



Karen Mitchell, OSPR Director
*Challenges of Research Administration
at a Small Institution*

Partnerships for Emerging Research Institutions
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USP History

- Founded in 1821 as Philadelphia College of Pharmacy, the first college of pharmacy in the United States, USP is where the founders of six of the top pharmaceutical companies in the world launched their futures.



USP History

- Dr. Eli Lilly (Class of 1907) and his father, Josiah K. Lilly (Class of 1882) - Eli Lilly and Company
- Gerald F. Rorer (Class of 1931) - founder of what is now part of Aventis Pharmaceuticals
- William R. Warner (Class of 1856), founder of Warner-Lambert Company, Inc.
- Robert L. McNeil, Jr. (Class of 1938) and his grandfather, Robert McNeil (Class of 1876) - founder of what is now McNeil Consumer Products
- John Wyeth (Class of 1854), founder of what is now part of Wyeth American Home Products
- Silas M. Burroughs (Class of 1877) and Sir Henry S. Wellcome (Class of 1874), founders in England of Burroughs Wellcome and Company, which is now part of GlaxoSmithKline



Pre-University Status

- Primarily known as “pharmacy training” institution – Lack of Research Culture
- Research performance sporadic, generally unfocused, and not usually collaborative.
- Pharmaceutics and Pharm/Tox somewhat active but then fell off



Post University of Status

- Performance of Scholarship an expectation to be a University
- Academic Leadership – Research Development Agenda
- Strategic Imperative to increase research-based scholarship



USP Today

- **Colleges:**
 - College of Arts and Sciences
 - College of Health Sciences
 - Philadelphia College of Pharmacy
 - College of Graduate Studies
- **Students:**
 - Undergraduate enrollment of 2,488, graduate enrollment of 369.
- **Faculty:**
 - 145 full-time. Almost all have the Ph.D. or other doctoral degree.



Vision 2010

- **Strategic Imperative**

Increase research-based scholarly activity; compete successfully for research funding and achieve national recognition for research in selected areas.



Key Results Areas

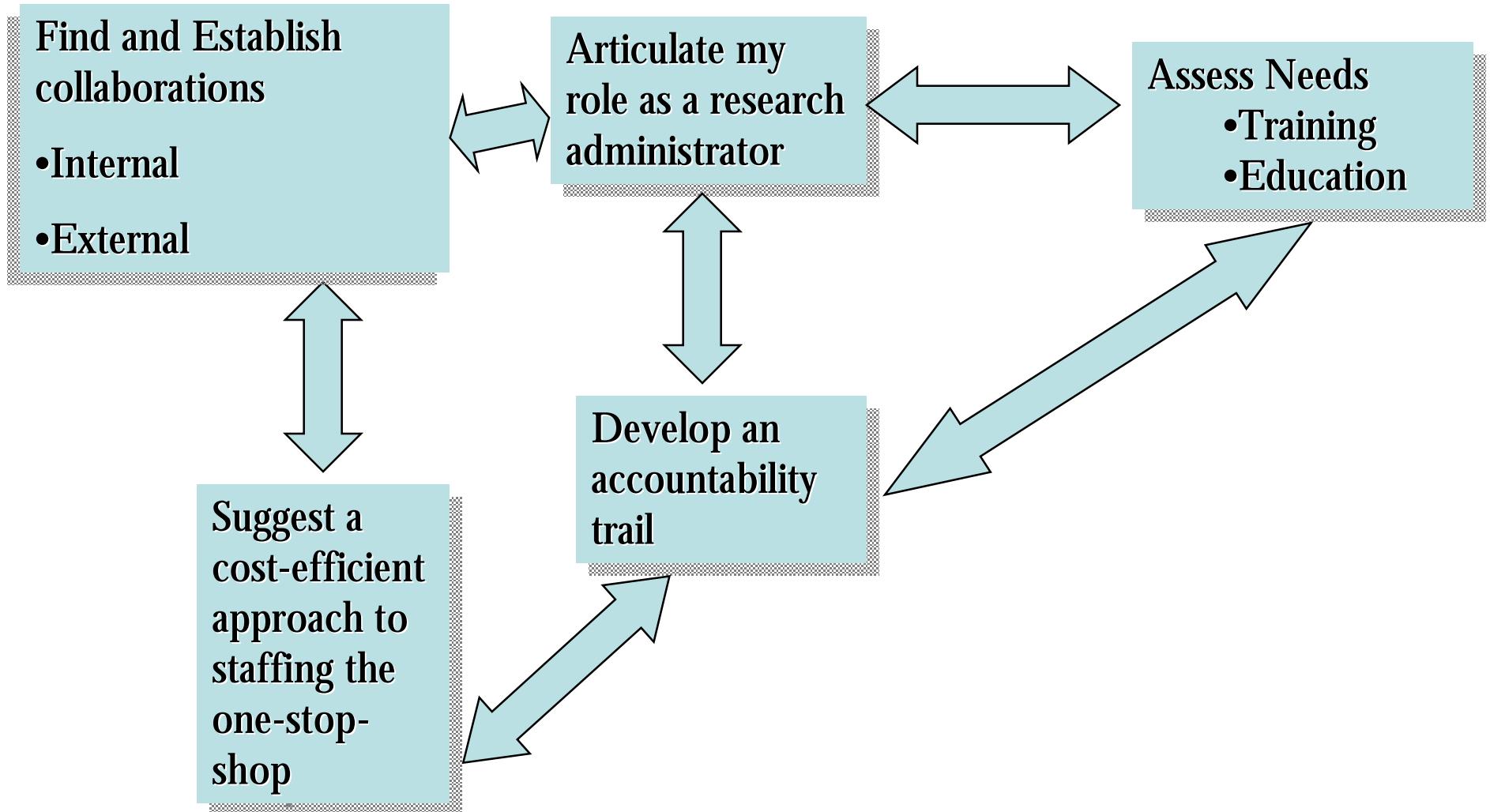
1. Establish a culture that encourages and rewards scholarly activity among all faculty.
2. Provide the organizational infrastructure and administrative support required to support a robust research program.
3. Develop facilities that foster active research programs and enhance research productivity
4. Identify and develop selected areas of research focus to achieve national recognition and compete successfully for external research funding.



Traditional Role of Research Administrator

- Identification of Funding Opportunities
- Proposal Development
- Proposal Routing and Approval
- Proposal Submission
- Award Negotiation and Acceptance

Initial Goals





Challenges to Research Administration at USP

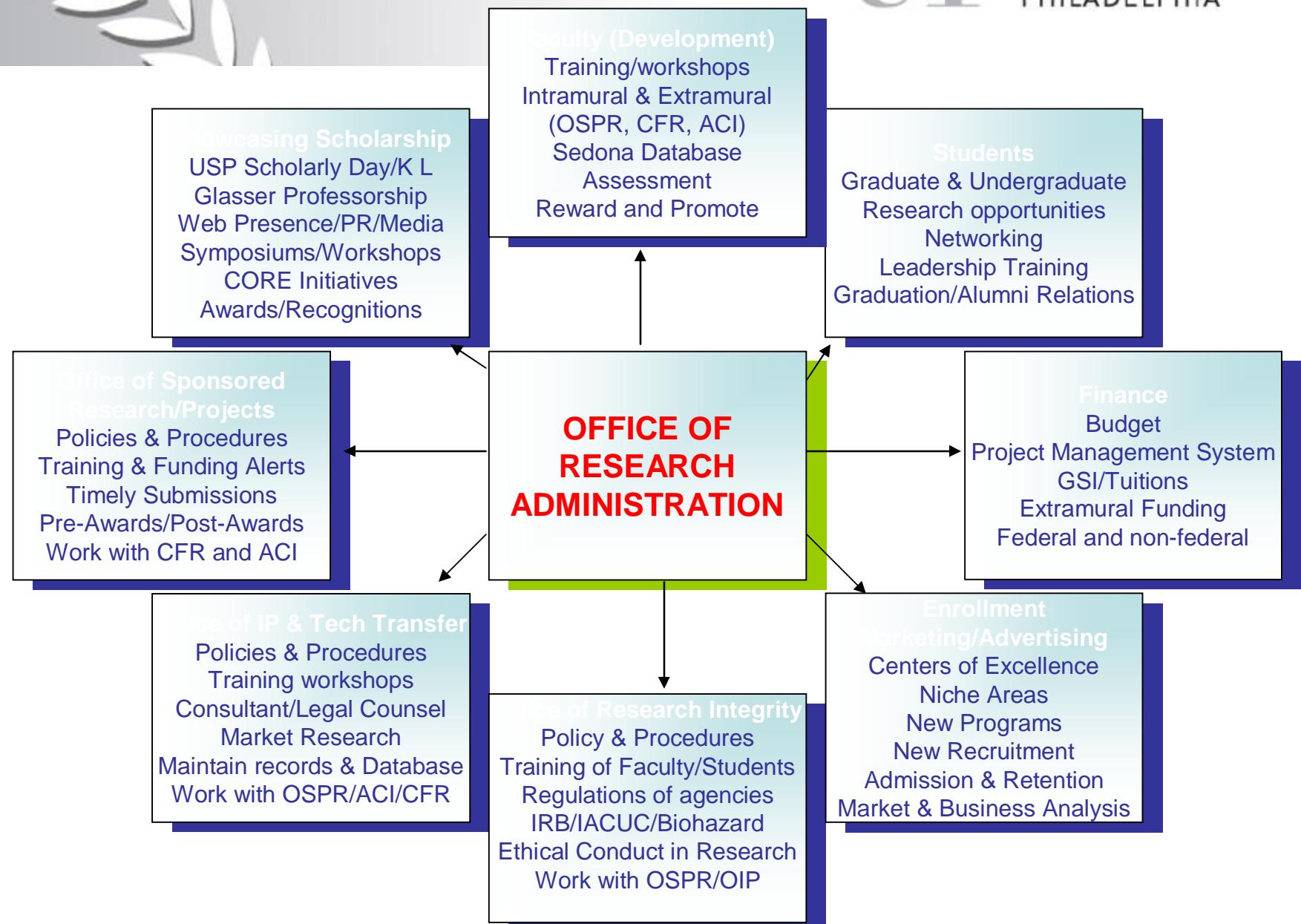
- Emphasis on teaching
- Primarily undergraduate programs
- More institution or PI sponsored scholarship than third party support
- Low (or absence of on-going) investment in research and grants administration infrastructure



OSPR Activity

August 2004 Thru December 2006

- 147 new applications
- 6 renewal applications
- 6 letters of Intent
- 40 awards
- ~\$510K anticipated ICR





Resources Needed

- Administrative Support
 - OIP/TT
 - OIR
 - OSPR – post award
- Post-Grant Software
- IDC Funds
- Office Space for Administration
- Research Space
- Startup Funds/Equipment



Purpose of Resources

- Reach out to external academic, industrial and governmental entities to increase funding and collaborations.
- Policies & procedures & training for Research Compliance/Integrity & Intellectual Property/Technology Transfer
- Continue to build upon and expand the organizational infrastructure and administrative support for the Office of Research Administration.
- Strategically increase internal collaborations through integrative and translational program project grants.



Critical Need

- 5 patents in the past 15 years
 - Numerous missed opportunities to file
 - Approached by Big Pharma for
 - Drug delivery
 - Drug formulation
 - Graduate students and Faculty were allowed to keep technology



Keystone Innovation Zone

- State Grant Program to foster opportunities for businesses and communities to succeed and thrive in a global economy, thereby enabling Pennsylvanians to achieve a superior quality of life.
- 13 Zones across Pennsylvania
 - USP, Drexel, UPenn, TJU are in the University City Zone.



KIZ Grant

- 2006 USP received a grant for 18 months of \$ 50,000 from Keystone Innovation Grant and began to address USP's lacking capacity to facilitate the transfer of intellectual property and technology.
- Required USP match \$ for \$.



Accomplishments/Drawbacks

- Sporadic training for faculty
- No Intellectual Property (IP) policy
- Lack of \$\$ to appoint a FTE for IP
- Continued utilizing attorneys for all aspects of Tech Transfer
- USP realized they needed more help



USP-TJU buddy-mentor system

- 2007 KIZ grant - \$75,000 to TJU/\$25,000 to USP
- \$ for \$ match/18 months term
- Some overlap with the first KIZ Grant
- Required USP to establish an Office of Intellectual Property



USP-TJU buddy-mentor system

- Thomas Jefferson University proposed to use its knowledge and experience to guide the establishment of a technology transfer office at USP.



USP-TJU buddy-mentor system

- 1) Provide an educational outreach program at USP to increase faculty awareness of technology commercialization,
- 2) Training of a technology transfer coordinator to handle day-to-day technology transfer-related activities at USP,



USP-TJU buddy-mentor system

- 3) Consultation and problem-solving service to the Director of a newly-established USP technology transfer office,
- and 4) Services to license USP's research results and generate license revenue that benefits USP's research community.



USP-TJU buddy-mentor system

- Identify an internal champion
- Recruit and train a technology transfer coordinator
- Initiate establishment of a database
- Facilitate technology licensing activities
- Conduct outreach programs



USP-TJU buddy-mentor system

- **USP Policy development.** Keystone Innovation Grant funding was applied to further develop an Intellectual and Tangible Property Policy at USP and to institutionalize the procedures and protocols set forth in said document.



WIN! WIN!

- USP
 - Control of Attorney fees
 - Organized training for faculty
 - OIP established
- TJU
 - Negotiated for % of USP royalties on future licenses



What is Learned?

- Emerging research institutions can successfully utilize resources of large research institutions to increase their competitive edge.
- Large research institutions can successfully market resources to emerging institutions.