

ABSTRACT: 2017 ELAM Institutional Action Project Symposium

Project Title: Comprehensive Evaluation of Duke Clinical Research Institute (DCRI)

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Collaborators: Other committee members

Topic Category: Research

Background: Duke Clinical Research Institute (DCRI) is the largest academic clinical research organization in the nation, employing approximately 1200 faculty and staff. While all Departments at Duke undergo 5-year reviews, DCRI has not undergone a review since its inception. Therefore, the Dean of the School of Medicine (SOM) appointed a committee, co-led by the author, to complete a comprehensive review and to provide the Dean with a written summary outlining the DCRI's strengths, weaknesses, opportunities, and threats (SWOT), with a special emphasis on opportunities.

Objective: To prepare a comprehensive SWOT analysis of the DCRI

Methods: The review committee is composed of two co-chairs and seven committee members, spanning seven departments across the SOM and one school outside the SOM. The review material includes a written report from the Director of the DCRI, and interviews with individuals within and outside DCRI. Notes are prepared after each interview and key points summarized. Core components of the interviews include the following: leadership performance; financial and general management; research funding; grant administration and compliance; teaching and academic quality; diversity, retention and recruitment; and citizenship, reputation & stature. In addition to interviews, a 360-evaluation of the director was completed. At the end of the internal review, a 2-day review by external experts will be completed and results merged into a single report.

Results: Between Dec. 5, 2017- April 24, 2018, weekly 1.5 hour meetings are conducted to interview participants, review data, and discuss findings. In addition to the interviews with the full committee, subgroups representing finance, leadership, education, diversity, research, and education, have met with individuals. In total, 62 individuals will be interviewed representing the following: SOM leadership (n=4), DCRI Director (1), DCRI leadership (12), DCRI faculty (23), DCRI staff (3), collaborators (includes Department Chairs; 10), trainees (8) and external (outside Duke; 1). Forty-five interviews have been completed, including 21 by the full committee, 11 by the education subgroup, 15 by research, 4 by finance, 6 by diversity, 10 by chair and leadership groups. In addition, the 360 evaluation has been completed with a total of 433 responses, including a 40% response rate among executive leaders, 100% response by the executive team, 56% response rate from peers, and 38% response rate from faculty.

Conclusions: The response to the request for input has been robust with excellent representation across the SOM and across different stakeholders within DCRI, with some broader input from other schools within Duke and collaborators from outside Duke. Notes have been compiled from each meeting; in each case, written by one participant and edited by a second participant. The notes will be summarized and organized by themes. The committee will finalize a written report in April, and then two external reviewers will visit in May and conduct a review over two days. At the end of that visit, a combined report, including both internal and external input will be presented to the Dean and the Dean's leadership team. The results of this review will impact the future goals and direction of the DCRI.