

EOHSI: State of the Institute

October 1st, 2018

The State of the Institute remains
Strong !!!



Over the past 12 years we have weathered significant changes:

- **Three University administrations**
- **Three financial and managerial models**
- **The “merger”**
- **Abrupt departure of a Director who severed existing collaboration and burned bridges**
- **Three failed searches for a Director**
- **Interim leadership that was stifled (10 yrs)**
- **Loss of 11 resident Faculty members**
- **Aging building and infrastructure**
- **Dwindling funding for research**
- **Declining morale**



**We have remained tight-knit family
and resilient team !!**

- **Outstanding Faculty hires over the past 2-3 years**
- **Renewals of the Center grant**
- **Renewal of the CounterAct Grant**
- **Renewal of the Toxicology and Exposure Science Training grants**
- **Renewal of the CDC grant for care and surveillance of first responders from the 9/11 World Trade attack**
- **Enhanced educational programs**
- **Re-engagement of other schools, DEP, communities, et al.**
- **Maintained outstanding Facility Cores**



But, we can be so much more.....

We need to use our strengths and resilience to new build bridges to the future

We need a
New Strategic Vision



What is a
vision?



What is a vision?



- Vision is a shared picture of the future
- It is imagining what **we** can and want to become
- Outlining what changes **we** need to make and why they are necessary
- Vision is using the next 3-5 years to plan the course of the Institute for the next 10-15 years

Characteristics of an effective vision

- **Imaginable** - clear picture of the future
- **Desirable** - appeals to everyone
- **Feasible** - realistic and attainable if we work together
- **Focused** - clear enough to guide decision making
- **Flexible** – allow individual initiatives and can adapt to changes
- **Communicable** - can be explained in less than five minutes



Vision is key in selecting new leadership



It is **our** goal is for EOHSI to become the leading environmental and occupational health research Institute in the nation, and the hub for Environmental Health research at Rutgers.. This may seem like a lofty goal, but our past successes and resilience indicate that we can accomplish much when we commit and work towards a common goal.

Since its inception, EOHSI fostered the integration of interdisciplinary of basic, epidemiological, engineering and clinical research and training to become one the leading environmental and occupational health centers in the country. However, an unfortunate series of events (perfect storm) has diminished the Institute's reach, impaired continued growth, and stifled opportunities to broaden its impact. EOHSI reached a critical crossroad of continued decline and missed opportunities.. With a supportive administration, new leadership, infusion of multiple faculty hires and resources, our goal of becoming the leading Institute in the country, if not the world, is now achievable if we all work together. We must collectively strive to capitalize on missed opportunities to forge new, meaningful, long-term, mutually beneficial educational relationships and research collaborations with faculty in other disciplines, while also enhancing existing relationships. These synergies will provide new funding opportunities (e.g. Superfund grants, P01 grants, new centers, etc.) and broaden our reach to into other areas that impact environmental and occupational health (e.g. climate change, green chemistry and architecture, public health, responsible business practices, community engagement, public planning and policy, etc.).

When proposed changes are completed in about 5 years, EOHSI will have surpassed its peer institutions in the development and implementation of new technologies, strategies and approaches that can reduce exposures, identify at risk populations, mitigate risk, reduce the incidence and improve the treatment of disease, and influence public policy and legislation to improve environmental and occupational health locally, nationally and around the world.

The Strategy is
is important as
the vision !!



How do we get to to where we want to be ??

Do we have the people and resources to get there??

Success of a strategic vision requires:

Buy in from people at all levels of the institute

Assemble a strong leadership and advisory board

Empowering everyone to contribute – hear all voices

A willingness to sacrifice and work hard to attain our shared goals

Removal of obstacles to progress

Communication and re-enforcement of the vision

Generating short-term wins

Generating a cultural change

The most
essential
factor
determining
success is all
of you !!



Buy in from people at all levels of the institute

- Urgency
- Better to get going now than wait till we have the perfect plan
- Retreat in the Spring
- Sounding board
- Open door Policy

Assemble a strong leadership and advisory board

- **Leadership Team**
 - **Nancy Fiedler**, Deputy Director
 - **Keith Cooper**, Direction of Governmental Affairs
 - **Mark Robson**, Division of Global Environmental Health
- Cabinet
- External Advisory Board
- Fundraising Team – Rutgers Foundation and **all of you**
- **WE NEED YOUR INPUT !!!**

Current Division Structure

- Clinical Research & Occupational Medicine
- Exposure Science and Epidemiology
- Environmental Health Policy
- Toxicology

New and Proposed Divisions

- Global Environmental Health – Mark Robson & Nancy Fiedler
- Community, Stakeholder and Government Engagement – TBD
- Prevention, Mitigation and Environmental Engineering – TBD
- Communication and Media Relations - TBD

Empowering everyone to contribute – hear all voices

- We not yet have imagined what we need and new opportunities
- Anyone can contribute
- Leadership opportunities and ownership of new ideas and initiatives

A willingness to sacrifice and work hard to attain our shared goals

- New courses
- New Core Facilities
- New colleagues and life long learning
- Shared responsibilities
- Be a change agent

Removal of obstacles to progress

- Nay-sayers, especially in leadership positions
 - “That cannot work”
 - “Too hard”
 - “We and others have tried that before”
- Lack of resources
- Grant funding
- Need for more diversity

Communication and re-enforcement of the vision

- New web pages
- New Communications and Media Relations Division
- EOHSI members
- Live the vision

Generating short-term wins

- CEED renewal
 - **Rutgers** **19**
 - Baylor **24**
 - Texas A&M **32**
 - Harvard **34**
- Superfund team
 - spearheaded by Keith Cooper, Brian Buckley, Ken Reuhl and myself
 - Get involved!!!
 - Chemical
 - Site
 - CEED pilots
 - R01 grants
- New Educational alliances (THED, SURF, SPH, Engineering, Business School, etc.)
- RBHS Signature Program
- Changes around the building

Other new initiatives and Opportunities

- Rutgers Big Ideas Campaign
 - \$25 million and ups
 - Transformative ideas
- Disease Prevention???
- Other ideas?? Anyone can propose and lead the charge

Disease Prevention ???

- Most research dollars go towards diagnosis and treatment
- EOHSI could lead:
 - Chemoprevention and intervention
 - Exposure assessment and mitigation
 - Environmental Engineering
 - Risk assessment and mitigation
 - Dietary intervention and food deserts
 - Smoking cessation and substance abuse
 - Psychosocial stressor and violence
 - Climate change
 - Disaster recovery and resiliency
 - Environmental Justice and community engagement
 - Public policy and legislation
 - ????

Generating a cultural change

1

Prevent complacency from creeping in

2

YES, WE CAN!!! Instead of
-we have tried that before
-that never works

3

Keep everyone engaged and excited