Steering Committee Meeting

February 23, 2026

2:30-3:30pm ET

Agenda

Time	Topic	Speaker(s)
2:30pm – 2:35pm	Welcome	Michael Kurilla, Grace McComsey
2:35pm – 2:50pm	Pod Feedback	Chris Hartshorn
2:50pm – 3:10pm	Pod Spotlight: Georgia Clinical & Translational Science Alliance	Elizabeth Ofili
3:10pm – 3:30pm	WG Report Out: Translational Science Competency Based Assessment (TS-CBA)	Lead: Wayne McCormack Liaisons: Andrea Carnegie, Vesna Garovic
3:30pm	Adjourn	Amanda Scott

Pod Meeting Summary: November – December 2025

Date Received: November 6, 2025; December 4, 2025
Pod Lead: Elizabeth Ofili, Morehouse School of Medicine
Pod Membership: University of Miami, University of North Carolina Chapel Hill, Duke University, Medical University of South Carolina, Wake Forest University School of Medicine

November 6, 2025

- The Pod received an overview of the innovation catalyst workflow covering end-to-end mobile app development.

- Updates on current digital solutions and growth metrics showed multiple new clinical and research applications.

- Discussion on technology development strategy (build vs. buy), evaluating complexity, user needs, cost, design flexibility, and commercialization potential.

- Launch of a CTSA Hub–PBRN research relationships survey to clarify affiliation models and inform long-term health system goals.

- Group confirmed continued collaboration and knowledge sharing, with a rotating schedule for future presentations and flexibility for sites without updates.

- Open discussion on the Element E activities survey, which is not widely known; Dr. Ofili will raise this at the upcoming SC meeting.

- Discussion on enhancing collaboration across the Consortium; collaboration is not currently included in CTSA metrics. Recommendation made to add incentives for collaboration, with Element E projects identified as a potential opportunity area.

December 4, 2025

- Overview of a research ethics consultation service for confidential guidance on complex digital health and AI issues; interest in expanding cross-hub collaboration.

- Need for clearer structures when ethics recommendations differ from IRB decisions.

- Concerns about national research infrastructures, including uncertain funding, governance, and data stewardship, with potential impact on CTSA resources and institutional participation.

- Ongoing challenges with clinical trial registration, study classification, and reporting; interest in adopting proven compliance support models.

- Workforce and operational pressures noted, including team-science recognition, budget uncertainty, and adapting to new documentation systems. Several of these areas were identified as priorities for continued monitoring and future agenda time.

Pod Meeting Summary: September – December 2025

Date Received: September 25; November 19, 2025; December 15, 2025
Pod Lead: Mimi Kim, Albert Einstein College of Medicine
Pod Membership: Albert Einstein College of Medicine, Harvard Medical School, Columbia University, Washington University in St. Louis, University of Rochester, University of Chicago

September 25, 2025

- Financial pressures across hubs have led to layoffs and reduced trainee admissions.
- Hubs are exploring new ways to support junior investigators, including alternative career models, expanded teaching roles, and emerging biotech areas.
- Ongoing uncertainty remains around when and how to acknowledge CTSA support on publications.
- Some hubs report declining CRC use due to reduced clinical research activity and competing departmental facilities; discount requests are increasing.
- Concerns raised about NCATS' capacity to sustain RC2, CCIA, and other CTSA initiatives under current budget conditions.

November 19, 2025

- A presentation by Dr. Shing Lee (Columbia) showcased "Automating Web Applications for CT Conduct and Visualization." The Pod discussed development costs, collaborative efforts, and the potential to explore NCATS funding to support long-term sustainability of R Shiny tool development.
- CTSA Fall Meeting Reflections: Emphasized the importance of communicating the value of research and the CTSA program to policymakers and the public; Noted increasing relevance of AI tools like NotebookLM; PIs should align on NIH focus areas such as chronic diseases and nutrition, and making healthy, unprocessed foods accessible.

December 15, 2025

- The Pod received NCATS updates from Dr. Mike Kurilla regarding the recent shutdown and RC2, CCIA, and R01 programs.
- N3C/NC3 status: Governance needs reassessment as NC3 shifts from COVID to broader clinical collaboration.
- NIH priorities: Strong emphasis on CTSA training impact, rigor and reproducibility (spring workshop planned), and moving from animal models to human-relevant systems.
- Priority on biologically driven disparities and research addressing scientifically valid health outcomes; sociome studies should highlight biological impact.

Pod Meeting Summary: September and November

Date Received: September 26, 2025; November 12, 2025
Pod Lead: Grace McComsey, Case Western Reserve University
Pod Membership: University of Kentucky, University of Alabama at Birmingham, Boston University Medical Campus, UT Southwestern Medical Center, University of Cincinnati, Case Western Reserve University

September 26, 2025

- G. McComsey led a discussion with Dr. Kurilla on NIH awareness of CTSA Hub activities.

- Dr. Kurilla confirmed prior CTSA grant review involvement and emphasized the need for better integration with NCATS leadership.

- Concern raised over disbandment of IC communications groups, impacting outreach, policy, and legislative affairs.

- NIH reorganization and NCATS future depend on congressional action; current status remains uncertain.

- Potential shrinkage of CTSA program budget predicted, though COVID response increased consortium recognition.

- Greater collaboration among ICs needed, especially for cross-cutting research areas (e.g., data science, microbiome).

- Lack of clear IC ownership complicates technical hiring; NIH exploring new mechanisms for competitive pay.

- Multidisciplinary issues struggle to find a solid home within current IC structure.

November 12, 2025

- Rural Health Strategies:
    - Hubs shared varied approaches to rural engagement. CWRU plans to add rural initiatives in year three. UKY highlighted its Community Leadership Institute and noted billboard campaigns helped boost interventional study participation despite enrollment declines. Mississippi, Arkansas, and UAB rely on PBRNs to strengthen rural recruitment. UT Southwestern collaborates with 44 community-based organizations for screenings and referrals, and noted limited coordination among the five Texas CTSAs

- Demonstrating Impact to Government Relations:
    - CWRU reported renewed engagement from its Government Relations office and potential joint legislative visits. Cincinnati and UKY emphasized framing CTSA value through economic impact. UAB reminded the group that public universities require message vetting. UKY also shared a successful cross-institution video developed during the indirect cost crisis to highlight the importance of research funding.

- Reflections on the Fall 2025 CTSA Program Meeting:
    - Participants agreed on the need for stronger cross-hub collaboration to address societal challenges, including improving public trust in science through better communication. They also appreciated the informal sidebar meetings, which supported valuable one-on-one networking.

Pod Meeting Summary: October – November 2025

Date Received: October 2, 2025; November 4, 2025
Pod Lead: Eric Vilain, University of California – Irvine
Pod Membership: University of New Mexico Health Sciences, University of California – San Francisco, University of Colorado, University of Utah, University of Washington

October 2, 2025

- CTSA Fall Meeting Updates
  - Meeting will proceed despite the government shutdown
  - Discussion included poster session management and conference administration.
- Concerns raised about the availability of funds for RC2, R25, and CCIA mechanisms; uncertainty about likelihood of funding even with strong scores. The Pod questioned what a realistic funding line is for RC2 awards.
- Discussion on health disparities and solution-oriented research in relation to the NIH vision statement.
  - University of Colorado described a committee using a "studio" approach for solution-oriented research prior to award submission, which has been well received.
  - Targeted research areas (e.g., allostatic load in various populations) and the importance of institutional commitment were discussed.
  - Suggestion to rank pilots based on how they address health disparities priorities.
- The Pod that ACTS has had less recent visibility compared to its influential role in the past with CTSA.

November 4, 2025

- CTSA Fall Meeting Updates
  - Positive feedback on meeting discussions although the absence of NIH leadership. Administrator Meeting praised for networking opportunities and addressing specific pain points; AI session highlighted as a standout.
- Hub Networking:
  - Compared CTSA network to Undiagnosed Disease Network, noting UDN's focus on network-wide benefit.
  - Suggested that cluster networks (8–10 hubs) organized by expertise may be more manageable than geographic groupings.
  - Debate on whether the network should prioritize geography or expertise.
  - The Pod discussed leveraging clinical trials to demonstrate efficiency and create infrastructure, positioning CTSA hubs as "cancer centers for the rest of diseases."
  - Noted difficulty in obtaining training grants without CTSA support; capacity concerns raised.
  - Contracting issues with UC hubs; concern that CTSA relevance is becoming closely tied to N3C initiative, despite broader CTSA activities.
  - TSBM discussed as a tool for quantifying CTSA network value.
- Announcement of UCI Symposium on Real World Data (hybrid event).

Pod Meeting Summary: October 16, 2025

Date Received: October 16, 2025
Pod Lead: Julie Lumeng, University of Michigan
Pod Membership: University of Texas Medical Branch, University of Texas Health Science Center at Houston, University of Texas Health San Antonio, University of Kansas, University of Arkansas for Medical Services, Baylor College of Medicine – University of Houston

October 16, 2025

- J. Lumeng reported on recent Steering Committee activities and encouraged participation in the Dissemination and Implementation Science WG survey.

- Each CTSA Hub PI provided updates:

  - Baylor College of Medicine: Successful Cycle 2 pilots; focus on translational science definition, informatics infrastructure, AI intersections, and joint initiatives with learning health systems.

  - CCTS at UT Health Houston: Multi-institutional programs in colorectal screening, women's health, and brain health; major barrier is non-scalable cross-institutional data-sharing.

  - U of Arkansas for Med Sciences: Hosted conferences and outreach to boost visibility and engagement.

  - University of Kansas Medical Center: Preparing UM1 renewal; strong KL2/TL1 applicant interest; using membership model for investigator engagement and reviewer matching.

  - University of Michigan: Completed CTSA site visit; restructured External Advisory Board for deeper program reviews; willing to share site-visit lessons.

  - UT Health Science Center San Antonio: Undergoing institutional merger; active K and R training; planning community engagement symposium.

  - U of Texas Medical Branch – Galveston: Received award notice; implementing strategic plan for capacity building and team-science training; raised concerns about K12 review process.

Pod Meeting Summary: October 30, 2025

Date Received: October 30, 2025
Pod Lead: Reynold Panettieri, Rutgers University
Pod Membership: Indiana University, University of Minnesota, University of Wisconsin, University of Florida, University of Iowa

October 30, 2025

- M. Panettieri welcomed attendees and reviewed CTSA Fall Meeting highlights.

- N3C Discussion

  - N3C data remains available, will transition to a contract (contractor TBD).

- AI (Notebook LM)

  - Explored as a tool to inform community members and lay persons about pod activities.

- 15-minute Pod Sharing Session

  - Each hub presents new and exciting developments.

- S. Wiehe encouraged hubs to identify touch points for increased collaboration.

- Open discussion included agenda planning for next meeting and opportunities for hub interactions.

Pod Meeting Summary: November 25, 2025

Date Received: November 25, 2025
Pod Lead: Frederick "Gerry" Moeller, Wright Regional Center for Clinical & Translational Science
Pod Membership: NYU Langone Health, University of Massachusetts, integration Translational Health Research Institute of Virginia, Georgetown-Howard Universities Center, Yale Center for Clinical Investigation

November 25, 2025

- The Pod discussed N3C database status and urgency, noting the data management contract renewal remains pending.

- Data successfully migrated from Palantir to NIH, but without an active Palantir contract, sites were urged to download data scripts immediately due to uncertain future access. Hubs expressed concerns about data security during this transition period.

- Discussion focused on governance and academic involvement. Hubs raised concerns about insufficient academic leadership within N3C governance. Adding academic leadership is seen as essential to strengthening scientific rigor and improving data-security oversight.

- Epic/Cosmos discussed as a potential data-sharing vehicle for Epic-based institutions. Significant IP barriers exist—Epic claims ownership of shared data—making it unsuitable for many academic collaborations.

- Broad discussion of the challenge CTSAs face in demonstrating value to external audiences. Open-access publishing costs identified as a major barrier, particularly for junior investigators lacking grant support for publication fees. Call for coordinated strategies to support investigators and reduce financial obstacles.

Pod Meeting Summary: December 15, 2025

Date Received: December 15, 2025
Pod Lead: Vesna Garovic, Mayo Clinic
Pod Membership: University of Southern California, The Ohio State University, Medical College of Wisconsin, Tufts, University, University of California - Davis

December 15, 2025

- Hubs discussed their ongoing contributions to N3C.Concerns were raised regarding data use agreements, confidentiality, and overall database security, especially amid transitions in data management.

- The pods discussed working group challenges. Multiple hubs reported difficulty recruiting and retaining members for working groups due to competing demands on investigators' time. The group emphasized the need to balance expectations with bandwidth and explore ways to support participation.

- Additional discussion around overall translation to science approach.

Pod Institutions and Leadership Team

- **Duke Clinical & Translational Science Institute** - Susanna Naggie, PI; Deborah Chavis-Keeling, Chief Administrative Officer; Cinthia Sanchez, CTSA Program Director and Hub Administrator, Duke University
- **Georgia CTSA** - Elizabeth Ofili, MPI & Pod Lead, Morehouse School of Medicine; W. Robert Taylor, UL1 Contact MPI, Emory University; Brad Phillips, UL1 MPI, University of Georgia; Andrés García, UL1 MPI, Georgia Institute of Technology; Henry Blumberg, KL2 PI & TL1 MPI, Emory University; Vas Michopoulos, TL1 MPI, Emory University; Andrew West, Exec Ctr Administrator, Emory University
- **Miami CTSI** - Olveen Carrasquillo, Contact MPI; Erin Kobetz, MPI; Sheela Dominguez, Exec Dir of Strategic Operations, Daru Lane, Exec Dir of Business Operations

- **NC TraCS Institite** – Nick Shaheen, PI and Andrea Carnegie, COO, University of North Carolina
- **South Carolina Clinical & Translational Research Institute** - Kathleen Brady, Contact PI; Patrick Flume, MPI; Royce Sampson, Primary Administrator, COO & Finance Dir., Stephanie Gentilin, Director, SUCCESS Ctr, Tammy Loucks, Science Develop. Officer, Signe Denmark, Assoc Director, PRA, Medical University of South Carolina
- **Wake Forest Clinical and Translational Science Institute** - Gary Rosenthal, Co-PI, Lindsay Trost, Director, CTSI Administration
- **Administrative Team** - Trenese McNealy, Adam Townes, Jada Holmes, and Jarmarkus Watson, Morehouse School of Medicine; Stephanie Wright, Emory University

Hub Spotlight: Georgia CTSA Pod

- **Element E Activities Survey**
  - o Further clarification needed

- **Cross Collaboration Efforts Across the Consortium**
  - o Collaboration is not currently built into the metrics of the CTSAs, however, a recommendation can be made to ensure collaboration (i.e., providing incentives for collaboration)
  - o Collaboration examples
    - ▪ Within Georgia CTSA Pod and across other hubs
  - o Potential collaboration opportunities with "Element E" Projects
    - ▪ Element E demonstrates the unique expertise of each CTSA; CTSAs with similar expertise can share best practices and amplify lessons learned in addressing translational science roadblocks

Translational Scientist Competency-Based Assessment Working Group Report
for February 2026
CTSA Steering Committee Meeting

Wayne T. McCormack, PhD
on behalf of the Translational Scientist
Competency-Based Assessment Working Group

Why Competencies?

- **Focus mentoring conversations on the knowledge, skills and attitudes expected of a translational scientist**

- Tool for trainee & scholar self-assessment and self-directed learning throughout training and future career

- Inform applicants, trainees, scholars and mentors about expectations for training in translational science

- Combined with curricular mapping and program enhancement plans, provide a framework for developing learning objectives and assessing outcomes

Improve training of Translational Scientists!

Milestones: Observable Behaviors That Reveal Level of Competency

Dreyfus & Dreyfus Levels of Skill Acquisition	Novice	Advanced Beginner	Competent	Proficient	Expert
	Rule-based behavior, limited, inflexible	Incorporates aspects of the situation	Acts consciously from long-term goals and plans	Sees situation as a whole and acts from personal conviction	Has intuitive understanding of situations, zooms in on central aspects
Translational Scientist Training Stages	**Beginning PhD Student** **Clinician beginning research training with little/no experience**	**Advanced PhD Student** **Clinician Scientist during early research training**	**Defending PhD Student** **Beginning Postdoc** **Clinician Scientist during research training**	**Early Career Scientists** **Postdocs in/out of academia** **Clinician Scientist near end of research training**	**Science Professional** **Principal Investigator** **Research Team Leader in/out of academia (may be aspirational)**

← **Predoc TL1/T32 Trainee** →

← **Postdoc TL1/T32 Trainee** →

← **KL2/K12 Scholar** →

WG Phase 1: Competency Domains & Competencies

Jul-Dec 2023

Phase 1: Develop list of competency domains & competencies

Finalize the list of domains and competencies

Do we have the right list of competencies? Is anything important missing?

Use feedback from trainees and mentors (via survey) to finalize the competencies
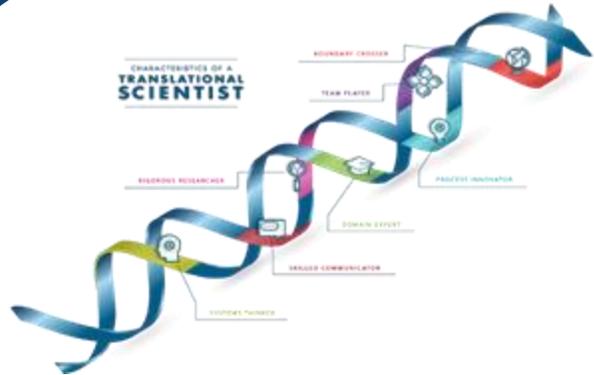
Process Innovator
Systems Thinker

Domain Expert

Boundary Crosser

Team Player

Skilled Communicator

Rigorous Researcher

Ethical Researcher

Resilient Scientist

Research Leader

Point of View: Competency-based assessment for the training of PhD students and early-career scientists

Michael F Verderame, Victoria H Freedman, Lisa M Kozlowski, Wayne T McCormack

WG Phase 1: Competency Domains & Competencies

survey Jan-Apr 2024; data analysis May-Jul 2024; revisions Aug-Sep 2024

Phase 1: Develop list of competency domains & competencies → **Finalize the list of domains and competencies** → **Do we have the right list of competencies? Is anything important missing?** → **Use feedback from trainees and mentors (via survey) to finalize the competencies**

National Survey 1

- For each of 45 competencies in 10 domains:
  - include the competency as written?
  - revise as suggested in comments?
  - omit the competency because it does not fit the domain
- Are any competencies missing?

- 181 responses
  - 58 CTSA hubs represented
  - T Trainees & K Scholars   34%
    T/K Program Directors   25%
    Other WD Roles   24%
    Other   18%

- Survey Outcomes
  - Means for all competencies: 84% (65-94%) include; 8% (1-19%) revise; 9% (3-56%) omit
  - 568 comments about revisions (30-132 per domain)
  - 163 comments about missing competencies (8-29 per domain)

- Competency Outcomes
  - 20 unchanged
  - 22 edited
  - 3 replaced

45 Translational Science Competencies

PROCESS INNOVATOR
A. Identify unmet needs requiring innovative approaches
B. Seek efficiency and/or speed in research processes
C. Find generalizable solutions

SYSTEMS THINKER
A. Use systems thinking to improve research
B. Operate within a system of health innovation
C. Integrate patient perspectives

RIGOROUS RESEARCHER
A. Recognize important questions
B. Design and execute study protocols
C. Design & manage a research program
D. Apply basic statistical analysis methods
E. Use appropriate informatics methods
F. Manage research data
G. Conduct research according to safety & regulatory policies

DOMAIN EXPERT
A. Use historical context of a specific area
B. Use current content expertise in the specific area
C. Use techniques and approaches for the specific area

BOUNDARY CROSSER
A. Integrate knowledge from multiple disciplines
B. Engage partners across health professions
C. Engage partners across research sectors
D. Build relationships with communities
E. Engage in research across translational phases

TEAM PLAYER
A. Demonstrate a collaborative research approach
B. Demonstrate self-awareness in a team environment
C. Apply strategies to work effectively in teams

SKILLED COMMUNICATOR
A. Demonstrate effective oral presentation skills
B. Prepare and submit scientific manuscripts for publication
C. Prepare research grant proposals
D. Communicate effectively with research participants and communities
E. Communicate effectively with funders
F. Communicate effectively with policy-makers

ETHICAL RESEARCHER
A. Practice responsible conduct of research (RCR)
B. Apply ethical decision-making in RCR
C. Display moral courage and research integrity

RESILIENT SCIENTIST
A. Motivate self and others
B. Demonstrate perseverance
C. Adapt to new situations & challenges
D. Engage in career planning & professional development
E. Build professional network
F. Practice wellness and self-care behaviors

RESEARCH LEADER
A. Develop a shared vision
B. Foster integration and a collaborative environment
C. Practice effective organization and planning skills
D. Make decisions and delegate decision-making when appropriate
E. Facilitate collaborative problem-solving
F. Promote a culture of trust and psychological safety

WG Phase 2: Identify and Calibrate Milestones

May-Sep 2024

Phase 2: Calibrate milestones for competency levels

Write milestones for each competency at five levels of skill acquisition, aligned with training stages

Are the milestones calibrated correctly? Pilot-test with trainees all levels

Revise based on pilot-test results and feedback from trainees & scholars

Predoctoral T Trainees | **K Scholars**

	0	1	2	3	4	5
Competency A	○	○	○	●	○	○
Competency B	○	○	○	○	●	○
Competency C	○	○	●	○	○	○

Postdoctoral T Trainees
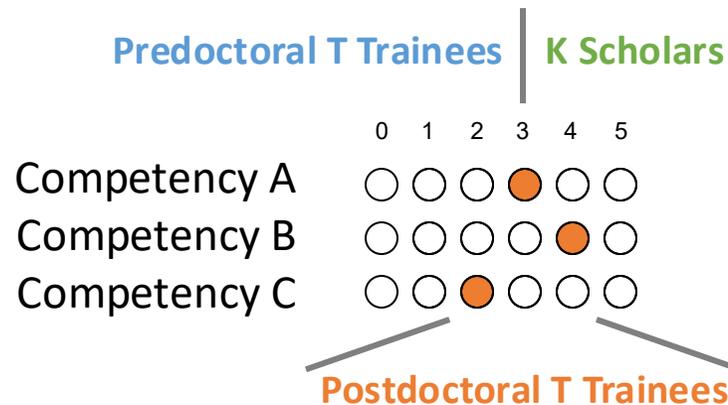
- Survey 2 – 128 responses
  - 42 CTSA hubs represented
  - Current & Past Predoc T Trainees   43%
  - Current & Past Postdoc T Trainees   10%
  - Current & Past K Scholars   47%

Boundary Crosser

A. Integrate knowledge from multiple disciplines

Discuss benefits of including perspectives from other disciplines

Seek help across disciplines to solve research problems

Integrate knowledge from multiple disciplines

Assist others in integrating concepts and methods from multiple disciplines

Lead and mentor research teams that collaborate across disciplines

WG Phase 2: Identify and Calibrate Milestones

survey design & IRB Apr-Sep 2024; survey Oct-Dec 2024; data analysis Jan-Apr 2025; revisions Apr-Oct 2025

Phase 2: Calibrate milestones for competency levels

Write milestones for each competency at five levels of skill acquisition, aligned with training stages

Are the milestones calibrated correctly? Pilot-test with trainees all levels

Revise based on pilot-test results and feedback from trainees & scholars

Some competencies revealed trends of higher self-assessment, suggesting good calibration
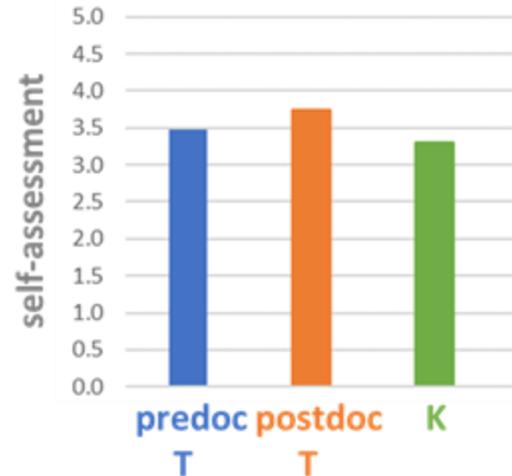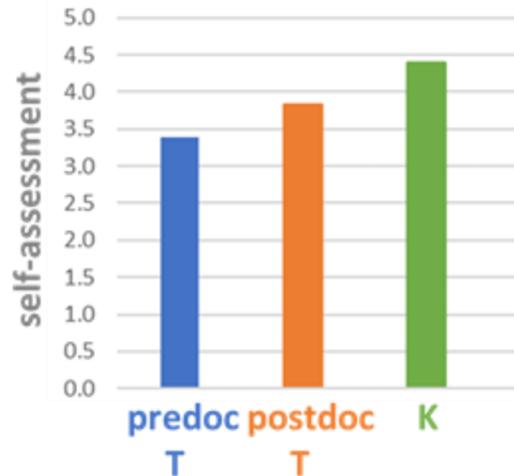
Competencies without such trends were revised

Relative frequency that individual milestones were skipped was 5.5% (0-11%)

WG Phase 3: "Real-World" Pilot-Testing

Phase 3: "Real-world" pilot-test

survey Oct – Dec 2025

Self & Mentor Assessment (Survey 3)

	11/20/25	2/11/26
Mentees	**49**	**53**
Mentors	**13 (27%)**	**22 (42%)**

WG Phase 4: Final Analysis & Dissemination

| Phase 4: Final Analysis | Complete data analysis, final revisions to CBA mentoring tool | Submit manuscript(s) to JCTS | Disseminate via CTSA and ACTS Groups, Committees, SIGs |

Deliverables 1-4 Completed

Deliverable 1: Conference presentations (in 2024 and 2025) to share preliminary outcomes and obtain feedback from the CTSA Workforce Development community
%-age Achieved: 100%   Completion Date: April 2025

Deliverable 2: List of Translational Science competencies (Phase 1)
%-age Achieved: 100%   Completion Date: December 2023

Deliverable 3: Complete set of draft milestones for all competencies (Phase 2)
%-age Achieved: 100%   Completion Date: June 2024

Deliverable 4: Final set of milestones for all competencies (Phase 2)
%-age Achieved: 100%   Completion Date: April 2025

Deliverable 5: Real-World Pilot-Testing

Deliverable 5: Real-world pilot-testing data collected (Phase 3)

%-age Achieved: 10%   Expected Completion Date: June 2026?

List steps involved in reaching 100%:

- Survey 3 (pilot-testing) and Survey 4 (mentoring value) design & pretesting, May-June 2025
- NCATS & IRB reviews and approvals, June-September 2025
- Survey 3 launched October 2025

- *TBA – Send reports to mentees & mentoring meetings*
- *TBA – Recheck survey calibration*
- *TBA – Launch Survey 4 and focus groups to assess mentoring value of TS CBA*
- *Goal: Complete all survey data collection ASAP (June 2026?)*
- *Data analysis will continue as needed*

Deliverable 6: Peer-reviewed publication(s) describing outcomes using the TS-CBA tool

Deliverable 7: Dissemination of TS-CBA tool for use and adaptation by all interested CTSA hubs

Discussion

- Suggestions about improving participation?

- Are we on the right track to make an impact with this WG?

- Are there other desirable goals or deliverables that may enhance impact?

- Suggestions about enhancing implementation and dissemination?
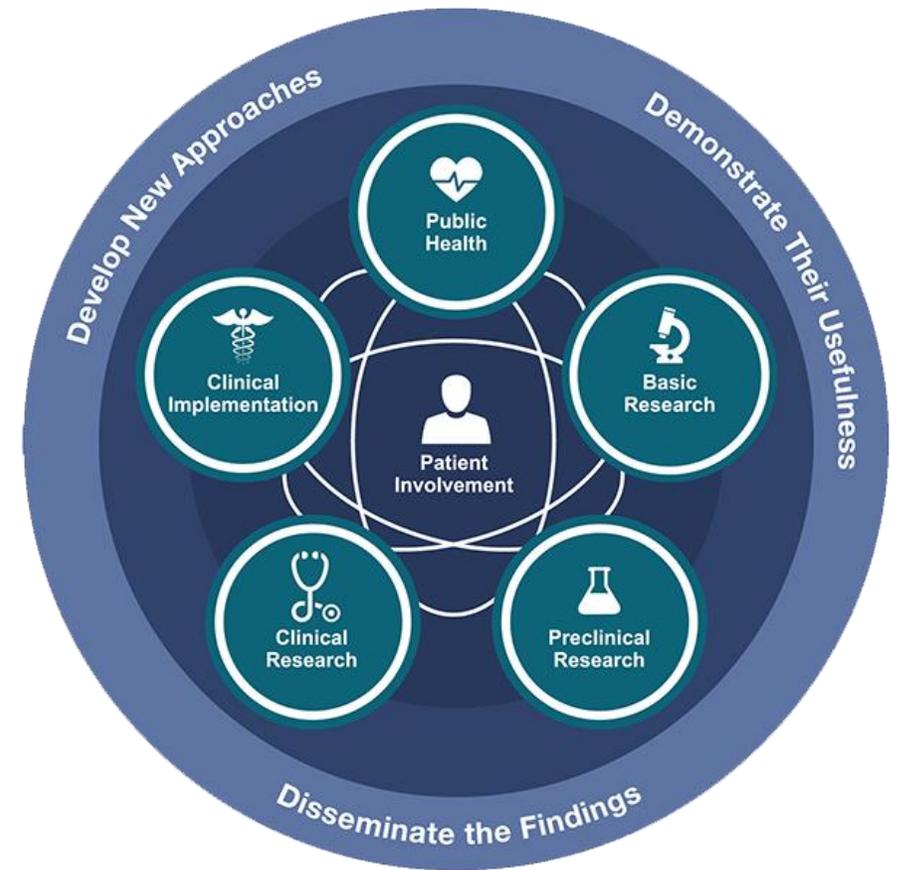
Next Meeting: March 9, 2026

Agenda

- Working Group Proposal & Review Process

- WG Report Outs:
  - TL1 Visiting Scientists
  - Advancing Dissemination & Implementation Science Working Group

If you are unable to attend a meeting, please inform us at steeringcmte@ccos.ctsa.io. Slides and summaries will be made available post-meeting. Substitutions are not permitted for Steering Committee meetings.