



NIH Scientific Management Review Board



Deliberating Organizational Change and Effectiveness Working Group

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Charge

- **To Articulate:**
 - **The factors and circumstances that might prompt the agency to contemplate organizational change**
 - **A set of principles to guide the consideration of organizational change and its implementation**
- **Always a work-in-progress**
 - **The work of this group will inform, and be informed by, the real-life organizational issues contemplated by the SMRB**

Membership

Non-Federal

William Brody, MD, PhD
(Chair)

Gail Cassell, PhD

Hon. Daniel Goldin

Thomas Kelly, MD, PhD

Eugene Washington, MD

Norman Augustine
(ad hoc)

Federal

Jeremy Berg, PhD

Stephen Katz, MD, PhD

John Niederhuber, MD

Francis Collins, MD, PhD
(ex officio)

Briefings to Date

- **NIH Director's Vision for NIH and the SMRB, including an overview of his 5 opportunities for biomedical research at NIH and reflections upon the group's charge**
- **Perspectives from distinguished scientific and public health leaders on criteria for initiating and implementing organizational change to advancing science and meeting public health needs. Participants included...**

Briefings to Date *(cont...)*

- **National Academy of Sciences Committee: *Enhancing the Vitality of the NIH: Organizational Change to Meet New Challenges***
 - **Kenneth I. Shine, M.D.**
Executive Vice Chancellor for Health Affairs, University of Texas System
 - **Myrl Weinberg, C.A.E.**
President, National Health Council
 - **Mary Woolley**
President, Research!America
 - **Lydia Villa-Komaroff, Ph.D.**
Chief Scientific Officer, Cytonome/ST
 - **Gilbert S. Omenn, M.D., Ph.D.**
Professor of Internal Medicine, Human Genetics, and Public Health;
Director of the Center for Computational Medicine and Biology, University of Michigan

Perspectives from Panelists

- ***Echoed familiar but nonetheless important themes:***
 - **Increasingly interdisciplinary nature of science**
 - Need to engage fields beyond the life sciences, including engineering and the physical, informational, and computational sciences and engineering
 - Need for new approaches for training next-generation scientists
 - **Need for increased collaborations**
 - Within NIH, across agencies, between intra-/extramural, and internationally
 - **Need for balance between fundamental basic science and translational research**
 - Importance of basic science as fueling the pipeline of discovery
 - Importance of translational research in increasing the impact of NIH on health
 - Need for more effective communication with public
 - Viewed through the lens of the NIH Director's opportunities in biomedical research

Principles for Contemplating Change

Contemplated change should:

- **Strengthen the ability of NIH to effectively carry out its mission of advancing science and improving public health**
- **Provide an environment that will enable more effective collaboration, coordination, and interaction across all disciplines to advance the pace of scientific discovery and improve health outcomes**

(still in draft form)

Principles for Contemplating Change *(cont...)*

Contemplated change should: *(cont...)*

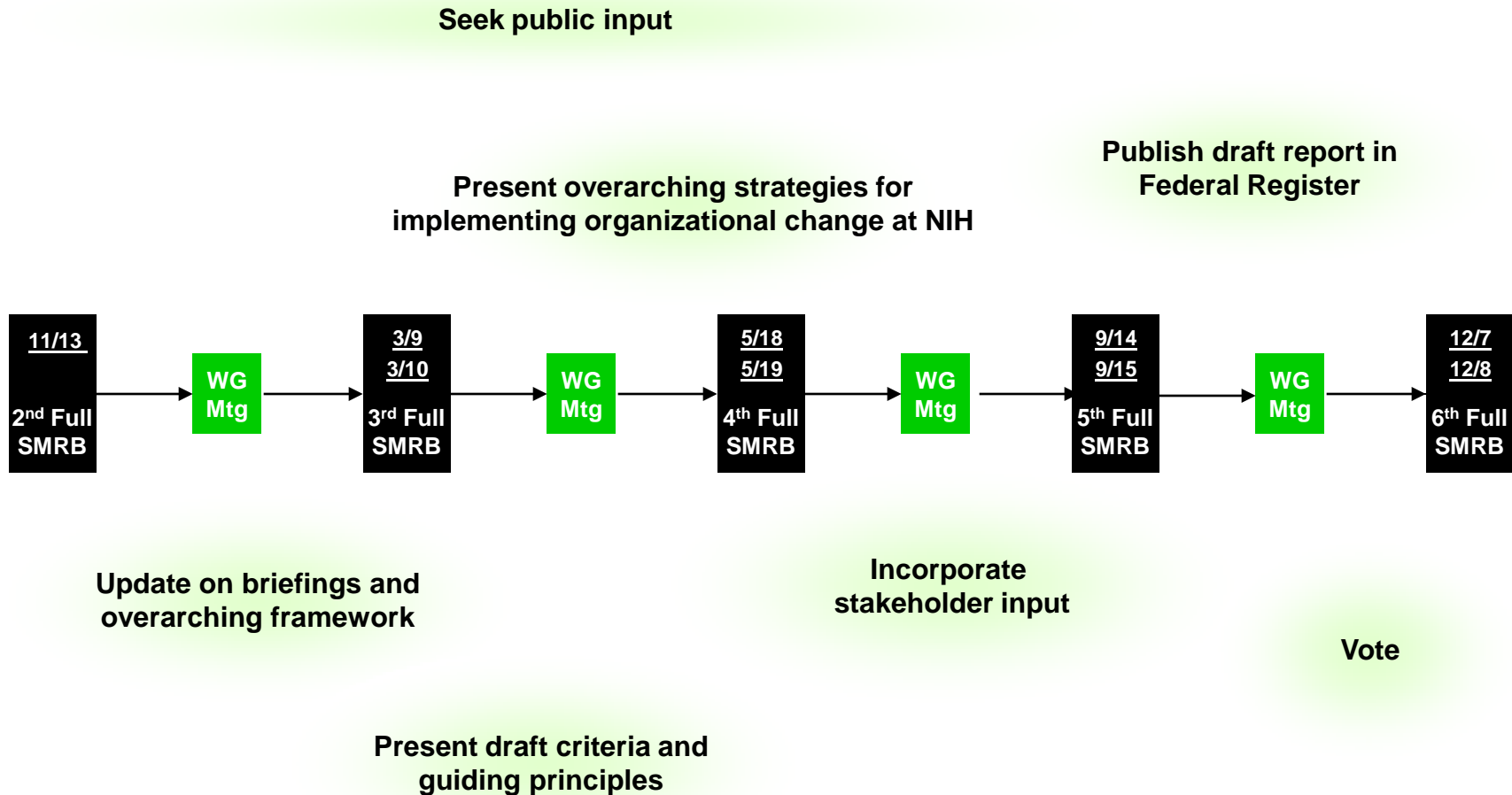
- **Bring together units in which there is synergy of the scientific and/or clinical foundation for discovery and translation**
- **Enhance public understanding of, confidence in, and support for science**
- **Increase operational efficiency and ensure a high return on public investment in research**

(still in draft form)

Next Steps

- **Continue to develop draft report, informed by:**
 - **Case studies from government, academia, and industry**
 - **Perspectives from former NIH Directors**
 - **Discussion with experts in organizational change**
- **Circulate draft report to full SMRB**
- **Present draft report for full Board discussion and public comment in March**

Proposed Timeline for DOCE Activities





DISCUSSION