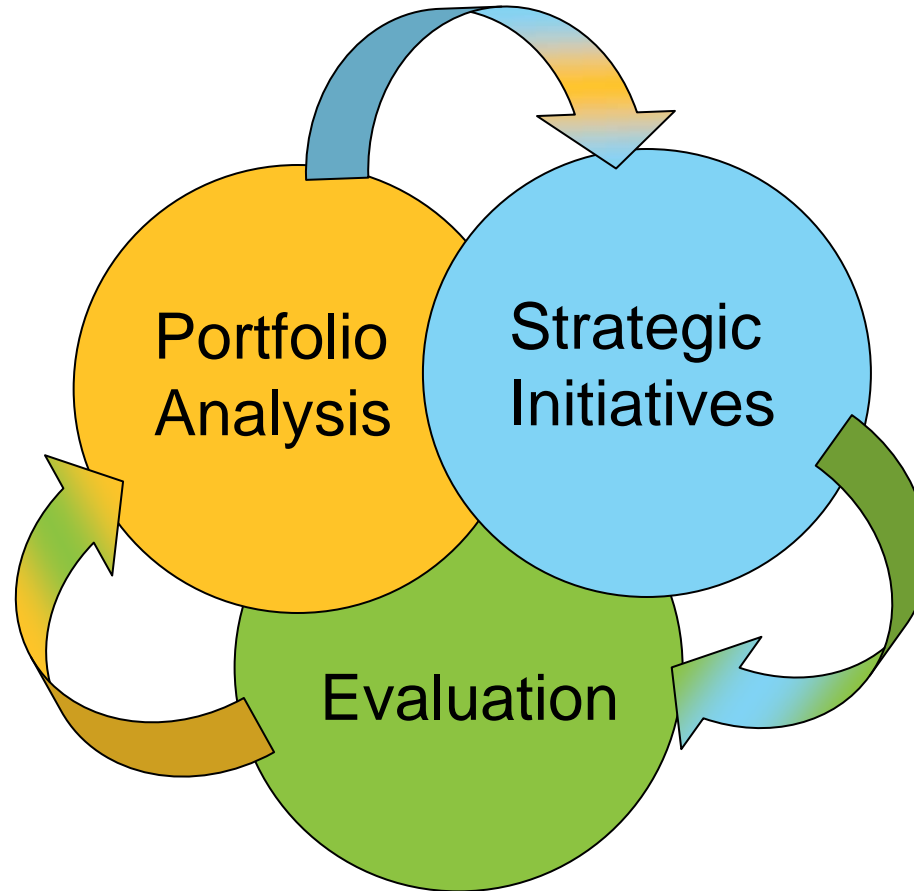


Steven Marcus, NCI

- Top-down versus bottom-up
- Group versus individual decision-making
- Investigator-driven versus directed-research
- Basic versus clinical
- Centers versus individual grants
- Innovation versus incremental
- Traditional evaluation versus new assessment models

A need?





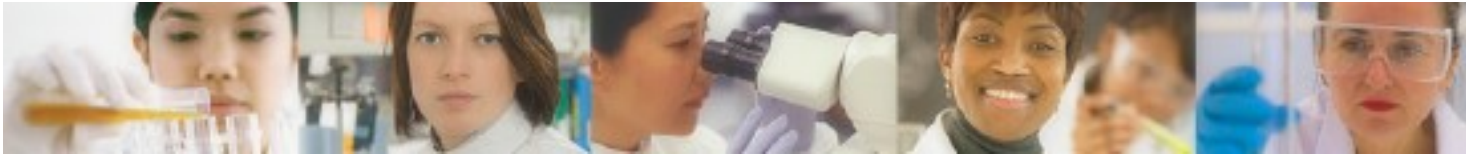
Science of Science Management

- A process
- to understand stewardship
- and to foster innovative use of resources
- for planning, conducting and disseminating scientific research
- to inform decision-making
- that enhances science productivity and improves public health

- Evidence for decision-makers
- Additional information to aid judgments
- Historical illustration for predictive planning and management
- Methodologies more appropriate for science assessment

The NIH Mission

PhD scientist: To generate knowledge



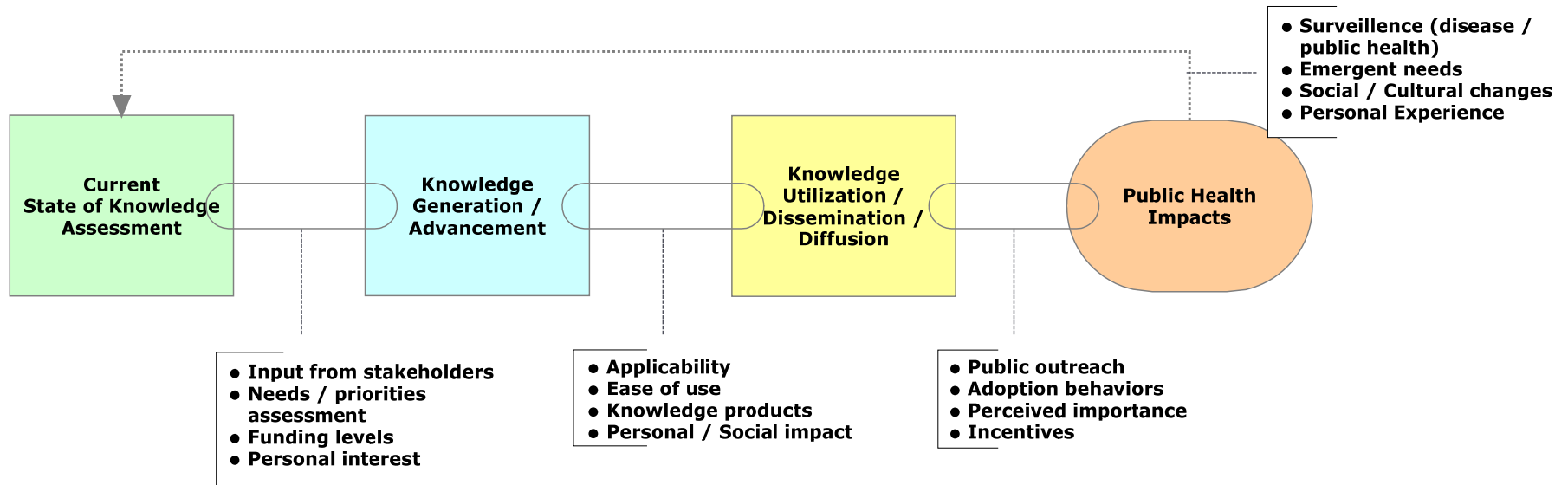
Advocate: To improve public health



NIH aficionado: To generate knowledge in order to improve public health



Science Discovery Model



Four focused questions

- How do we assess the current state of knowledge to identify scientific opportunities?
 - Portfolio analysis, Assessment
- What is needed for assessment of knowledge generation?
 - Data, tools and analysis, System Assessments, Roadmap
- How can we best use social networks to facilitate information utilization?
 - The HHS continuum, System Assessments
- How do we measure the impact of NIH research on public health?
 - Burden of disease, Assessments

Vision to Action

- Trans-NIH Science of Science Management Working Group / Council of Councils
- Demonstration projects
 - Office of Extramural Research
 - Office of Intramural Research
 - NIDA
- October Meeting

Instructions for this workshop

- Developing a new field - Broad
- For this meeting - Keep focused
- Deliverable: Where to go from here?