

# Setting up and managing your science laboratory and team

Mansoor Husain, MD

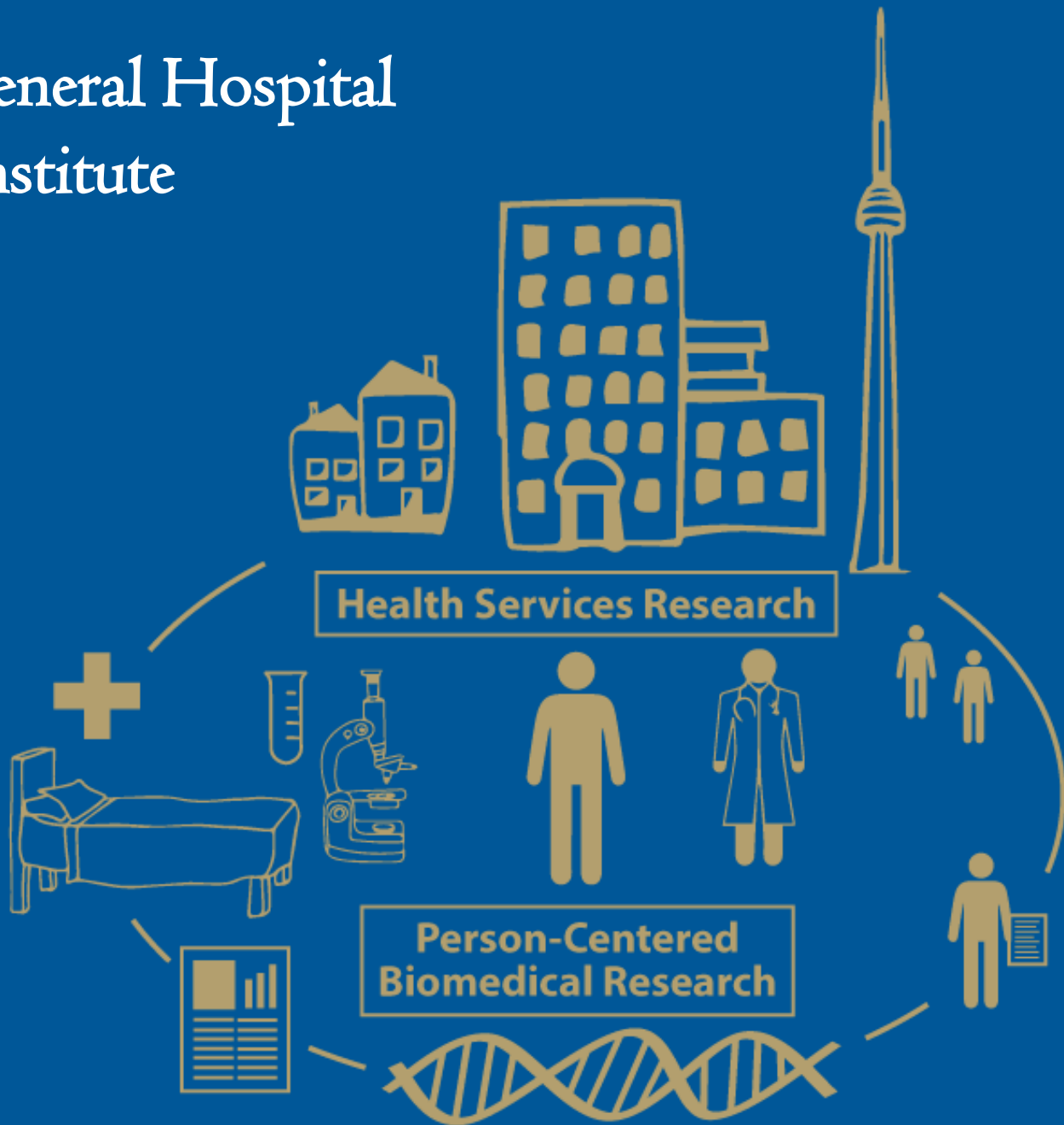
Director, TGRI

Executive Director, TRCHR

Professor of Medicine, UofT

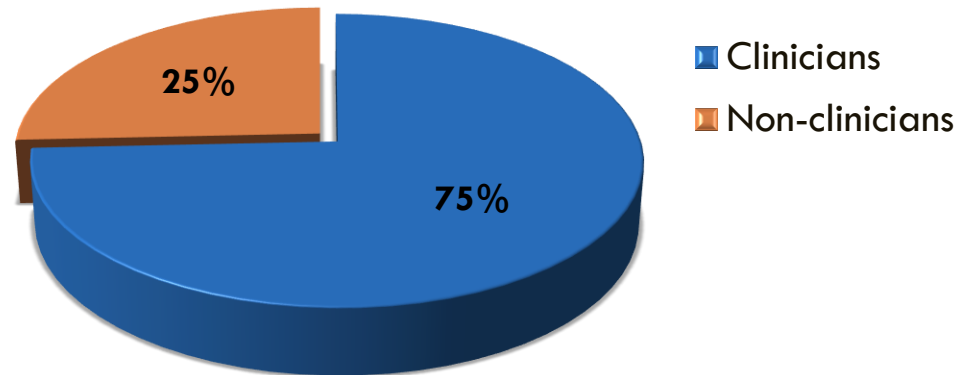
**KNOW your institution, network and staff**  
**FOCUS on your plan, implement it, and repeat**

# Toronto General Hospital Research Institute



# TGHRI Faculty: N=495

142 TGHRI-appointed scientists + 353 TGH-based clinical researchers



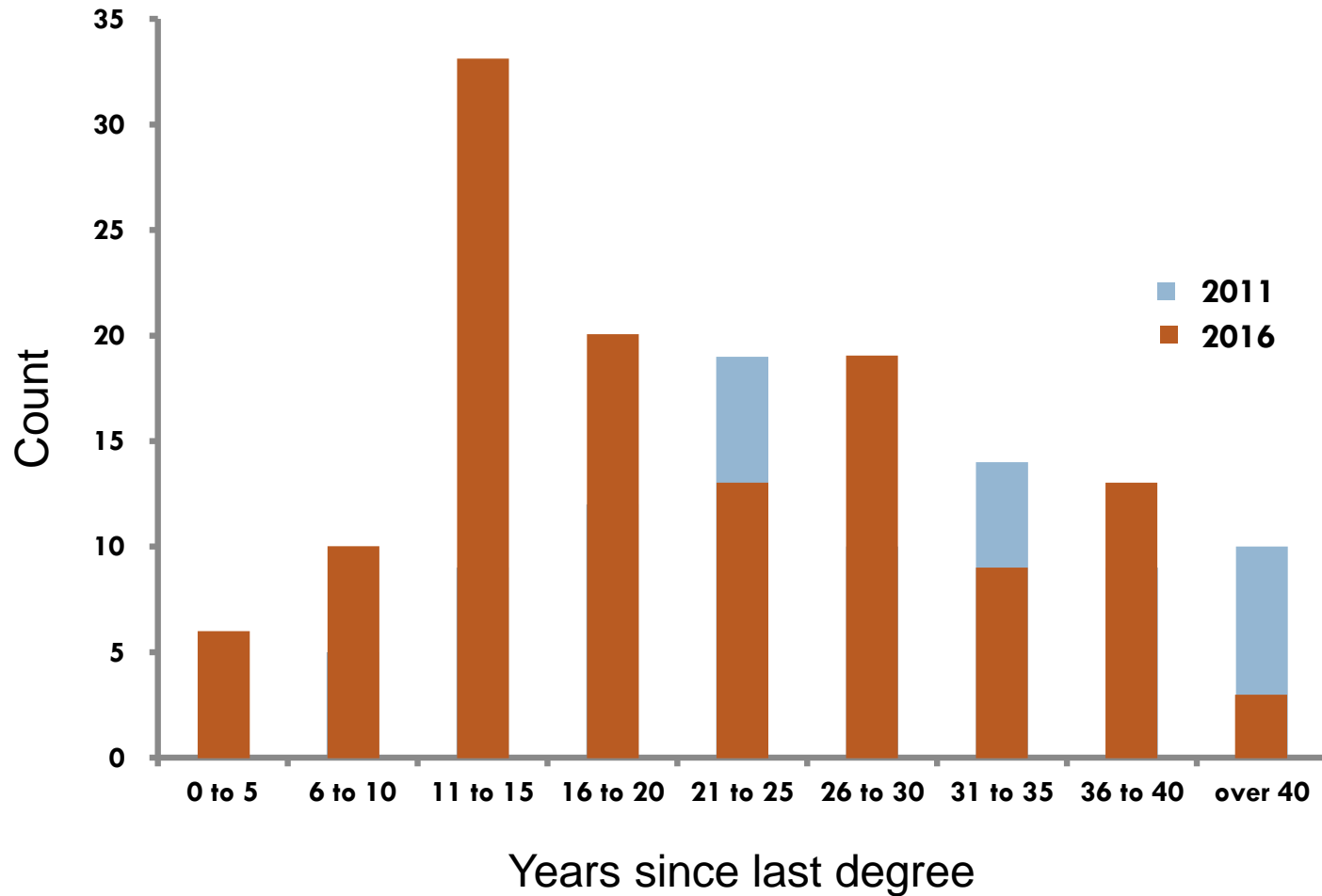
**Senior Scientists  
(61)**

**Scientists  
(34)**

**Assistant  
Scientists (1)**

**Affiliate  
Scientists (46)**

# TGHRI faculty demographics: 2011 vs. 2016

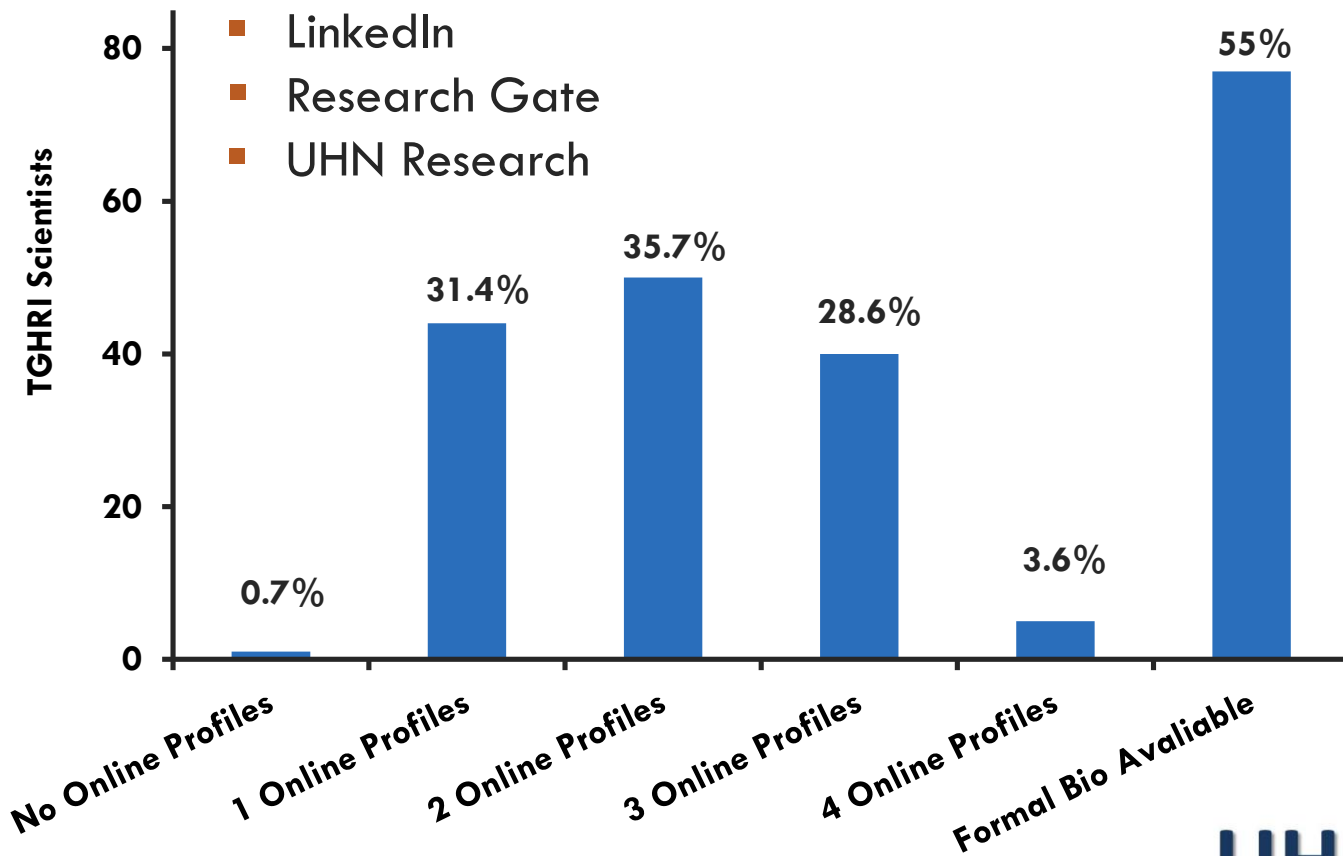


TGHRI-appointed Senior Scientists, Scientists, and Assistant Scientists

# TGHRI faculty: online profiles (N=142)

Online Profiles Searched:

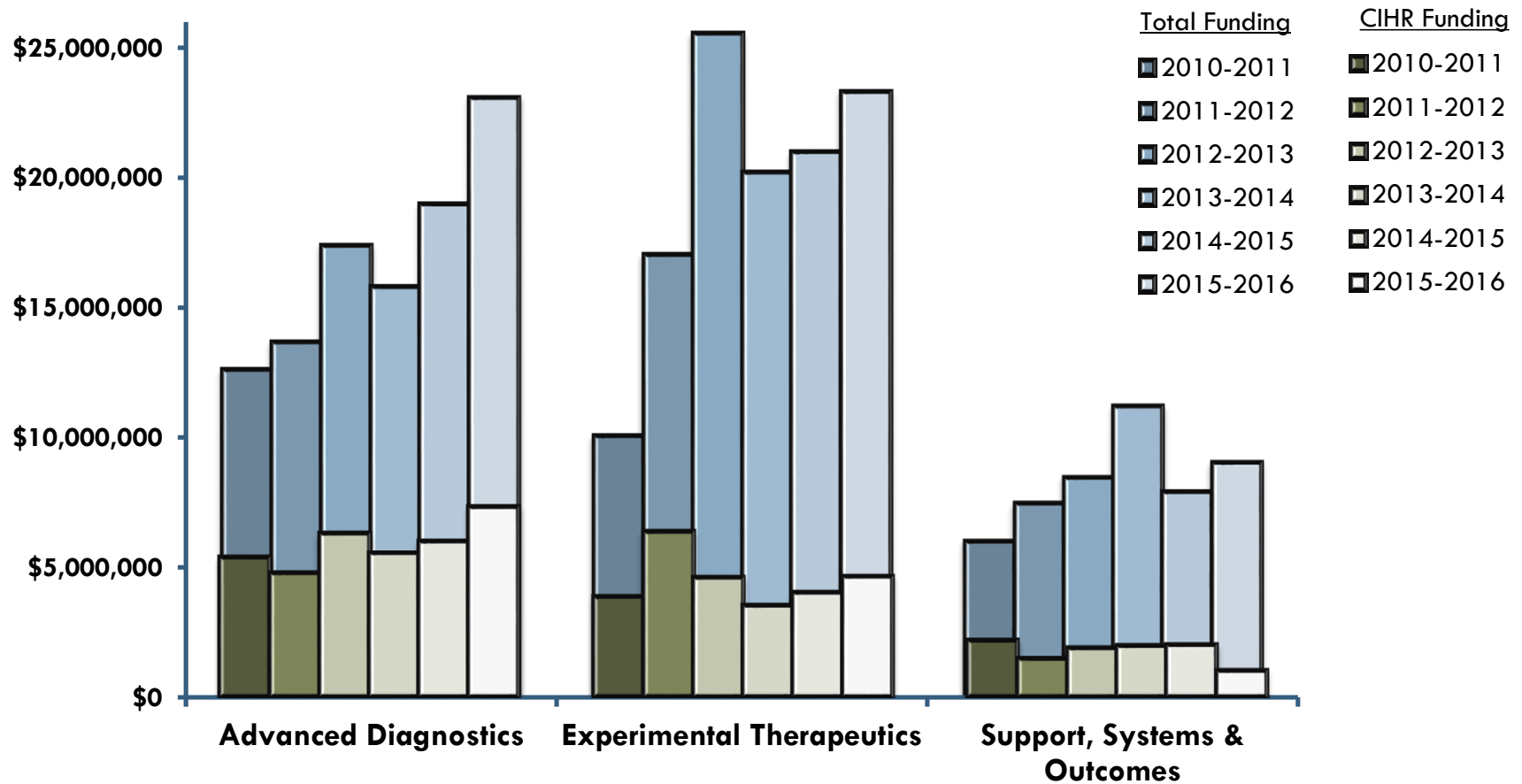
- Google Scholar
- LinkedIn
- Research Gate
- UHN Research



# TGHRI criteria for appointment & promotion

- High quality training environment
  - Strong letters of recommendation
  - High impact publication record
  - Strong research proposal
  - Strong communication & collaboration skills
  - Alignment with TGHRI priorities
- 
- Potential (and track record) for external funding
  - Potential (and track record) for commercialization
  - Potential (and track record) for leadership in field
  - Participation and contributions to TGHRI activities

# TGHRI funding sources and stability



Data for TGHRI-appointed Senior Scientists, Scientists, and Assistant Scientists

# CIHR Foundation & Project Schemes: '15-16

## FOUNDATION SCHEME:

- Overall success rate: 13%
- UHN success rate: 17%
- TGHRI success rate: 19%
  - Total funds received: ~ \$6.5M

## PROJECT SCHEME:

- Overall success rate: 16%
- UHN success rate: 18%
- TGHRI success rate: 23%
  - Total funds received: > \$4.5M



**CIHR IRSC**  
Canadian Institutes of Health Research  
Instituts de recherche en santé du Canada

**KNOW YOUR  
NETWORK & USE  
THEM FOR GRANT  
REVIEW**



# Know your network

- People:
  - Supervisors: current, former, their peers
  - Colleagues: trainee peers
- Forums:
  - Journals: reviewers, editors
  - Conferences: smaller > larger, social = scientific
- Advocacy:
  - Funding: agencies, panels, NGO
  - Propagate: industry, hospital, university, foundations

# Know your staff

- DO YOUR HOMework – learn your institution and as much as you can about decision makers and technical experts. **Reuse, recycle, repurpose.**
- COMMUNICATE YOUR NEEDS:
  - ALWAYS be ready for a spontaneous chalk talk, or formal slide presentation to profile your science and needs
  - Polished, professional, Do **NOT** oversell your work, **know and discuss its weaknesses** as much as its potential.
  - Carefully consider its alignment and future directions with your colleagues; **their resources become yours**
- Carefully interview your trainees & staff:
  - The A's – avoid people who do not demonstrate themselves as **Affable, Authentic, Available, Accessible, Aligned and Able** – without **Arrogance**.

# Communications

- Oral:
  - Be clear, concise, considered in your conversations. Take and use notes. Pause, take a breath, formulate your response in your head, before answering.
- Written:
  - Read every email at least twice before answering.
  - Read your responses three times before sending.

# **FOCUS on your plan, implement it and repeat.**

- Follow what your grant proposed
- Use the funds you were provided as intended
- Hire people who can LEARN and adopt new skills and technologies as your science evolves
- Write up and publish in advance (or at worst concurrent) with your next grant application

- **The problem**
- **The causes:**
  - **Inadequate** Trainees
  - **Inadequate** early career development Especially Pillars 2, 3, and 4.
  - A relative **weakness** in multidisciplinary, team, Network and KT research (especially pillars 3 and 4)
- **Realities** of the Canadian Landscape
- **Elements of solution:**
  - Improved training and mentoring conditions
  - Improved Early Career Development

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