UAF-UAMS Research Collaborative

April 2020 Report

" **We found out that some of the beautiful old trees up there were right in the way of where we needed to put up buildings or open roads…they said that I'd have to either sacrifice the trees or my plans, but I suggested that we just move the trees. And we did."**

-Winthrop Rockefeller

Using the Rockefeller Ethic

The Winthrop Rockefeller Institute employs the "Rockefeller Ethic" to engage participants in respectful dialogue that values diversity of opinion and encourages collaborative problem solving. The Institute would like to thank every member of this research collaborative for working with us to use this method to build a strong research collaborative between UAF and UAMS. Governor Rockefeller would be proud of this work.

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FOR MEDICAL SCIENCES

The Rockefeller Ethic

Collaborative Problem Solving + Respectful Dialogue + Diversity of Opinion

= Transformational Change

During the October 2019 Convening, participants identified the top three reasons that this research collaborative must succeed:

↪ **to improve health outcomes**

↪ **to create positive economic impact for the region**

↪ **to make Arkansas a leader in the healthcare field**

Introduction

The University of Arkansas - Fayetteville (UAF) and the University of Arkansas for Medical Sciences (UAMS) are committed to establishing a strong research collaborative between their two campuses. Leadership from UAF and UAMS sought assistance from the Winthrop Rockefeller Institute (the Institute) to serve as a convening partner, provide support to cross-institutional working groups, and facilitate two large group sessions on October 28, 2019 and April 13, 2020.

During the October 28th convening, nearly 30 researchers, administrators, and leaders from each campus worked together to develop a clear understanding of the challenges and opportunities associated with forming the research collaborative. As part of their work, they brainstormed ways to engage and motivate participants and identified the next steps they would commit to working on between the October and April convenings.

Participants identified 24 early wins across six broad topic areas (**Appendix A**) that could be examined and hopefully completed prior to the April convening. Campus leadership selected co-leaders from each institution, assigned them to specific topic areas, and charged them with establishing working groups. Over the next six months, the working groups used a variety of methods to begin securing these early wins. However, campus leadership and Institute staff both noted a flurry of last-minute activity immediately prior to the meeting in April. Additional progress could likely have been made if more frequent check-ins with co-leaders, campus leadership, and Institute staff had occurred.
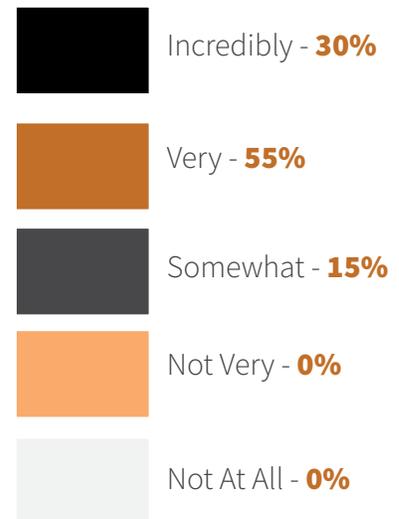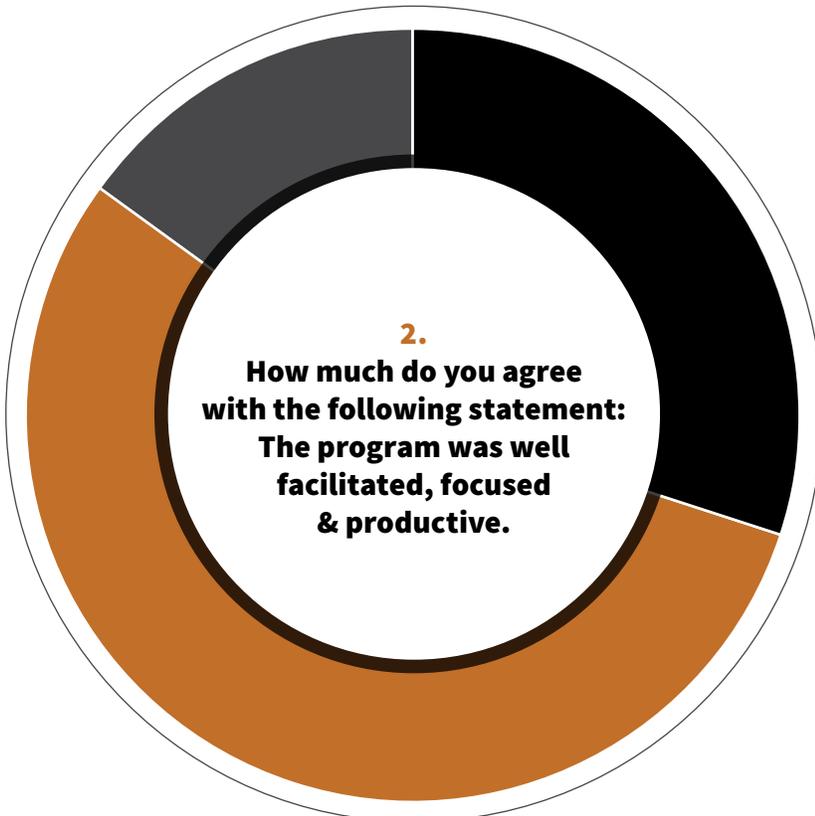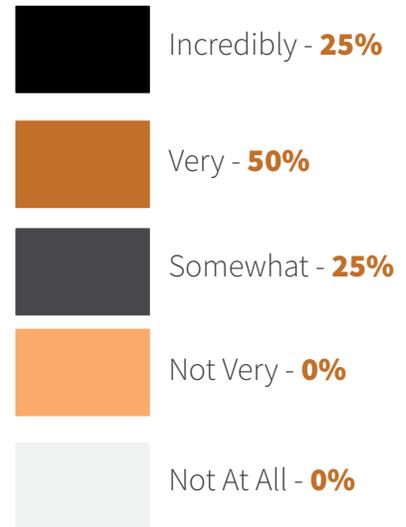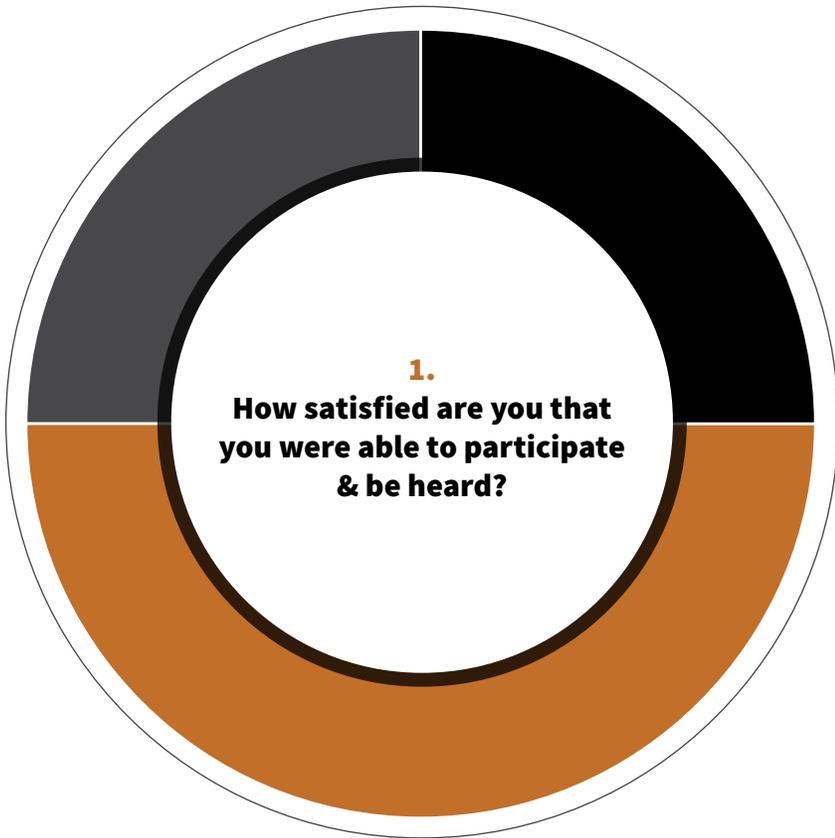
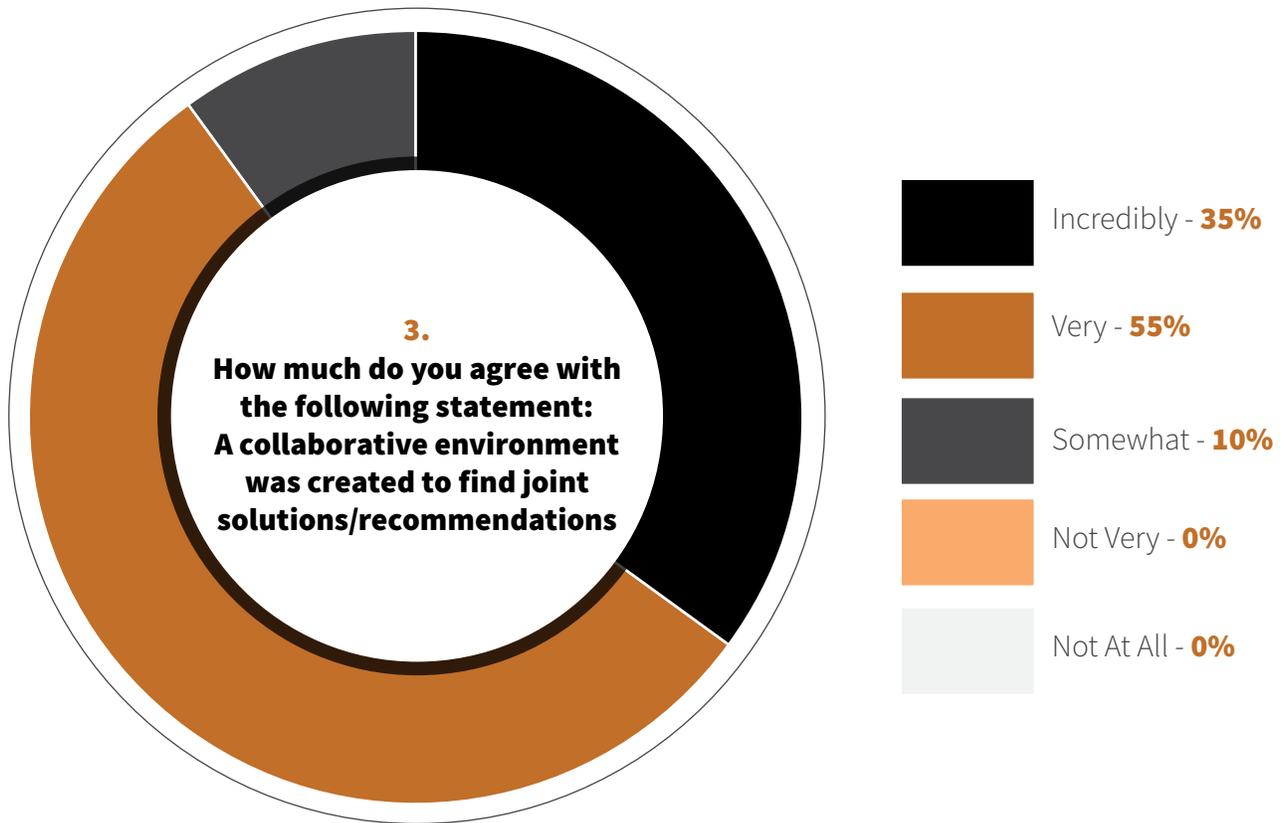Each of the working groups was successful in securing at least some of the early wins for their topic areas. Immediately prior to the April convening, topic co-leaders classified eight early wins as completed, 11 as in-progress, and five as stalled or at a standstill. (**Appendix B**) The progress the working groups made demonstrates the commitment of leadership, faculty, and support staff in ensuring this research collaborative is successful.

The original plan for April was to bring representatives from both campuses together at the Institute atop Petit Jean Mountain for a two-day convening. However, the COVID-19 pandemic forced us to consider a variety of options, including canceling the event, postponing the event, or holding it virtually. Ultimately, leadership from each of the three organizations was committed to maintaining the momentum of the research collaborative and wanted to try moving the discussion into a virtual space.

Institute staff explored a variety of digital platforms, sought out training on virtual facilitation, and began the process of re-working the planned agenda. They dedicated much care to overcoming the challenge of establishing an engaging, participatory convening for a large group in a virtual space. Institute staff used a variety of facilitation methods to increase individual and group engagement, including: establishing virtual meeting norms and utilizing breakout sessions, stretching exercises, chat functions, ice-breakers, instant polls, team building activities, screen sharing, charting, open discussions, and surveys.

1.
How satisfied are you that you were able to participate & be heard?

- Incredibly - **25%**
- Very - **50%**
- Somewhat - **25%**
- Not Very - **0%**
- Not At All - **0%**

2.
How much do you agree with the following statement: The program was well facilitated, focused & productive.

- Incredibly - **30%**
- Very - **55%**
- Somewhat - **15%**
- Not Very - **0%**
- Not At All - **0%**

3.
How much do you agree with the following statement: A collaborative environment was created to find joint solutions/recommendations

Incredibly - **35%**

Very - **55%**

Somewhat - **10%**

Not Very - **0%**

Not At All - **0%**

Of participants who completed a post-convening survey, 100% indicated that:

↪ **1. they were at least somewhat able to participate and be heard;**

↪ **2. the program was well-facilitated, focused, and productive; and**

↪ **3. a collaborative environment was created to find joint solutions/recommendations.**

During the April virtual convening, 75 participants from UAF and UAMS gathered to hear the working group co-leaders report on the status of their identified early wins and participate in facilitated small-group discussions. After participants heard brief reports from the co-leads, Institute staff divided them into small groups and facilitated discussions that were designed to guide participants in determining what the progress on each of the early wins meant for the research collaborative and what needed to happen next to move this collaborative forward.

Breaking Down Barriers

Each of the three breakout session discussions allowed participants to learn about and discuss the progress that had been made since October in breaking down the barriers to this research collaborative (**Appendix C**). Institute staff reviewed charts, chat logs, and video files from the breakout sessions to establish the common themes and findings for each of the small group sessions discussed below.

Stalled/standstill small group discussion

Committees identified five topics that had come to a standstill since the October meeting:

↪ **From Topic 2: Logistics Policy and Process**
- ⊗ Seminars through the use of telecommunication;
- ⊗ Shared library resources;
- ⊗ Shared network for hosting researchers;

↪ **From Topic 3: Organizational Super Structure and Research Infrastructure**
- ⊗ Inventory and communicate cross-training programs; and

↪ **From Topic 6: Incentives**
- ⊗ Outline the process for a paid sabbatical opportunity after the third year of appointment.

Many participants proposed that we should continue investigating collaborative seminars as a means to foster communication and collaboration between campuses. Of special interest was having on-campus professors lead the seminars about their research and share them using some type of technology (Zoom, intranet portal, or recordings). Several participants were surprised that the sharing of library resources had stalled, and they recommended that we involve librarians in the next gathering, explore the idea of a statewide digital library, and continue working on this early win. The participants believed that by continuing to work on these items there could be an increase in awareness, communication, and collaboration.

Selected Comments From This Section

💬 **UAF campus has a lot of seminars and UAMS has a bunch of grand rounds. It'd be nice to have more communication.**

💬 Shared seminars educate ourselves on what each campus is doing. In my humble opinion it'd be better to have the faculty conduct the seminar about their research rather than an invited speaker from off-campus. In the UAF-BISC department, most of our seminars are off-campus.

💬 **It's important to utilize tech to 'travel' as much as possible.**

💬 Shared recruitment of external experts can jumpstart conversations

💬 **Shared network for hosting researchers critical--increased communication**

💬 Possibility to create a digital library much like in Texas (a very robust system).

💬 **Getting librarians engaged on both campuses is the best way to make progress.**

💬 Need to facilitate/share knowledge across campus. "We just don't know much about each other." I don't think it is about re-engaging, it is about prioritizing.

In progress small group discussion

Since October, committees classified the majority of topics (11) as "in-progress":

↱ **From Topic 1: Smooth Funding Infrastructure**

⊙ Identify/assign grants office personnel at both UAF & UAMS to facilitate inter-institutional grant applications;

⊙ Create a MOU that allows flow of funds between institutions without a subaward;

⊙ Increase flexibility in interinstitutional policies including use of common forms, material use agreements, no-cost extensions, and a refresh IRB/IACUC agreement structure;

↱ **From Topic 2: Logistics Policy and Process**

⊙ Create a MOU for the IRB process;

↱ **From Topic 3: Organizational Super Structure and Research Infrastructure**

⊙ Develop a communications site plan;

⊙ Provide information and access to core facilities in a seamless fashion;

⊙ Identify and share current resources including available seed money and core facilities that are shared or could be shared;

↱ **From Topic 4: Seeing What is Out There Now**

↱ **From Topic 5: Personnel and Talent**

⊙ Appropriate academic appointments across campuses with both campuses supporting joint appointments;

⊙ Assure promotion and tenure credit for team science and collaboration at both UAMS and UAF;

↱ **From Topic 6: Incentives**

⊙ Develop paid summer fellowships for faculty; and

⊙ Establish a pathway for cross-institutional fellowships and paid graduate pilot programs, e.g. stipends, grants, and scholarships.

Following reports on the status of these items, participants discussed what remains to be done, paths around current barriers, and possible next steps. Nearly every group discussed the importance of creating a MOU that allows flow of funds between institutions without requiring a subaward. There was also substantial discussion regarding the intranet portal that is being developed to improve communication between campuses. The portal is seen as a step in the right direction, but it needs additional funding and IT support. There was also substantial discussion centered around aligning the tenure and promotion committee credit with the work we are doing here (i.e., incentivize cross-institutional collaboration, entrepreneurship, team science, etc.).

Selected Comments From This Section

💬 **The directors of ORSP/IRB/IACUC, etc. at each institution will need to work together to determine what can be done to facilitate interactions/ collaborative projects between the two campuses**

💬 Share use of core facilities between two campuses

💬 **Assuring promotion and tenure credit for team science definitely needs to be addressed**

💬 Begin to develop the storyboard for what the Intranet site will contain. Engage both IT groups to decide on a hosting platform and site construction

💬 **Legal and IRB offices from both campuses should work together...a federally funded program called Smart IRB (used to collaborate with investigators across the country)...UAMS is member but UAF is not. This would facilitate joint submissions. Laura will find out if there is a charge for UAF to join. Dan said UAF would be interested in joining.**

💬 Have people from both communications offices meet together and make a commitment to share what each campus is doing.

Completed - small group discussion

The final small group discussion centered around the eight "completed" wins since October and what completing these wins meant for the collaboration between campuses. Completed wins included:

↱ **From Topic 2: Logistics Policy and Process**

⊘ Transportation between campuses;

⊘ From Topic 3: Organizational Super Structure and Research Infrastructure

⊘ Inventory material transfer agreements, IP ownership, and data sharing policies and communicate them;

↱ **From Topic 4: Seeing What is Out There Now**

⊘ Map the current collaborations at UAMS/UAF and celebrate those through print and digital channels at both institutions. Identify and share the current research projects, publications, and funding. Identify and share the current barriers and the successes;

⊘ Disseminate what we are already doing for other campuses (e.g., seminars). Continue to do a better job with outreach;

↱ **From Topic 5: Personnel and Talent**

⊘ Catalogue research and researchers from each institution into one electronic database such as LinkedIn, Researchgate, etc.;

⊘ Align missions (research focus) on both campuses;

⊘ Build a plan for a cross-campus mentoring program and a seminar exchange; and

↱ **From Topic 6: Incentives**

⊘ Establish a collaborative plan for a shared pilot grant program to share with provosts at respective campuses.

Participants were particularly excited about the prospect of the pilot grant program, the intranet portal, and the shuttle service between campuses. Although these were completed items, several groups identified the need for continued work on the intranet portal, a catalogue of research/researchers, publications, and grants, and expansion of the shuttle service. There were also calls to develop a strategic communications plan with the communications directors from both campuses, host a variety of research topic summits at the Institute, pursue NCI designation, and align institutional missions. Taken together, these early wins have laid a solid foundation for increased collaboration, but additional work needs to be done to ensure effective communication and continued progress on these initiatives.

Selected Comments From This Section

💬 **With more people contributing to the online portal/ intranet, it may be possible to identify commonalities between successes and failures of collaborations**

💬 Shuttle service may lead to positive productivity gain; there may also be the possibility of using the shuttle to transport samples between Fayetteville and Little Rock (a past barrier to collaboration); grad students may be able to utilize the shuttle to move between campuses as well

💬 **Pilot grant program should foster increased collaboration**

💬 We have already been able to create COVID-19- related shared funding mechanisms more quickly due to these collaborative initiatives

💬 **Host a cancer summit at WRI and invite potential collaborators from both campuses**

💬 Make a case for NCI designation - potential to elevate the entire state

💬 **UAMS College of Public Health faculty are creating distance accessible lectures for UAF public health students. Other departments on both campuses could make similar efforts to increase collaboration between campuses**

💬 Be intentional about sharing departmental seminar information through social media and personally reaching out to collaborator campus colleagues to invite them to seminars of interest; consider co-hosting seminars

💬 **Include information about these new collaborative initiatives as part of new faculty onboarding**

💬 "Communication is vital so we know what's going on at other campuses."

Building On The Early Wins

After the presentations, breakout sessions, and a brief break, Institute staff members led participants in a whole-group discussion of the next steps needed to capitalize on the momentum built up thanks to the committees' work on these early wins. As a group, participants discussed (verbally and through Zoom's chat feature) what next steps they saw as essential to moving this collaborative forward. Many items were discussed during this section, including:

↱ **Involve higher-level decision-makers in some of the "in progress" early wins at risk of stalling;**

↱ **Continue work on the intranet portal by seeking funding and assistance from legal and IT;**

↱ **Engage communications professionals in jointly sharing stories of successful collaboration;**

↱ **Understand what is possible with each institution's T&P policies regarding incorporation of team science, entrepreneurship, and UAF/UAMS collaboration;**

↱ **Understand and align research focus between the institutions by periodically convening to discuss important and emerging topics;**

↱ **Provide funding for fellowships, collaborative grants, shuttle, and COVID-19.**

" **Progress appears to have been made when committed people on both campuses found time to talk and think together.**

It's not magic--It's thoughtful work."

Next Steps

Ten days after the April convening, leaders from UAMS, UAF, and the Institute gathered to review an executive summary of initial findings, post-survey results from the participants, and discuss the next steps to ensure the research collaborative continues moving forward. The leadership from all three organizations were particularly pleased with the amount of participation and engagement from individuals across both organizations, the successful completion of several early wins, the quality of facilitation, and that the virtual convening went as well as it did.

However, leadership also agreed that there were some specific opportunities for improvement moving forward. Initial discussion focused on trying to meet face-to-face for the next meeting (assuming COVID-19 restrictions are no longer in place). Leadership suggested that we re-constitute the working groups into four project committees with more specific and targeted tasks, that institutional leaders would take on three initiatives themselves, and that the Institute would continue to assist the collaborative by facilitating whole-group meetings, virtual seminars, and virtual check-in meetings to monitor committee progress. Finally, the leadership felt it important to choose a research theme for the collaborative between now and the next meeting. Many topics were discussed which may be used for future meetings, but the first research theme will be cancer.

Based upon the outcomes of the October and April convenings, the progress made by the working groups, and discussions with institutional leadership, we are committing to the following next steps for implementation:

↪ **Restructure working groups with members from each campus who have the authority and resources to complete projects into the committees identified below. The first task of these committees will be to establish work plans and timelines for their deliverables.**

- ⊘ Intranet Portal Committee - This group will continue development work on the intranet portal.

- ⊘ Research Committee - The research committee will work to create opportunities for sharing knowledge with colleagues between whole-group convenings, and identify research made possible by working together. Each upcoming convening will focus around one research topic with the Fall of 2020 convening focusing on cancer research. Future topics will likely include obesity, aging, nutrition, etc.

- ⊘ Structural Challenges Committee - This group will continue to work on some of the previously identified structural barriers to cross-institutional collaboration.

↪ **Leadership at UAF & UAMS will take the lead on the following three initiatives:**

- ⊘ Engage T&P committees to review and revise criteria to include team science, collaboration, and entrepreneurship;

- ⊘ Establish a collaborative relationship between each institution's communications department to share stories of success and progress; and

- ⊘ Work to find increased funding to support collaborative research efforts.

↪ **The Institute will continue to assist the collaborative by facilitating whole-group meetings, virtual seminars, and virtual check-in meetings to monitor committee progress. The Institute will:**

- ⊘ Host a follow-up meeting for up to 80 participants at the Institute September 28-29 or November 23-24 for networking and sharing progress on the collaborative and focusing on the topic of cancer;

- ⊘ Host at least three 1-hour virtual meetings for institution leadership and working group leaders to share progress updates; and

- ⊘ Host at least two 2-hour virtual sessions to share research being done on each campus and highlight collaborations between the campuses.

Appendix A

Topic 1: Smooth Funding Infrastructure

Identified Early Wins

↪ Assign/ID grants office personnel at both UAF & UAMS to facilitate interinstitutional grant applications.

↪ Create an MOU that allows flow of funds between institutions without a subaward.

↪ Increase flexibility in interinstitutional policies including use of common forms, material use agreements, no-cost extensions, refresh IRB/IACUC agreement structure.

Topic 2: Logistics - Policy & Process

Identified Early Wins

↪ Transportation between campuses. *(Already being worked on with a wifi-enabled shuttle bus.)*

↪ Seminars through use of telecommunication.

↪ Shared MOU for IRP process.

↪ Shared library resources.

↪ Shared network for hosting researchers.

Topic 3: Organizational Super Structure & Research Infrastructure

Identified Early Wins

↪ Inventory material transfer agreements, IP ownership and data sharing policies and communicate them.

↪ Develop communications site plan.

↪ Cross-training programs do exist, need to inventory and communicate them.

↪ Provide information and access to core facilities in seamless fashion.

Topic 4: Seeing what is out there now (Collaborations, resources, other institutions)

Identified Early Wins

↪ Map the current collaborations at UAMS/UAF and celebrate those through print and digital channels at both institutions. Identify and share the current research projects, publications, and funding. Identify and share the current barriers and the successes.

↪ Identify and share current resources including seed money that is available and core facilities that are shared or could be.

↪ Disseminate what we are already doing for other campuses *(e.g. seminars)*. Continue to do a better job with outreach.

Topic 5: Personnel & Talent

Identified Early Wins

↪ Appropriate academic appointments across campuses and both campuses supporting joint appointments.

↪ Catalogue research and researchers from each institution into one electronic database such as Linkedin, Researchgate, etc.

↪ Aligning missions on both campuses.

↪ Build a plan for a cross-campus mentoring program and a seminar exchange.

↪ Assure promotion and tenure credit for team science and collaboration at both UAMS and UAF.

Topic 6: Incentives

Identified Early Wins

↪ Form a committee to outline the process for a paid sabbatical opportunity after 3rd year of appointment. The plan should be ready for review and budget approvals for fiscal year 2021.

↪ Same process as above for a paid summer fellowship for faculty.

↪ Establish a collaborative plan for a shared pilot grant program to share with provosts at respective campuses.

↪ Establish a pathway for cross-institutional fellowship and paid graduate pilot programs e.g. stipends, grants, and scholarships.

Appendix B, Early Wins

Completed

↪ Transportation between campuses.

↪ Map the current collaborations at UAMS/UAF and celebrate those through print and digital channels at both institutions. Identify and share the current research projects, publications, and funding. Identify and share the current barriers and the successes.

↪ Disseminate what we are already doing for other campuses *(e.g. seminars)*. Continue to do a better job with outreach.

↪ Establish a collaborative plan for a shared pilot grant program to share with provosts at respective campuses.

↪ Catalogue research and researchers from each institution into one electronic database such as Linkedin, Researchgate, etc.

↪ Aligning missions *(research focus)* on both campuses.

↪ Build a plan for a cross-campus mentoring program and a seminar exchange.

↪ Inventory material transfer agreements, IP ownership and data sharing policies and communicate them.

In Progress

↪ Assign/ID grants office personnel at both UAF & UAMS to facilitate interinstitutional grant applications.

↪ Create an MOU that allows flow of funds between institutions without a subaward.

↪ Increase flexibility in inter-institutional policies including use of common forms, material use agreements, no-cost extensions, refresh IRB/IACUC agreement structure.

↪ Shared MOU for IRB process.

↪ Develop communications site plan.

↪ Provide information and access to core facilities in seamless fashion.

↪ Identify and share current resources including seed money that is available and core facilities that are shared or could be shared.

↪ Appropriate academic appointments across campuses and both campuses supporting joint appointments.

↪ Assure promotion and tenure credit for team science and collaboration at both UAMS and UAF.

↪ A paid summer fellowship for faculty.

↪ Establish a pathway for cross-institutional fellowship and paid graduate pilot programs e.g. stipends, grants, and scholarships.

Stalled/Standstill

↪ Seminars through use of telecommunication.

↪ Shared library resources.

↪ Shared network for hosting researchers.

↪ Cross-training programs do exist, need to inventory and communicate them.

↪ Form a committee to outline the process for a paid sabbatical opportunity after 3rd year of appointment. The plan should be ready for review and budget approvals for fiscal year 2021.

Appendix C, Early Win Summaries

Completed

Transportation between campuses.

While still necessitating some additional funding, two wi-fi enabled buses, one from each campus, will make one trip per week between campuses for investigators to participate in face-to-face meetings with their research team from the other institution. Investigators will be able to collaborate cross-campuses without being away from home in the evening or having to take three hours out of their work day.

Map the current collaborations at UAMS/ UAF and celebrate those through print and digital channels at both institutions. Identify and share the current research projects, publications, and funding. Identify and share the current barriers and the successes.

An online portal has been created for UAMS-UAF faculty to enter collaborations between both campuses. Through a provided comments field in the portal, it is possible for researchers to explain what they need to strengthen current or potential collaborations.

Disseminate what we are already doing for other campuses (e.g. seminars). Continue to do a better job with outreach.

Current network connections between the collaborative are strong, with several research events being attended by members of each campus. Future interactions and dissemination can occur through the central landing page of the newly created collaboration portal.

Establish a collaborative plan for a shared pilot grant program to share with provosts at respective campuses.

Leaders from both campuses have structured a program for both institutions to fund six projects at $75,000 each with a focus on collaboration. Topic areas are being developed. Researchers will be able to propose collaborative research via a shared online portal and must have at least three researchers with representation from both campuses to be considered.

Catalogue research and researchers from each institution into one electronic database such as Linkedin, Researchgate, etc.

The group concluded that with researchers able to connect via ResearchGate, Profiles, Scopus, Google Scholar and Linkedin, there is no need to develop an in-house electronic database. New electronic CV requirements for NIH and NSF submission also allows researchers to find each other's research projects and publication via a government maintained database.

Aligning missions (research focus) on both campuses.

Both UAF and UAMS have a wide research focus areas, with the largest intersection occuring in cancer research, especially given that an NCI-designation is a top priority for Arkansas. This does not preclude other collaborations, though there is a proposal of joint appointment in the area of cancer biochemistry or cancer evolution.

Build a plan for a cross-campus mentoring program and a seminar exchange.

Many teams on both campuses are focused on this topic, especially through UAMS and ACH P20s, among other departments. Technologies like Echo360 or Zoom can be used to involve long-distance mentoring, in addition to sharing live and recorded seminars.

Inventory material transfer agreements, IP ownership and data sharing policies and communicate them.

Process and forms for materials transfer between researchers at both sites have been completed and approved by lawyers at both sites and at UA System office, and a process for protecting jointly-owned intellectual property has been defined and communication planned as part of the implementation of the Research Collaborative website. A data sharing agreement is being refined and should be ready for launch soon.

In Progress

Assign/ID grants office personnel at both UAF & UAMS to facilitate interinstitutional grant applications.

Currently Jennifer Taylor and Kathy Scheibel, the director and assistant director of the UA OSP office are working on this in coordination with Suzanne Alstadt, the director of the UAMS Office of Research and Sponsored Programs. Any proposed programs or new developments will have to be implemented by these two offices, making their coordination and help vital.

Create an MOU that allows flow of funds between institutions without a subaward.

Exploring the use of IDT (Interdepartmental Transfer) forms between campuses has also brought to light other hurdles to lower, including both pre- and post-award, between both institutions. Both campuses being separate legal entities is the largest hurdle, but could be overcome through different means, such as the creation of a third, joint entity for collaborative applications or a reworking of the subaward process to make collaboration easier.

Increase flexibility in inter-institutional policies including use of common forms, material use agreements, no-cost extensions, refresh IRB/IACUC agreement structure.

Looking at existing programs and other Working Group topics, it was agreed that this should be handled by a separate committee, rather than the Funding Infrastructure committee, or that agreements like the Uniform Biological Material Transfer Agreement (UBMTA) already address this concern.

Shared MOU for IRB process.

IRB Directors from each campus have been engaged in this process, with extra coordination from Edith Pall regarding the specific review guidelines UAMS faces for human subject research.A new process has been proposed and is being considered by both organizations with hopes to launch soon.

Appendix C, Early Win Summaries cont.

Develop communications site plan.

Nancy Gray (UAMS) and David Snow (UA) are discussing with their group the development of the 'landing page' portal: Who will own it, manage it, contribute content, etc. They are planning to use a dashboard approach to share grants information. IP and MTA pieces are ready. Coordination among all committees will be required for successful project completion.

Provide information and access to core facilities in seamless fashion.

Nancy Gray (UAMS) and David Snow (UA) are compiling a list of core facilities and determining access. This information will live on the landing page.

Identify and share current resources including seed money that is available and core facilities that are shared or could be shared.

This information will be shared on the landing page. Linda Williams (UAMS) and Michelle Gray (UA) are working to identify bandwidth at the core facilities and determine the best method for sharing this information. Note that seed money is being addressed in Topic 6: Incentives.

Appropriate academic appointments across campuses and both campuses supporting joint appointments.

Shuk Mei Ho (UAMS) and Dan Sui's (UA) group supported joint appointments over concurrent appointments. Both require a home department, a MOU between the two campuses, new HR rules, and T&P guidelines, as well as defined responsibilities and performance evaluation. The group supports establishment of a department such as "Health Informatics" across two institutions that is headed by one chairperson and can be a home for concurrent appointments.

Assure promotion and tenure credit for team science and collaboration at both UAMS and UAF.

Ho and Sui's group discussed the importance of assuring promotion and tenure credit for collaborations. The Co-chairs have additional considerations to offer on annual faculty performance reviews.

A paid summer fellowship for faculty.

This program will develop a shared faculty/student joint training program addressing summer fellowships for the behavioral/social sciences with a focus on team formation and skill building. Dr. Amick is fine-tuning details of the program, including funding structures.

Establish a pathway for cross-institutional fellowship and paid graduate pilot programs e.g. stipends, grants, and scholarships.

This group, led by Kevin Raney, has established a program to implement summer fellowships for graduate students working in basic science laboratories to learn new technical skills. The program would fund up to 8 summer fellowships per year and would provide funds for housing and associated expenses.

Stalled/Standstill

Seminars through use of telecommunication.

Additional information is needed in order to proceed. This item has not been a high priority for the working group.

Shared library resources.

The working group determined that this is not a high priority item, as they do not see the need.

Shared network for hosting researchers.

The working group felt that this was more appropriately addressed in another Committee. Note: See #11 under 'in progress.'

Cross-training programs do exist, need to inventory and communicate them.

The working group determined this item will be covered under Topic 6: Incentives and noted that coordination among the committees must be ensured to avoid duplicating efforts.

Form a committee to outline the process for a paid sabbatical opportunity after 3rd year of appointment. The plan should be ready for review and budget approvals for fiscal year 2021.

As this is currently a U of A program only, this idea was viewed as lower priority, based on the efforts required to establish this program on the UAMS campus.

Reach Out

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