Center for Musculoskeletal Research
Strategic Plan
1/30/2019

Mission A mission statement answers the question, "Why does our Center exist?"
To be world leaders in musculoskeletal research and education focused on discovery and translation of innovations that improve human health.

Vision A vision statement answers the question, "Where do we see the Center going?"
1. Achieve scientific breakthroughs that lead to novel diagnostics and treatments and improved standards of care. 2. Train the next generation of leaders in musculoskeletal investigation. 3. Sustain preeminence as a top-funded center in musculoskeletal research.

Values
1. Collaboration, Collegiality, and Team Science 2. Innovation 3. Diversity and Inclusion 4. Education and Training 5. Integrity and Transparency

CMSR Strategic Goals
1. **Build a culture of leadership, transparency, collaboration, and effective communication** 2. **Top-notch recruitment, training, and retention of Investigators** 3. **Increase and maintain grant and endowment funding** 4. **Obtain and maintain state of the art equipment**

Strategic Goal 1:

To build a culture of leadership, transparency, collaboration, and effective communication.

Strategies	Target Dates	Ownership
Development of a transparent leadership structure, including well-defined criteria for Senior Leader membership, while engaging several levels of faculty in discussions to gather perspectives of issues important to the Center: - Clarify decision-making guidelines for Committees vs. Senior Leadership. - Established structure and guidelines that outline Committee charges, decision making responsibilities and reporting structure.	12/07/2018	Senior Executive Committee
Establish and communicate clear expectations relating to how faculty is expected to contribute to CMSR, and what they can expect from CMSR membership: - Define the expectations and responsibilities of CMSR membership. - Clear expectations re: CMSR administrative functions (ex. T32/courses).	Year 1	Senior Executive Committee

Increase transparency and provide regular information updates concerning relevant collaborative CMSR research programs and grant submissions, CMSR new members and grants, and/community engagement: - Increase utilization of the CMSR website. https://www.urmc.rochester.edu/musculoskeletal-research.aspx - Establish a relationship with advancement to more broadly disseminate the CMSR mission and achievements to the medical center and wider research community.	Year 1	All CMSR Faculty
Increase collaboration and connection between the CMSR scientists and the Clinicians: - Establish Clinician Engagement Committee with representatives from both the clinical and research side. - Create functional dyads between clinicians with professed interest in forging a relationship with the CMSR and CMSR investigators. - Foster connections between clinicians who are unsure of how to engage CMSR and vice versa; Schedule 2 CMSR and Faculty get-togethers in the remainder of Academic Year. - Increase collaboration at the level of Clinical Research Committee and CMSR. - Educate clinical faculty as to the interests of the CMSR faculty. Encourage CMSR presentations at Ortho Grand Rounds (GR). Will schedule CMSR faculty for at least 1 GR per year. Will have 2 CMSR faculty per GR. - Add a page to CMSR website that presents translational research, grouped into clinical areas; Assign web design resource including open clinical trials.	Year 1-2	Clinician Engagement Committee
Evolve the organization of the CMSR to facilitate cross-specialty collaboration, drive innovative science, and maintain competitiveness for funding: - Continue to develop and maintain a functional senior leadership group and committee structure. - Continue to foster a sense of accountability to the CMSR for collaboration and participation. - Develop strategic collaborations with investigators outside the CMSR.	Year 3-5	Senior Executive Committee

Strategic Goal 2:		
Top-notch recruitment, training, and retention of Investigators		
Strategies	**Target Dates**	**Ownership**
Continue to improve the quality of publications in higher impact journals: - Encourage utilization of the Mentoring Committee during journal selection. - Encourage utilization of existing CTSI resources (editor / proof reader).	Year 1-2	Mentoring Committee
Enhance national prominence by encouraging: - Focused effort to improve NIRA/Young Investigator abstract submissions. - Nominations to awards and leadership positions and fellowships of societies. - Sponsorship of events/sections. - Committee volunteering and elections. - Chairing workshops.	Year 1	Mentoring Committee
Expand Social Media Presence: - Update lab profiles & photographs. - Explore Twitter/Social Media presence. - Promote CMSR strengths.	Year 1-5	Training & Education Committee
Identify, prioritize and improve the success rate of recruitment: - Improve Diversity. - Establish competitive startup/recruitment packages. - Advertise and promote school districts, housing package, family friendly reputation. - Provide employment advice for spouses. - Provide financial/legal assistance with visa issues, where it applies. - Inform trainees and post-docs about new open positions.	Year 1-2	Senior Executive Committee
Establish CMSR Committees: - Senior Executive Committee o Training and Education Committee	Year 1	Senior Executive Committee

▪ Trainee Selection & Progress Committee ▪ Trainee Council (students & postdoctoral fellows) ▪ Training Curriculum Committee ▪ Seminars and Symposium Committee o Professional Development and Faculty Mentoring Committee o Clinician Engagement Committee o Core Users Committee o Advancement Committee		
Upgrade working environment: - Explore the feasibility of communal space for postdocs. - Break room/rest room facilities upgrade.	Year 1	Senior Executive Committee
Identify new areas for CMSR research focus: - Develop consensus on what new areas are best to pursue. - Link recruitments to competitiveness of CMSR for collaborative grants.	Year 3-5	Senior Executive Committee
Maintain an outstanding training environment in the CMSR: - Support of and participation in T32 aims. - Develop rigor in scheduling and executing cost-effective Wednesday morning and Friday PI conferences with prompt regular attendance, interactive presentations, and broad participation.	Year 1-3	Training & Education Committee (Awad, Calvi, Benoit, Trainee Council member)

Strategic Goal 3: **Increase and maintain grant and endowment funding**		
Strategies	**Target Dates**	**Ownership**
Improve the efficacy and utilization of the PI and Wednesday morning meetings: - Establish Friday Morning PI Meeting Committee. - Set clear expectations regarding participation in Wed/Friday meetings—Define policy on who presents and when. - Establish well-structured format for Wed and Fri meetings. - Improve the quality of participation; Improve in-meeting engagement - Increase attendance. - Assign faculty and students to provide feedback. - Establish thoughtful and supportive environment/process for providing feedback.	Year 1	Wed Meetings: Trainee Curriculum Committee Fri Meetings: Senior Executive Committee and Mentoring Comittee
Collaborate with Advancement to build CMSR endowment: - Develop best practice to create specific gifting opportunities, invite potential donors to the CMSR, engage a broad audience of potential donors, and maintain stewardship following gifts. - Develop a panel of people (including students) and presentations for Advancement to utilize. - Educational session regarding advancement process and endowments.	Year 1-5	Advancement Committee

Strategic Goal 4		
Obtain and maintain state of the art cores and equipment		
Strategies	**Target Dates**	**Ownership**
Establish Committee for Core Users: - Define mandate of the committee and operational structure of the committee. - Draft guidelines dictating expectations of the Cores, including activities related to core equipment maintenance and training. This committee will monitor compliance with these recommendations. - Recruit two trainees to participate in the committee.	Year 1-5	Senior Executive Committee; Core Users Committee
Send out a survey to the users of the two CMSR cores to identify aspects of the Cores that require attention and possibly change and to identify areas that should be expanded or contracted. The survey should: - Include input from the technicians of the cores to best draft the survey. - Include questions requesting input on new methodologies to be developed, new instruments that should be considered for purchase. - Provide survey results in a de-identified manner to the SEC with our recommendations.	Year 1	Core Users Committee
Periodic usage review and fee structure review. Mechanism, and procedures, should be established to ensure that: - Cores are cited in publications. - Costs for services provided by Cores are budgeted in new grants to help offset costs and maintain and develop new technologies. - Examples of innovation and advancement in science protocols are collected in a central folder to help PIs incorporate accurate and up to date description of them in new and renewing grants.	Year 1	Core Users Committee

Facilitate status updates: - Periodic meetings of SEC with Core directors to discuss ongoing issues and challenges. - Meet every three months to discuss compliance with Senior Leadership recommendations. - Re-do survey every year to ensure that Cores remain current and that clients are getting the services they want.	Year 1-5	Core Users Committee
Consider a usage tracking and billing software, like PPMs, that also has calendar capabilities.	Year 2-3	Core Users Committee / CMSR Finance Manager
Obtain and maintain state of the art equipment in the CMSR: - Maintain Core system and faculty engagement with Core system. - Designate specific teams to pursue grants for technology and equipment purchases and to disseminate information to the CMSR members about new technologies and related equipment to enable submission of Shared instrument Grant applications.	Year 1-5	Core Users Committee