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BACKGROUND
When the University of New Mexico embarked on an update of its facilities master plan in 2007, the leadership team of the Health Sciences Center (HSC) decided to undertake a parallel process, which would produce the health sciences component of the UNM master plan. Accordingly, the leadership formed four subcommittees to look at HSC facility needs from the perspectives of 1) clinical, 2) education, 3) research, and 4) administration. Operating within a common framework, the documents from each subcommittee will be brought together into a single HSC facilities strategic plan.

The Consensus Builder strategic planning team facilitated the planning processes for the Research, Education, and Administration Subcommittees. A separate master planning consultant assisted the hospital and clinical operations.

In March, the Research Subcommittee met during a four-hour planning workshop followed by two additional ninety-minute meetings. This report summarizes the plan produced by the Research Subcommittee.

INTERVIEWS
Prior to the strategic planning session, the consultants interviewed most of the members of the Research Subcommittee. The interviews explored the committee members' insights into trends and driving forces in healthcare research that are likely to affect future building needs. The interviews explored HSC’s strengths and vulnerabilities that will affect the need for physical space in the future. The participants identified key building-related issues that the strategic planning process should address along with outcomes they would like to see from the process. The facilitation team presented the major themes that had emerged from the interviews at the beginning of the March 5th strategic planning session, and Appendix C (pages 13 and 14) provides that summary.

GOALS AND PLANNING ASSUMPTIONS
Reflecting on the overall vision and strategies presented in this plan, the Research Subcommittee revised the goals and assumptions presented by the HSC leadership.

The Goal is to:
Meet expected growth in the research enterprise and, by doing so, have a greater relevance and impact on the health and healthcare of New Mexico’s unique populations. This growth may include:
- A 60 to 70% increase in wet lab space;
- Expanded and improved space and facilities for vertebrate animal models; new (non vertebrate) animal models, and transgenic animal production facilities.
• Improved access to animal models for investigators outside the immediate animal research facilities (ARF) physical spaces (satellite facilities).
• A 100% increase in space for clinical trails; and
• Significant growth in dry lab space for population-based research, epidemiology and community-based research.

**Revised Planning Assumptions**
The subcommittee based its goals, vision, strategies, and tactics on the following assumptions about future growth and expansion of buildings and space for research:

- The CTSA will be funded.
- The CRTC will continue to grow as planned.
- The funding environment for NIH will remain challenging as federal budgets tighten.
- Simultaneously, NIH will continue to reprioritize interdisciplinary research that balances funding and support for clinical trials, translational research, basic science research and community engagement.
- There will be a growing need for buildings that integrate and leverage different research types including clinical trials, translational and basic science.
- There is a need to develop a greater academic and scholarly atmosphere including buildings that contribute to creation of a community of scholars—not just buildings, but a comprehensive facilities plan for multiple buildings with complementary and synergistic functions.
- Plans for expansion of HSC buildings and activities on UNM’s Westside Campus are presently unknown and could impact plans for new buildings and spaces on the main and north campus.
- As HSC’s activities expand throughout the state in meeting it clinical, research and educational missions, every clinical physician is a potential point of contact for a research connection. Therefore, as space grows in other locations (for instance, Lovelace), space for research should also be included.
- Research planning must integrate transportation, commuting, shuttle and parking planning concomitantly.

**Community- and Population-Based Research Initiatives**
The subcommittee recognized that at present a significant part of community- and population-based research space is located off campus. If space for these activities is moved or expanded on campus, there would be significant impacts on space needs.

While on-campus locations would increase opportunities for collaborative research and provide greater access to patients, off-campus space offers more parking, better access to the community, and inexpensive office space. “It is one thing to be off-campus and close to our clients, it is another thing to be isolated in an office building.” While some proximity needs may be met through conferencing and collaboration technologies, the subcommittee agreed proximity is an important issue to continue to discuss as plans proceed for physical development of the campus.
Relationship to Planning for Expansion of Clinical Operations
The subcommittee identified a number of key issues and special relationships that have special implications for planning expansion of clinical facilities and buildings. These assumptions and key issues include the following:

- Hospital facilities should include space for patient-based research.
- Ambulatory clinics should contain space for research and become more distributed throughout New Mexico to meet the goal of having a clinic in every county.
- HSC’s presence throughout the state could be through human presence or conference and collaboration technologies including project ECHO or the Health Extension Research Office (HERO).
- The overall UNM-wide Information Technology Mission (ITS) needs to be better coordinated with HAS information technology, especially as computer aided clinical, research and educational initiatives expand.

Effect on Other UNM Operations and Initiatives:
The anticipated growth in research will affect other subcommittee plans as well as other UNM entities. These effects may include the following:

- Growth will increase the need for parking on north campus, including spaces for research participants; at least two additional parking garages may be needed.
- Interdisciplinary research will heighten the need for closer ties and better connections to main campus. These needs include improving some of the business aspects that support research, such as purchasing and procurement, processing support for students, and coordination with Human Resources (HR), because of the increase in the number of employees linked to research.
- There are unknown implications for interactions with the UNM’s emerging Westside Campus because little is known about the extent of HSC’s commitment to expanding clinical, research and education space at that location. HSC leadership should be highly engaged in the planning for the Westside Campus to minimize what is otherwise more likely than not to be negative impacts on the HSC campus and available resources.
- Growth in research administration is likely to increase the service demands placed on Contract and Grant Accounting.
- The Physical Plant Department will have to provide custodial and maintenance of new interior and exterior spaces allocated to support research activities.
- New spaces equipped with conference and collaboration technologies will require technology purchases as well as staff support by Information and Technology Services. Similar technology support needs to be offered to individual investigators to support research collaboration and communication needs.
- The services of the Office of the University Architect would be necessary to reconfigure existing research space and integrate it with the research mall, renovated research space, and a new research administration building or space.
- The Office of Capital Projects would be involved in the overall implementation and integration of the architecture, physical plant, safety and risk, and parking.
• The subcommittee foresees that University Communications and Marketing would assist with integration of the HSC research signature program leaders into overall UNM marketing and development efforts.

• Finally, the subcommittee foresees that the UNM Foundation would have a major role in integrating expanded research activities into ongoing UNM development activities.

• Increased information acquisition and manipulation needs will likely require expansion and changes in the functions of HSLIC, and appropriate resources must be provided to support the ever increasing informatics needs of basic, clinical and translational research investigators.

• There is a critical need for expanded and improved IP management and commercialization through STC or alternative venues, and training of investigators in IP commercialization. A culture change in academic units is likely to be required to value and reward IP development and commercialization within a traditional academic scholarship evaluation framework.

PRACTICAL VISION
To develop a long-range vision for research facilities, the participants focused on the question, “In ten years, what buildings do we want to see to support HSC’s research mission?” The Research Subcommittee envisions the following six components of the vision (also shown in Appendix A, page 11):

• **Space to foster a community of scholars**
  By 2018, the Health Sciences Center has a thoughtfully planned and integrated collection of buildings that have attractive exteriors as well as interiors. The environment created by the buildings reflects the HSC “soul” and stimulates a sense of community, resulting in a recognized research/academic ethos. There are several common areas (including a restaurant) where students, researchers, and other academics gather to socialize and participate in public events. The HSC campus includes several dormitories, married student/post graduate student housing, childcare, and parking. Moreover, there are facilities to accommodate visits to the campus by research collaborators and distinguished guests.

• **Academic Community Space**
  In the envisioned future, the Health Sciences Center has academic community space that fosters a comprehensive living/working/recreational environment and helps to attract and retain students, faculty, and staff to and on the HSC campus 24/7. Such space is essential to develop a true functioning academic community where students, faculty and staff can learn, teach and conduct scholarship in an unstructured, spontaneous social environment. This type of space needs to support the social and physical needs of the community, and as a few examples should include (but not be limited too) spaces for socialization, eating, physical exercise, personal services (i.e. banking, hair dressing, postal services, dry cleaning, etc) that are common basic needs). Typically, such services are provided within the context of a full service student/faculty union building combined with a
gym/recreation fields/dressing/shower rooms, which are open extended hours nights and weekends to maintain student/faculty presence on campus. Without such core social space, it will be impossible to build a community of scholars and overcome the ‘commuter school’ mentality and culture currently pervasive at UNM. Concomitant with the increased facilities, increased physical security must be provided for campus community members during the extended campus occupancy hours, for interior, exterior and parking/transportation facilities (improved exterior lighting, secure storage, improved security patrols and security services, etc).

- **Rich spaces for collaboration and outreach**
  Within ten years, the HSC campus has wet and dry laboratories as well as meeting rooms of different sizes and configurations designed specifically for collaborative research activities. The rooms have state-of-the-art conference and collaboration technologies for seamless communication with people throughout the state and on campus. To facilitate the involvement of outside participants, visitor parking and intra-campus transit adequately serves the research buildings.

- **New space that integrates clinical, translational, basic science and population-based science**
  In order to leverage and increase multi-disciplinary research, new and accessible buildings will have a combination of wet and dry space. It is unclear which types of space are best located proximally. Strategically, there will need to be focused discussion with each building on how to best design. For example, is it best to link clinical and population-science space or basic science wet space with clinical space?

- **Research administration and support space**
  By 2018, HSC centralizes its research support functions and creates a new administrative area for the Office of Research, providing support and access to leadership for HSC’s research enterprise. Further, there is new “home” for administration of the academic programs, which locates medicine, nursing, pharmacy, and allied health in close proximity to one another. Support functions for staff, clerical and contract administration are comfortable and integrated with the professional and research administration activities. Similarly, there is space for graduate and postgraduate education administration as well as the ability to place greater emphasis and create visibility for graduate and postgraduate programs.

- **Known planned space**
  By 2018, the current building program is complete. These buildings include the CTSC renovation, the renovation of the stem cell center, the expansion of Domenici Hall, and the new research wing for the Cancer Center.
• **Space Needed**
Within ten years, the HSC has additional space needs for its expanding research enterprise (see below). In addition, the HSC actively considers new initiatives, such as “incubator” space, to support technology transfer and economic development. Additional buildings, among others, that should be considered for the HSC campus may include an integrated translational research building and a biomedical engineering building for nanotechnology and supercomputing. In general, additional and expanded space is needed for shared core facilities and shared instrumentation. More space is likely to be needed for animal facilities, including new facilities to support and house emerging new animal model species, and advanced genetic manipulation and analysis of animal model systems (example – zebra fish).

HSC needs to plan space for transportation needs. This would include a mix of increased parking and dedicated travelways for shuttle vehicles, bicycles, pedestrians and other people-mover modalities. This space needs to be planned integrally with the development of the buildings and master planning.

New space dedicated to the recognition and celebration of UNM scholarly/clinical and educational accomplishments is also needed.

New remembrance space is needed to memorialize and celebrate the contributions of all members of the HSC community to clinical care, research, scholarship, teaching and leadership, especially those that have passed from UNM.

**Strategies**
To develop strategies for implementing the vision, the Research Subcommittee addressed the question, “What 1-2 strategic actions should be taken to realize the elements of the vision?” The discussion about this question resulted in four strategies targeted to specific elements of the vision:

• **Reaffirm research mall**
The current physical development plan for the North Campus arranges research space in a linear fashion that allows for close proximity of research labs for key specialties and sub-specialties. This pattern should be reaffirmed and integration of wet labs and dry labs should provide for convenient access and communication among researchers. The plan may be improved by adding proximity to clinical facilities to facilitate translational research initiatives

• **Increase the space by needed amount and provide for integration**
Based on the growth of research, there should be additional space to accommodate a 60-70% increase in wet lab space as well as a 100% increase in space for special medical devices and clinical tools. Dry space and quality office space for population-based research, epidemiology and community-based research should stay abreast of the growth in these important programs.
• **Develop a plan to build new administration building or relocate research office**
  Presently, the administrative space for research is in an out-of-the-way location, seemingly cramped into small but adequate quarters. As the place where researchers, students, faculty and visitors interact with key administrators, the administrative headquarters should be in an inviting and visible location. This new administrative headquarters should also function as a symbolic center or entryway and provide a window for visitors, dignitaries, and potential donors onto the HSC research enterprise.

• **Develop a set of principles for future buildings that promotes a community of scholars and integration of research**
  The HSC research physical plan should be based on a set of principles that speak to the organization and important physical planning principles to guide arrangement of buildings, laboratories, and office space. Although buildings will continue to be constructed as funding becomes available, they should be developed in line with the following principles:

  1. Research buildings should always be flexible, providing for a variety of spaces to integrate different types of research appropriately (clinical translational, basic science and population-based), leverage their activities, and encourage multi-disciplinary research.
  2. Buildings should be arranged to facilitate a close relationship between clinical and educational functions and research capabilities. These special places and key labs should be adjacent to or part of clinical buildings.
  3. Small meeting and office space should be provided throughout the new buildings to provide for visiting scholars and researchers as well as informal meetings of small research and interdisciplinary teams.
  4. The buildings should be accessible, visible and easy to get to by a variety of means. Master plan should favor a walking/bicycling campus with shuttle services and discourage private vehicle access and concomitant parking problems, except possibly for certain classes of campus/clinical visitors. This design should be combined with effective, convenient and efficient shuttle services, as well as enhanced services available on the HSC campus to minimize the need to travel to and from campus during working hours. This design element maximizes space utilization and interactions by eliminating the need for expansive unproductive parking spaces.

In addition, the Research Subcommittee identified four general strategies that target more than one element of the vision:
• **Develop ways to secure state support for buildings to offset federal support**
  A key strategy is to garner state support for buildings consistent with HSC’s research mission. This strategy could include cultivating a champion for HSC research among the Regents. By increasing recognition of HSC’s research as a mission commensurate with its importance to the local economy, state support for research space in new or renovated buildings should help to offset predicted cuts in federal spending.

• **Define collaboration spaces, which should include technology to link people throughout the campus**
  Consistent with recent research trends, HSC should identify and create architectural programs for collaborative research buildings and spaces. These spaces should be equipped with conferencing and collaboration technologies to link people throughout the UNM campus as well as off-campus research collaborators.

• **Build marketing and development plan/brand**
  HSC’s research enterprise should be visible and acknowledged by key legislative leaders, federal funders, and private donors. To do this, each signature program should have a leader or “champion” who is acknowledged as the “go to” person for the program. This person should be the recognized leader in the research area and be comfortable meeting with constituencies, communicating unique needs, and describing the accomplishments of the program.

• **Reaffirm the UNM transportation plan, which builds connections across the UNM campus**
  The physical plan should enhance connections between the main and north campuses. Accordingly, it is essential to reaffirm the UNM transportation plan as a strategy that contributes to a healthy environment for medical research by providing intra-campus shuttle connections, pleasant walkways, and bicycle and pedestrian paths that connect the buildings.

Appendix A (page 11) shows the strategies in relation to the vision elements. The Research Subcommittee also developed numerous tactics, which are shown in Appendix B (page 12).

**Obstacles**
The members of the Research Subcommittee discussed numerous obstacles that could prevent or inhibit fulfillment of the vision. Upon reflection, however, the participants felt that the obstacles may best be seen as forces that could make it difficult to carry out the strategies.
The first of these is the relative importance that political leaders and the Board of Regents place on research as measured against HSC’s other missions. These obstacles may be difficult to influence, as many of them are outside HSC’s direct control.

Other obstacles may be easier to address because they are within HSC’s domain. Examples include improved communication among researchers and between the faculty and administration. Additional examples include assessing efficiency of existing space, providing parking for outside research participants, creating an effective HSC development office, and acknowledging the value of research administration and the research office.

The following categories reflect the Research Subcommittee’s analysis of how prominent or difficult each obstacle is to address:

**Obstacles that stand out as prominent and important to address:**
- UNM is perceived by the Legislature and others as having a primary mission of education, although research drives the clinical mission.
- There should be effort to increase educate Regents on the value of research and higher education in general, especially the graduate and postgraduate education that supports the research and clinical enterprises of HSC (similarly for the political leadership of the state, the Legislature and the citizenry).
- Unifying mission of making this a “community of scholars” needs a better integration of clinical, research, and education missions. Each is critical in leveraging the other missions. But one group doesn’t understand the other.
- Lack of informal gathering space
- Under-funding

**Obstacles the are possible to overcome:**
- Lack of tools to assess the efficiency of space that is in place
- Need to include parking for research participants—safety/proximity/access to garages. Need to solve problems before new construction.
- Acknowledging the value and position for research administration and office
- Communication with one another
  - Including about results of research. Research is becoming so specialized that people often don’t know what others are talking about. Be able to translate products to each other and the community
  - Communication between faculty and administration. (Perception that many decisions are top-down and that it is difficult to communicate from the bottom up, which affects morale.)
  - Education of Regents and State about value/role of University especially in economic development
- Startup package for new researchers and ability to retain them
- Effective Development Office at HSC needed
- Need for incubator space to nurture entrepreneurial activity
- HSC must become competitive to recruit and retain outstanding faculty. HSC must recognize that an outstanding university is composed first and foremost of outstanding faculty, who must be supported, recognized and rewarded.
• HSC must recognize and improve support for the graduate and postgraduate educational enterprise, which is integral to the success of the research enterprise.

Obstacles that are difficult or outside the committee’s influence:
• Reticence to “give back.” There is little tradition of philanthropy here. Many who are trained and live here don’t feel a connection.
• Need for culture change to become an environment that is more transparent—“privacy”—some people don’t want to see other people.
• Amount and assignment of land…
• Lack a partnership with neighborhood, exemplified by resistance to golf course expansion
• Our elitist attitude
• HSC must recognize that the poor primary and secondary educational systems in the state of NM are a significant barrier to populating the educational programs of a research-intensive university, and should take proactive measures to partner with NM schools to attempt to improve this situation. Such active outreach and engagement in developing and providing teacher and student training and education programs would also strongly support the endeavor to secure improved financial support from the Legislature and citizenry by helping demonstrate the value of institutions of higher learning to the people of NM and their leaders.
### Appendix A: Practical Vision and Related Strategies

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<tr>
<th>Space to Foster a Community of Scholars</th>
<th>Rich Spaces for Collaboration and Outreach</th>
<th>New Integrated Space</th>
<th>Research Administration and Support Space</th>
<th>Known Planned Space</th>
<th>Space Needed</th>
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<tr>
<td>Common space with a restaurant</td>
<td>New research buildings with various sizes of meeting rooms that have conferencing and collaboration technologies for communication with people off site</td>
<td>Increased/more space including wet (60-70%), clinical tools (100%), additional population-based, epidemiological &amp; community-centered space</td>
<td>Build a research building (Office of Research on top floor)</td>
<td>CTSC renovation (old CRTC)</td>
<td>Incubator space</td>
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<td>Congregation space for Ph. D. students</td>
<td>10+ research participant parking spaces</td>
<td>New space must strategically join clinical to wet or wet to dry as in epidemiology and population research</td>
<td>New home for academic programs close to one another (medicine, nursing, pharmacy, allied health)</td>
<td>Cancer Center wing in new Cancer Center</td>
<td>Integrated translational research building</td>
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<td>Common areas for socializing, building research/academic ethos, &amp; public events</td>
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<td>Accessibility and space for shared core facilities including new ones (e.g., CBPR)</td>
<td>New administrative area for Office of Research</td>
<td>Expansion of Domenici Hall</td>
<td>Biomedical engineering building (nanotechnology, supercomputing, etc.)</td>
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<td>Dorms, parking, and childcare</td>
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<td>Integrating buildings for signature programs (Need to understand integrated vs. space controlled by department or research center)</td>
<td>Centralized research support functions</td>
<td>Stem cell center renovation</td>
<td>Non-signature program intercollegiate research space</td>
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<td>Outside as important as inside</td>
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<td>New research buildings related to areas of strategic focus with wet and dry space</td>
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<td>Integrate “this collection of buildings without a soul” How do we create soul?</td>
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<td>Creating an environment that stimulates community</td>
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<td>Thoughtfully planned community</td>
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<td>Reserve capacity for outside visitors, collaborators, Nobel laureates, etc.</td>
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<td><strong>Strategy</strong>: Reaffirm research mall—in new buildings examine ways to foster collaboration and integration</td>
<td><strong>Strategy</strong>: Increase the space by needed amount and provide for integration</td>
<td><strong>Strategy</strong>: Develop plan to build new administration building or relocate research office</td>
<td><strong>Strategy</strong>: Develop set of principles for future buildings that promotes community of scholars &amp; integration of research</td>
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## APPENDIX B: TACTICS

<table>
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<tr>
<th>PROVIDE SPACE/PLACE FOR COMMUNITY OF SCHOLARS</th>
<th>BUILD MARKETING AND DEVELOPMENT PLAN/BRAND</th>
<th>BUILD TRUST AND COMMUNICATION</th>
<th>ENSURE RESEARCH IS AN INSTITUTIONAL PRIORITY</th>
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<td>Common area in Domenici lobby</td>
<td>Develop “spokesperson” for research to champion our cause</td>
<td>Engage people in defining technologies</td>
<td>Identify scope, cost, and use for building</td>
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<td>Faculty club for collaboration and communication</td>
<td>Educate Regents and Legislature on value of research to communities in NM (clinical and economic)</td>
<td>Begin asking now what technology is needed for new integrated/collaboration spaces</td>
<td>Communicate closely with president and top HSC administrators</td>
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<td>Starbuck’s in Domenici Center</td>
<td>Increase research lobbying efforts—priorities</td>
<td>Develop decent web pages—faculty</td>
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<td></td>
<td>PR/development for research mission—added value</td>
<td>Demonstrate capabilities of technologies</td>
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<td></td>
<td>Involve community in reaching our research space goals</td>
<td>Institute workshop on use and future of technology</td>
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<td></td>
<td>Identify/develop faculty leader/spokesman for each signature program</td>
<td>Express function clearly—point-to-point high resolution technologies</td>
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<td>Link research, education and clinical missions in all marketing</td>
<td>Enhance the use and understanding of technology</td>
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<td></td>
<td>Develop proactive marketing strategy (internal and external)</td>
<td>Where did our IDC go? (Newsletter? Communication)</td>
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<td></td>
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<td>Improve room utilization for important speakers</td>
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- Develop proactive marketing strategy (internal and external)
What are the driving forces affecting research facility and space needs at HSC?

- NIH seeking large “mega” proposals and shifting to translational research
- Increasingly complex problems requiring interdisciplinary collaboration
- Translational research setting requires flexible space wet lab/dry lab and consultation; in 10 years, anticipate having 60-70% growth in wet labs and double the dry labs
- Strong need for collaborative space
- Talented researchers looking for good facilities, support environment
- Research facilities located near clinical and educational facilities
- Pressure to connect with community as well as major clinical center
- A lot of translational research is being done with the VA, which has a new building
- In 10 years, we may have a facility for supercomputing (e.g., sequencing and analyzing genomes)

What are the greatest challenges to providing space and facilities to meet the research mission of HSC?

- UNM/HSC providing the infrastructure necessary to support research enterprise
- Insufficient infrastructure for research and teaching
- Recruiting and retaining skilled scientists (providing quality space)
- Building the pockets of excellence signature programs—cancer, brain trauma, infectious disease, environmental health, etc.
- Trying “to do it all”—research, teaching, administration, support and new funding—burnout
- Disorganization/decentralized present research space
- Connection translational research to communities—leading
- Overcoming Ph. D. vs. M.D. mentality
- No space or parking to accommodate visitors
- Don’t have ways to optimize use of space, e.g., structuring space to foster collaboration

What are the greatest strengths that UNM/HSC has in research?

- Very smart and talented people
- Highly successful funding record (150 researchers funded)
- Work with rural and underserved populations (including telemed/ECHO)
- Key senior researchers who can assemble partnerships for large research/mega grants
- Presence of major clinical research center and flagship university
- Access to nanotechnology and high-end supercomputing for imaging
- A skilled workforce and talent to increase level of research
- Good networks throughout the state—communities, labs, political leaders

Where do you see vulnerabilities?

- Space—that matches investigators’ need for flexibility
- Need to diversity research funding sources
- Difficult in shifting from traditional research model to translational
- Thin administrative support structure for research
- Not yet sophisticated in generating endowment funds
- Senior researchers “picked off” and recruited by other universities
• Need to strengthen sense of community among researchers, educators and clinicians
• Tendency for best researchers to get tied up with administration
• Dispersion of labs hinders collaboration

What issues should we make sure to address in strategic planning for research?
• Tension between basic science research, community-based work and translational research
• The need to think long-term and develop “the big picture”
• Increasing the level of income from patents and endowments to lower reliance on NIH
• Taking advantage of current talent and momentum
• Need to increase wet lab space and renovate BSMB
• Develop ways to support researchers and provide a more humanistic/supportive environment

What is the most important outcome you would like to see result from the planning process?
• Knowing what we need and want!
• A strategic plan that leads to action
• Adequate space for clinical and translational research
• Researchers with a supportive environment so they can focus on creative thinking—not bureaucracy
• Confidence we have a research enterprise strategy to survive and prosper—a vision of the place—for the activities
• Ability and means to promote discovery of new products, disease treatment and detection