

Kick-Off Meeting Minutes July 10, 2007

In Attendance:

David Rawlings
Andrew Scharenberg
Anne Stevens
Carol Miao
Chris Wilson
Helen Emery
Jan Corriston

Mark Hannibal
Noel Blake
Soheil Meshinchi
Troy Torgerson
Dawn Pares
Angel Hui
Heather Lindemann
Delila Katzka

Introduction and background:

After brief introductions Heather gave a short summary of the strategic planning process and reasons why the members would want to develop a strategic plan. The strategy document will serve as a guide for both David and the Center Director Advisory Committee in planning and decision making as we move forward over the next five years. It will be referenced not only to plan, but also to check progress and evaluate successes. We are moving quickly to develop these plans in order to support fiscal year 2008 planning and to begin action planning in October. To keep the discussion focused, Heather mentioned that center membership determinations; governance and operational setup; and space planning are out of scope for this exercise.

The hospital's mission statement will be used for all research centers so we do not need to create one. We do need to develop a vision statement that will provide the framework for the center and speak to a broad audience including staff, investigators, administration, our partners and donors. The primary audience for the vision is external so it should be worded in a way that the lay audience can identify with and understand. We will also develop priorities that will be our targets for the next 5 years. We will then discuss focus programs or more specific research areas to help narrow our efforts. Today's first task is to draft a vision statement.

David gave a presentation that provided some history, described the current environment and programs, and served as a starting point for future planning. (See attached PowerPoint presentation.) He went on to say that the team basically operates as a center already so completing this process should go rather quickly. In addition, David emphasized that it is important to connect current work to future goals and that strategic planning was a method to do this. Equally important, it will provide a tool for marketing the center that in turn will further our research objectives.

Center Name:

The discussion then turned to the center name. Members wanted to know how the name was derived and expressed doubt about using the word "vaccine" in the title. Several felt building expertise in this area would be a major undertaking and that there were other major vaccine trial networks in Seattle. They wondered if it would make more sense to focus on

the immunity aspect and possibly collaborate with those other groups rather than make vaccines a major focus of the center.

After considering several alternatives the team tentatively approved the following name:

Research Center for Immunity and Immunotherapies

Drafting the Vision:

The team considered the provisional vision statement that David drafted and discussed alternatives to the first sentence. They settled on the last two sentences and agreed to discuss the first sentence further later. The proposed first phrase alternatives and approved final sentences are below.

Provisional Vision Statement:

Option 1) *Keeping children healthy through the (gift) power of immunity*

Option 2) *Protecting children through the gift of immunity*

Immunity influences almost every medical illness. Through scientific discovery and innovation we will harness the power of the immune system to treat, cure, or prevent life-threatening childhood diseases.

Priorities:

The team looked at the provisional strategic priorities and decided to table this task until after the focus programs discussion. David mentioned that these were intended to describe current strengths and opportunities for further research. The team evaluated each and worked to make them as concise as possible. There was general agreement on the following program priorities:

Focus Programs (not ranked):

- 1) Molecular definition and diagnosis of primary immune deficiency and autoimmune diseases.
- 2) Gene therapy and gene repair of target immune deficiencies and other gene disorders.
- 3) Improving hematopoietic stem cell transplantation via expanded immune monitoring and development of disease-specific cell therapies.
- 4) Vaccine strategies for immunologically vulnerable populations.
- 5) Immune monitoring in pediatric autoimmunity (including arthritis, lupus, diabetes and inflammatory bowel disease), allergy, organ transplantation, infection and cancer.
- 6) Developing small molecule therapeutics to modulate immune function.

Members then turned back to the strategic priorities and polished and re-prioritized them. Items that are listed below the numbered priorities are ideas for further expansion as we move to detailing the strategies. This is the tentatively approved list:

Strategic Priorities (tentative prioritization):

We will

- 1) Expand bench-to-bedside research programs focused on manipulating the immune system to treat pediatric diseases.
- 2) Partner with our unique patient populations to better understand and treat immune disorders.
- 3) Enhance the Immune Function and Molecular Diagnostics Core laboratories to improve the molecular definition and diagnosis of immunological disorders.
 - a. facilitate sample acquisition and processing
 - b. develop novel methods for genetic diagnosis, multicolor cell analysis and isolation, immune repertoire and cytokine profiling, and in vitro and in vivo cellular imaging.
- 4) Enlarge the critical mass of investigators by recruiting new scientists, piloting innovative projects, and retaining successful junior and established researchers.
 - a. Bridge funding
- 5) Establish and maintain close collaborative relationships with local academic and biotech research groups focused on immune system.
 - a. Vaccine studies; and to partner with these groups for training, seminar, and targeted research programs.
- 6) Recruit and train the highest quality pre- and post-doctoral scholars into immunological research and pediatric medicine. (*work on this via e-mail discussion*)
- 7) Attract and retain an engaged and energetic administrative and technical staff.

Next steps:

The team will review the proposed name, vision and priorities, gather input from those not in the meeting today and gain consensus on the final draft.

Action: Review the proposed name and provide approval or comments. **(Committee members)**

Action: Review the vision statement and let us know your preference for the first sentence. **(Committee members)**

Action: Review the priorities and provide input (especially wording for item #6 of strategic priorities). **(Committee members)**

Action: Gather and compile poll results and comments from committee members related to the above actions. **(Katzka)**

We anticipate completing this process by email and that further meetings may not be necessary. Committee members will be updated as to the need for any additional meetings to accomplish these initial goals.

Submitted by:

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