



December 2012

M UNIVERSITY OF MICHIGAN
NORTH CAMPUS RESEARCH COMPLEX



As we end this calendar year, we feel a great deal of satisfaction about how NCRC is developing. Looking back to 2010, it is easy to see how our site has grown. Even compared to just a year ago, the number of people working at NCRC has almost doubled.

Our director of program development, Dr. Colin Duckett recently gave an informative interview to the local media about research growth at NCRC and about the Translational Oncology program in particular.

We are excited to welcome Dr. John Ayanian, the new director of the Institute for Healthcare Policy and Research to the institute's home at NCRC. We share a few of his thoughts with you this month.

Best wishes for the holidays from all of us at NCRC!

[David Canter](#), Executive Director, NCRC

Have you seen this year's NCRC annual report? ar.umncrc.org

From Vacant to Vibrant in Two Years

NCRC ends the year with several accomplishments

As 2012 draws to a close, NCRC is well situated on the trajectory of growth. A look at some indicators provide a picture of vibrant growth.



- Over 1,700 people now work at NCRC.
- Research growth at NCRC has been significant. With seven well-established, interdisciplinary research programs and eight scientific core services, 148 faculty members and several other researchers, doctoral and post-doctoral students and technicians, the promise of cutting edge research is becoming a reality.
- NCRC is now home to the nationally significant Institute for Healthcare Policy and Innovation (IHPI).
- Research programs include: Cardiovascular Research Center, Biointerfaces Institute, Translational Oncology, Emergency Medicine, Department of Computational Medicine and Bioinformatics, Distributed Health Technologies and IHPI.
- Scientific core services, such as bioinformatics analysis, the center for molecular imaging, microscope and image analysis labs, and DNA sequencing, are now active and expanding in utilization, and other cores are planned in the next 24 months.
- Partnerships with private industry have been established and are growing, with two private companies on site and 20 companies in the Venture Accelerator.
- Based on a job-creation survey conducted recently, nearly 300 new jobs have already been created at the site in the three and a half years since it opened.
- Quality of Life survey of the NCRC community shows high levels of satisfaction.
- Collaborative projects with the A. Alfred Taubman College of Architecture and Urban Planning, the School of Art and Design, the Institute for Social Research, the Office of Vice President for Research, Eastern Michigan University, the Confucius Institute and Western Michigan University.
- An active art program that aims to introduce visual and performing arts in the form of educational experiences that are dynamic and thought provoking for the members of the NCRC community, as well as the larger U-M community and general public.

Research Growth at NCRC

Colin Duckett, PhD, Director of NCRC Program Development, speaks on important new research



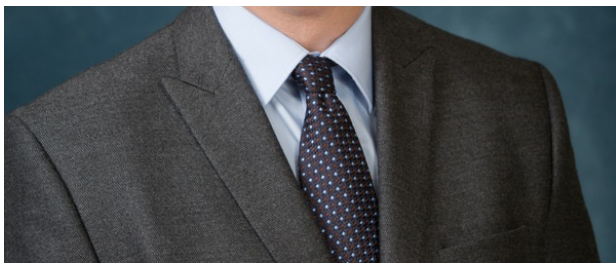
New IHPI Director Excited about Institute's NCRC Location

John Ayanian, MD, MPP, shares his vision

Excerpts of an interview with [John Ayanian](#), the new director of the [Institute for Healthcare Policy and Innovation](#).

On being appointed the new director

This is a very exciting opportunity at the University of Michigan. The university leaders, faculty members and researchers have been planning this institute for over two years now and I have been very impressed with the level of thought and commitment that has been devoted to developing the concept of this institute and bringing it to reality.



In a recent interview with annarbor.com, Colin Duckett, PhD, director of program development at NCRC shared his optimism about one of the several research programs being developed at NCRC - research to benefit patients facing cancer. Moving his own lab to NCRC this month, he is excited about the new [Translational Oncology Program](#) at NCRC, led by Diane Simeone, MD. Under the umbrella of this program, medical researchers, biologists, chemists, pharmacologists and engineers have begun to co-locate to NCRC to tackle some of the most pressing challenges facing cancer researchers. Their co-existence under one roof - certainly unusual at the university, will allow them unprecedented opportunities to collaborate on research.

A key goal of the Translational Oncology Program is to speed up the process of development of new therapies that can quickly move from the research labs to clinics in order to help the patients. NCRC is unique in being able to provide state-of-the-art labs and much-needed space to bring together interdisciplinary researchers to work on such research.

While space is a fantastic resource that NCRC provides to further the university's research enterprise, the thoughtful and planned investment decisions by the NCRC leadership in developing strategic research programs is also a key factor.

Ultimately, the measure of the success of the program will be in reaching patients with cancer and making breakthrough treatments available to them. In his interview, Dr. Duckett said, "It may be, though, that the person who is cured by a novel treatment developed by a Michigan-based researcher, or a multinational team that includes scientists from U-M, may never visit Michigan or even know what NCRC is. And that's fine."

In providing research space as well as the vision to nurture translational research, NCRC plays a critical role in this process.

The full interview with Dr. Duckett at annarbor.com is available [here](#).



On collaboration

What's unique about IHPI is bringing the wealth of talent together across many schools and academic disciplines to think about improving healthcare in new ways. I have been impressed and surprised by the spirit of collaboration here at the University of Michigan. That's an important foundation for the opportunities that the institute will be looking to build. Collaboration - when people work with others from different backgrounds and different types of training, for example, within medicine, economics, nursing or public health - is where some of the best work happens. I have discovered in my own work at Harvard and in the work I hope to contribute at the University of Michigan that when we work together on issues we care deeply about, we have the greatest opportunity to have an impact and improve healthcare and people's lives.

On interdisciplinary research

IHPI certainly presents a great opportunity to create a sense of community. The 400 members of the institute are all individually part of a home school, department or research group, where they have a unique identity. However, what we are trying to cultivate at this new institute is people working across boundaries, thinking about research in new ways and collaborating with new partners. The institute gives us an opportunity to work across the boundaries that typically constrain people working within a university environment, studying healthcare as well as working in other fields. With the development of the new North Campus Research Complex, where IHPI is a centerpiece, we now have a model for how universities could grow in this field going forward.



IHPI at NCRC

IHPI is a different model within the North Campus Research Complex. Many of the new research groups being established here are wet-lab research groups - folks working in labs on biological processes, for example. IHPI is what we call a dry-lab. We're working with healthcare data, information we gather from patients, physicians,



nurses and other providers in the healthcare system, putting the data together in new ways and analyzing them using more rigorous methods to understand the patterns of care that we provide and also how we can improve that care.

On research training

This institute will be a magnet for the many students and trainees looking to build careers in health services research and start their careers in a place where excellence is an established standard, and where the institution is continuing to grow and innovate. This is going to be a focus of IHPI here at NCRC.

NCRC Metric: Indicators of Progress



A year ago in December 2011, we celebrated crossing the milestone of 1,000 people working at NCRC. As of the beginning of this month, 1,756 people now work on our site. A comparison of the number of people working at NCRC today, relative to a year ago is a telling indicator of growth.

Number of People at NCRC Twelve Month Growth



1,756

December 2012



1,044

December 2011

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