Dear Research Institute faculty, team members and section heads (PIC/SIC),

As many of you know, last year UCD and CHCO jointly engaged Huron consulting in a project that was called the Collaborative Enterprise Research Project (CERP). The initial target of the project was aimed at making “Quick Wins” by improving particularly cumbersome processes in the administrative aspects of the child health research enterprise focusing on the interactions between UCD and CHCO. Some of these Quick Wins include:

- Completed inter-institutional review of 132 accounts with agreed resolution
- Reviewed 100% of subcontracts and amendments and resolved backlog
- Resolved 88% of invoice dollars in backlog
- Put processes in place to sustain progress in contracting and commitments
- Remain on track to publish an inter-institutional onboarding handbook (by the end of Q1 2017)
- Remain on track to publish an Investigator Resource Guide handbook (by the end of Q2 2017)
- Completed current state research administrative process mapping
- Conducted a Failure Modes and Effects Analysis on identified pain points in the current processes
- Began design of pilot program to address the prioritized process pain points.

While working to implement the pilot program to address prioritized pain points, the CERP team and executive leaders at UCD and CHCO realized that we should pause and take some time to identify the ideal state for the Child Health Research Enterprise on the Anschutz Campus. We want to ensure that we have the optimal governance, administrative, and operational structures to oversee and serve our entire research community pertaining to child health. With that goal in mind, we have appointed a Future State of Child Health Research steering committee to develop a proposal for a new Child Health Research Enterprise structure that will enable us to rise to the highest level of child health research institutions. The committee will report directly to our executive sponsors, Gil Peri, Chief Strategy Officer for CHCO, and Steve Vannurden, Executive Director of Biotechnology Relationships for the University of Colorado Denver and President and CEO of the Fitzsimons Redevelopment Authority, who in turn represent Jena Hausmann, CEO of CHCO and Chancellor Don Elliman, respectively.

The imperatives guiding the committee in creation of the new model are as follows:

- Advance the CU/CHCO position as a national leader in child health research (child health research identity).
- Enhance the experience of the principle investigators (PIs) to attract and retain the best researchers and clinicians.
- Support Principal Investigators (PIs) with administrative and regulatory assistance to improve study start-up and management and enable them to spend more time on the science.
- Create efficiencies in child health research processes from end-to-end.
- Develop a funding mechanism that leverages all resources (CU/CHCO/Depts.) to optimize child health research.
Although this new structure will have the responsibility for directing child health research strategy and resources, it is not in this committee’s scope to develop research strategy or allocate resources. It is also important to note that the committee is tasked with proposing a structure for child health research that will effectively integrate and collaborate with the broader research structures on the Anschutz campus and utilize and align with other effective resources on the campus.

The timeline for this proposal is intentionally short, with goal to present a final proposal by August 1, 2017. This committee will expend a great deal of time and effort to develop this proposal. Committee members will conduct focus groups with faculty investigators to seek input and feedback on the proposal. We encourage all of you to participate in this process by reaching out to committee members and attending focus groups we will be hosting.

Committee members were selected in attempt to best represent the broad child health research community, including basic, translational, clinical, outcomes, and population investigators as well as the different Departments and Schools that participate in child health research. Both junior and senior investigators are represented on the committee. We acknowledge that some investigators or approaches are not directly represented by the committee members. We attempted to achieve the broadest representation possible while ensuring the committee was of the appropriate size to complete the proposal on this timeline.

**Future State of Child Health Research Leaders**

1. **Peter Mourani, MD**: Medical Director for the Research Institute at CHCO. Clinical Research Director for Section of Critical Care. Member of the Dean’s Clinical Translational Research Advisory Committee. Member of the CCTSI Child Maternal Health Research Program. Expertise in research administrative and operations services and processes at UCD and CHCO. Track record of translational and clinical investigations of acute and chronic lung disease in preterm infants and critically ill children.

2. **Jeannine Duffield**: Director of Administration and Operations for the CHCO Research Institute. Expertise in research administrative and operations services and processes at CHCO and UCD. Also has extensive background in research quality and compliance.

3. **Tom Flaig, MD**: Associate Dean for Clinical Research and Chief Clinical Research Officer for UC Health. Oncologist in the Department of Medicine. Member of the Dean’s Clinical Translational Research Advisory Committee. Will provide adult research perspective to ensure our proposal integrates with and utilizes resources available from the other research enterprises on campus.

4. **Amanda Peng**: Senior Clinical Research Contracts Manager, Clinical Research Administration Office (CRAO). Expertise in the research administrative services and processes at UCD CRAO. Expertise in process improvement related to centralized research administrative services.

**Future State of Child Health Research Committee Members**

1. **Kelly Maloney, MD** (CCCBD): Research Director for Center for Cancer and Blood Diseases (CCCBD). PI on Children’s Oncology Group (COG) studies. Has extensive knowledge of all research and operations within CCCBD.

2. **Allison Kempe, MD, MPH**: Director of The Adult and Child Consortium for Outcomes Research and Delivery Science (ACCORDS) and Director of Surgical/subspecialists Clinical Outcomes Research (SCORE) Fellowship. Emphasis Leader for Outcomes and Community Based Research (T3-T4 research). Long track record of health services research and mentoring junior faculty.

3. **Lee Niswander, PhD**: Section Head for Developmental Biology. Emphasis Leader of Development Origins of Health and Disease. Excellent representative for PhD faculty and for Basic Science Research. She has extensive experience in mentoring junior faculty, serving on NIH study section, and in training PhD candidates.

4. **Tim Benke, MD PhD**: Emphasis leader for Neurosciences. Performs both basic and clinical research. Dual appointment in Neurology and Pharmacology. Active mentor of junior investigators, including participation in the Medical Scientist Training Program.
5. **Kristen Nadeau, MD**: Pediatric Endocrinologist and Diabetes researcher who can represent the Barbara Davis Center for Childhood Diabetes. She is the co-Chair for the CCTSI Scientific Advisory Review Committee. She is an active mentor of junior faculty.

6. **Teri Hernandez, RN, PhD**: Faculty investigator representing the School of Nursing and the Dept. of Medicine. Protocol reviewer for COMIRB Panel C. Member of the CCTSI Child Maternal Health Research Program. She is a life course researcher focusing on metabolism in pregnancy and fetal programming. She has extensive involvement in the CCTSI CMH program.

7. **Marci Sontag, PhD**: Epidemiologist at the Colorado School of Public Health. Her research focuses on newborn screening and perinatal epidemiology. Has extensive collaborations with numerous faculty in a variety of child health research disciplines. Active educator and mentor.

8. **Ken Liechty, MD**: The Sandy Wolf Chair in Maternal Fetal Surgery. Director of Pediatric Surgery Basic and Translational Research. Co-Director of the Colorado Fetal Care Center. Performs basic science research in regenerative medicine. Represents surgical child health investigators.

I hope you all are as excited about this unique opportunity to shape the future of child health research on our campus.

Thank you for your commitment,

Sincerely,

Jena Hausmann
John Reilly, MD
Don Elliman
Steve VanNurden
Fred Suchy, MD
Gil Peri