

M E M O R A N D U M  
August 18, 2017

TO: Miller School of Medicine Faculty  
Vice Presidents  
Deans  
Department Chairs

FROM: Jeffrey L. Duerk, Ph.D.  
Executive Vice President and Provost

Edward Abraham, MD  
Dean and Chief Academic Officer, University of Miami Miller School  
of Medicine

Barbara Cole, B.B.A.  
Associate Vice President, Research Administration

SUBJECT: A Message from the Provost regarding Changes in Clinical  
Trials/Research Administration

Dear Miller School of Medicine Faculty,

First, I want to thank you for the warm reception you have provided me since I arrived on campus about six weeks ago. Many of you know that I spent the first 20 years of my academic career in a school of medicine where I was involved in basic science, translational research, industry sponsored investigation, and clinical trials. I also want to share with you how exciting it was, during my recruitment, to know that Ed Abraham was being recruited as dean of the Miller School of Medicine. Since my arrival, Ed, Barbara Cole and I have formed a great relationship and are committed to UM's success.

Barbara and her team have shared important data on operations, policies and strategies. The university leaders including the President, Richard Fain (the Chair of our Board of Trustees), and members of the UMMSOM Faculty Council have shared notes, perspectives, presentations, suggestions and answered many questions for us.

It is our shared goal to improve the university and to both expand and diversify our research portfolio. Clinical trials is one area where we have great opportunities for growth. It is our shared goal to streamline contracting time, increase enrollment activity, grow overall funding, and improve our billing/invoicing. In response to your suggestions and feedback, Dean

Abraham, Barbara Cole and I are pleased to let you know that we will be moving the Clinical Trials Support team from the Gables One Tower on the Coral Gables campus to the UMMSOM campus, starting in the next few days, and with full functional operation by October 1st. The entire 17-member Clinical Trials team, from budgeting to contracting, will move to the UMMSOM campus to work directly with the faculty. The current plan is that the Clinical Trials group will be located in the PAC building- there is a chance this will change as the logistics of the site are studied in greater detail. We will share updates with you.

As part of the process to enhance service, we will be adopting new methodologies to streamline the budget creation process. First, we will simplify the budgeting process by adopting three budget templates (by complexity type) as is done at other leading institutions and recommended by the UMMSOM Clinical Trials Task Force. This will begin immediately. We will also be employing Velos as the repository for invoice tracking to increase billing success and integration with the University's new financial system, Workday. Current data have shown us that 46% of our approved clinical trials have had no patient enrollment one year or longer after approval. Time spent reviewing proposals with low probability of success negatively impacts the time to approval of other clinical trials with higher enrollment potential or greater likelihood of success. A new methodology for oversight in advance of full review will be rolled out in the coming weeks. In all, co-locating the Clinical Trials team with the clinical faculty, adopting budget templates, tracking invoicing, and improving our feasibility assessment will streamline our contracting time and achieve our overall goal of increasing the clinical trials portion of our research portfolio.

Dean Abraham, Barbara Cole and I all very much appreciate your input and advice as we work to improve the administrative components of our research enterprise.