CTSA Coordination, Communication, & Operations Support

CTSA Program Webinar

July 23, 2025

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Agenda

TIME	TOPIC	PRESENTERS
2:00 PM ET	Welcome	Lauren Fitzharris, M.P.H., P.M.P. CCOS
2:01 – 2:10 PM	NCATS/CTSA Updates	Michael Kurilla, M.D., Ph.D. DCI/NCATS
2:10 – 2:15 PM	CCOS Updates	Lauren Fitzharris CCOS
2:15 – 2:30 PM	RWD Workforce Development Across the Translational Spectrum WG	Melissa Haendel, Ph.D. Anita Walden, M.S. Shawn O'Neil, Ph.D. University of North Carolina
2:30 – 3:00 PM	The role of information science within the clinical translational science ecosystem	Kristi Holmes, Ph.D., Northwestern University Bart Ragon, Ed.D., MLIS, University of Virginia Anne Seymore, M.S., Johns Hopkins
3:00 PM	Adjourn	

NCATS
COLLABORATE. INNOVATE. ACCELERATE.

NCATS/CTSA Program Updates

Michael G. Kurilla, MD, PhD

Director, Division of Clinical Innovation
NCATS

July 23, 2025

National Center for Advancing Translational Sciences

Budget Updates of Note

FY 26 Budget

- 3/11 - President's Budget is released

Current Status

- 7/15 - House Appropriations Committee Chairman Tom Cole (R-OK) released updated FY26 subcommittee (12) allocations
- Calls for an overall spending decrease of $45B across the 12 subcommittees
- Labor, Health and Human Services, Education, and Related Agencies: $184,491,000,000
  - Unclear what part of this will be for NIH

Other Legislation In the News

- One Big Beautiful Bill Act (Reconciliation) – became law (7/4/25)
  - Extends tax cuts and other issues
- Recissions Act of 2025 (Recission) – passed
  - Focuses on foreign aid and public broadcasting
- Neither impact NIH

National Center for Advancing Translational Sciences

Reminder: Social Media and Alignment with Agency Priorities

- Given the increasingly visible and scrutinized nature of online platforms, we want to remind everyone to exercise care when posting, reposting, commenting, or engaging on social media.
- This includes ensuring that any public-facing content (website etc.) that is perceived to be supported by government funds is consistent with the Administration's priorities.
- To that end, please keep in mind to avoid statements or endorsements that may conflict with the Administration's priorities.

NIH
National Center for Advancing Translational Sciences

NIH to Establish New Policies for Allowable Publication Costs

- Statement from the NIH Director (released July 8, 2025)
- Reference: https://www.nih.gov/about-nih/nih-director/statements/nih-establish-new-policies-allowable-publication-costs
- “Under my direction to address these concerns, NIH is actively reviewing the cost structures associated with research accessibility, particularly allowable publication expenses included in grant budgets. While open access aims to shift costs away from readers, the growing prevalence of unreasonably high article processing charges (APCs) has placed undue financial pressure on researchers and funders.”
- “**Under my leadership, NIH will implement a cap on allowable publication costs starting in FY 2026** to establish clearer, more reasonable boundaries. This step is intended to ensure that access to publicly funded research remains equitable and that taxpayers are not disproportionately charged for the dissemination of research they already supported.”

Supporting Fairness and Originality in NIH Research Applications

- NOT-OD-25-132 (Released July 17, 2025)
- NIH will not consider applications that are either substantially developed by AI, or contain sections substantially developed by AI, to be original ideas of applicants. If the detection of AI is identified post award, NIH may refer the matter to the Office of Research Integrity to determine whether there is research misconduct while simultaneously taking enforcement actions including but not limited to disallowing costs, withholding future awards, wholly or in part suspending the grant, and possible termination.
- NIH will only accept six new, renewal, resubmission, or revision applications from an individual Principal Investigator/Program Director or Multiple Principal Investigator for all council rounds in a calendar year. This policy applies to all activity codes except T activity codes and R13 Conference Grant Applications.
- This policy is effective for applications submitted to the September 25, 2025, receipt date and beyond.
- NIH Office of Science Policy: SciencePolicy@od.nih.gov

National Center for Advancing Translational Sciences

Revision: NIH Policy and Guidelines on the Inclusion of Women and Minorities as Subjects in Clinical Research

- NOT-OD-25-131 (Released July 17, 2025)
- Purpose:
  - To align with Executive Order 14168 “Defending Women from Gender Ideology Extremism and Restoring Biological Truth to the Federal Government.”
- Revisions:
  - use of “sex” instead of “sex/gender”
  - updating race and/or ethnicity information to align with Office of Management and Budget’s Statistical Policy Directive No. 15: Standards for Maintaining, Collecting, and Presenting Federal Data on Race and Ethnicity
- Effective Date:
  - 30 days after publication of NOT-OD-25-131
- Inquiries: GrantsPolicy@OD.NIH.GOV

Updated Implementation Guidance of NIH Policy on Foreign Subawards for Active Projects

- NOT-OD-25-130 (Released July 18, 2025)
- NIH will not issue awards to domestic or foreign entities (new, renewal, or non-competing continuation) that include a subaward to a foreign entity
- Applicability:
  - for applications submitted *before* May 1, 2025, and projects *active on or before* May 1, 2025.
- Policy:
  - Foreign subawards will be removed from existing grants and cooperative agreements involving human subjects research and awarded as a supplement
  - Reminder: ICOs may renegotiate with the primary recipients to move activities to a domestic organization, remove the scope of the foreign component from the overall project scope, or bilaterally terminate the award (NOT-OD-25-104)

- Inquiries: OPERAleadership@mail.nih.gov

NIH
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Additional NIH Notices of Interest

- NOT-OD-25-134 (Released July 17, 2025) Flexibilities for Registration and Results Reporting of Prospective Basic Experimental Studies with Human Participants
  - Extending policy flexibilities regarding registration and results reporting per the NIH Policy on the Dissemination of NIH-Funded Clinical Trial Information (NOT-OD-16-149) for a subset of NIH-funded research whose primary purpose is basic experimental studies with humans (BESH) submitted in response to designated BESH Notices of Funding Opportunity (NOFOs)
  - For more information, please visit the BESH resources webpage, and the Special Considerations for BESH webpage

- NOT-OD-25-133 (Released July 17, 2025) NIH Announces a New Policy Requirement to Train Senior/Key Personnel on Other Support Disclosure Requirements
  - Effective October 1, 2025, recipients must implement trainings, in addition to maintaining a written and enforced policy, on requirements for the disclosure of other support to ensure Senior/Key Personnel fully understand their responsibility to disclose all resources made available to the researcher in support of and/or related to all of their research endeavors, regardless of whether or not they have monetary value and regardless of whether they are based at the institution the researcher identifies for the current grant

NIH Loan Repayment Program

Online Application Period: Sep 1, 2025 - Nov 20, 2025

- Extramural Loan Repayment Programs for:
- NOT-OD-25-091 - Clinical Researchers (LRP-CR)
- NOT-OD-25-092 - Pediatric Research (LRP-PR)
- NOT-OD-25-093 - Health Disparities Research (LRP-HDR)
- NOT-OD-25-095 - Clinical Researchers from Disadvantaged Backgrounds (LRP-CRDB)
- NOT-OD-25-096 - Contraception & Infertility Research (LRP-CIR)
- NOT-OD-25-094 - Research in Emerging Areas Critical to Human Health (LRP-REACH)

NCATS POC: Dr. Dale Burwen: dale.burwen@nih.gov

https://www.lrp.nih.gov/

National Center for Advancing Translational Sciences

Upcoming Dates to Remember

Next CTSA Program Webinar

AUGUST IS CANCELLED

September 24, 2025; 2-3 PM ET.

Register here for the 2025 series

NCATS

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National Center for Advancing Translational Sciences

CCOS Updates

Lauren Fitzharris

Congratulations to Stanford University CTSA
Co-Sponsor of the next
CCOS Collaborative Workshop on
Rigor and Reproducibility of Real-World Data (RWD) Platforms
Spring 2026

Stay Tuned for Updates

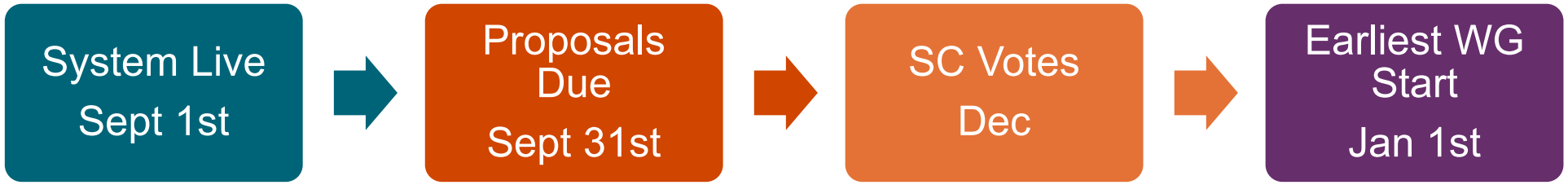
Stanford MEDICINE | Spectrum Stanford CTSA Hub

TEAM SCIENCE

New Working Groups

- 4 proposals submitted in Cycle XIV
- Steering Committee approved two proposals
  - *Principles for AI Translation in Healthcare (PATH),* submitted by Mohammad Adibuzzaman, PhD from Oregon Health & Science University
  - *Pediatric Clinical Trials*, submitted by Karen Wilson, MD MPH, University of Rochester

Next WG proposal cycle opens in September



CCOS Policy Update

- Starting **September 2**, a CCOS account will be required for CTSA members to join a CTSA Group
  - Enterprise Committees
  - Consortium Groups
  - Working Groups

- Applies to new members
  - Current members without active CCOS accounts will be contacted to complete registration in the coming months

Account Access Includes:

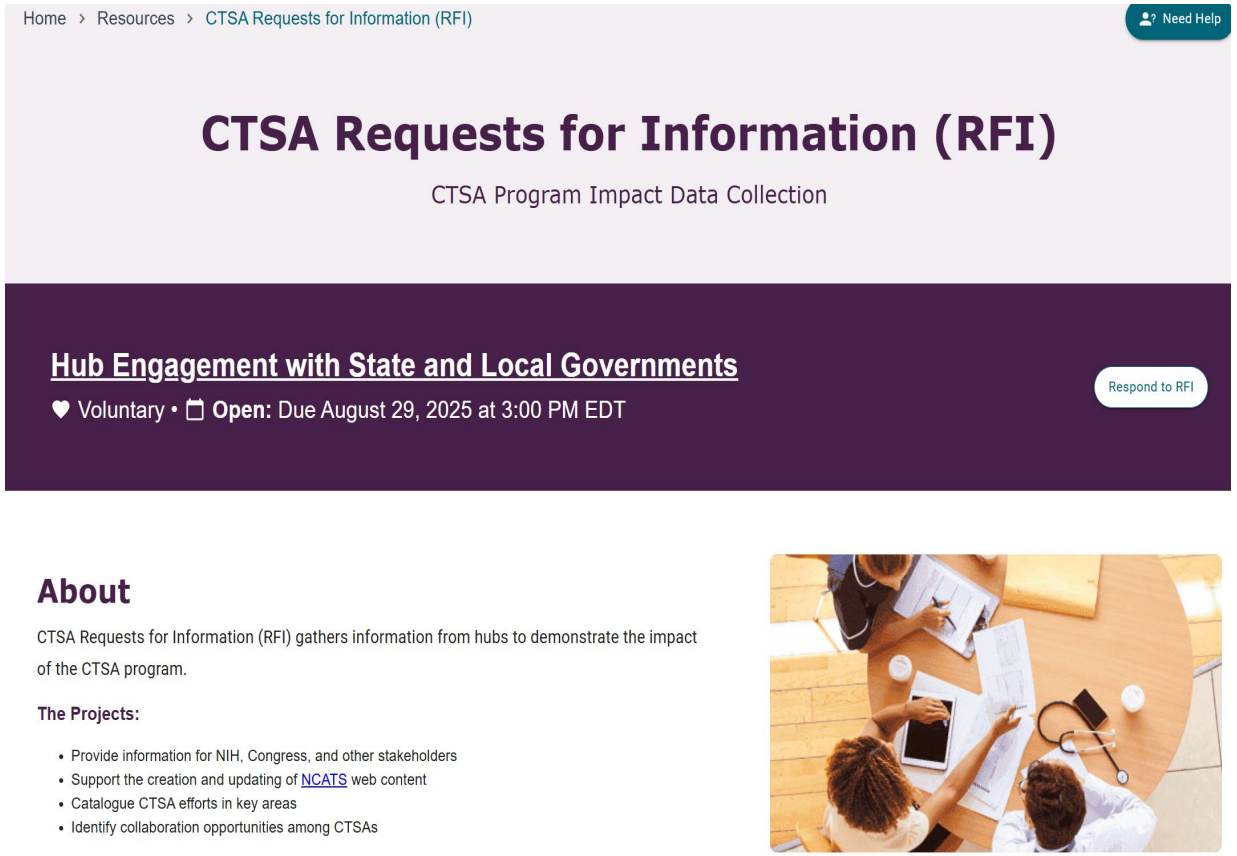
- Meeting Materials/Archives
- CTSA Member Directory
- Collaborative Workspaces
- Discussion Forums

To sign up, visit
ccos-cc.ctsa.io/user-account-request

Questions? Please email support@ccos.ctsa.io

CTSA Request for Information (RFI) Response Form and Library

- The CTSA RFI Form gathers information from hubs to demonstrate impact of the CTSA program.
- Your responses provide information for NIH, Congress, and other stakeholders.
- Responses also support the creation and updating of NCATS web content, catalogue CTSA efforts in key areas and identify collaboration opportunities among CTSAs.
- The current RFI topic is focused on ***Hub Engagement with State and Local Governments*** due August 29.
- Submitters must have a CCOS account to submit a response.
- RFI Submission guidance here: Submitting_a_CTSA_Request_for_Information_RFI_c2fcc7df8f.pdf



This feature was developed in collaboration with the Hub Administrators Impact Work Group and NCATS.

Questions? Please email support@ccos.ctsa.io

CTSA Element E Form + Directory

- Developed in response to interest in CTSA Element E Research Programs and Projects at Fall 2025 CTSA Program Meeting
- Hub PIs will select the most appropriate personnel to submit for the Research Program and for the individual Research Projects.
- Each Element E project will be approved by NCATS prior to appearing in the Element E Directory on the CCOS website; a time lag of 2 – 10 business days between submission and its appearance on the CCOS website should be anticipated.
- Please consider that NCATS will only be able to publish on the CCOS website projects that are in line with agency priorities.
- A CCOS account is required for submission and to view the Directory.

Technical issues?

Contact Support@ccos.ctsa.io

Programmatic questions?

Contact Heather Baker @ *heather.baker2@nih.gov*

CCOS Communication Channels

Do you have an event, news story, funding opportunity, or other item you want to share with members of the CTSA Program? CCOS can help!

Contact your CCOS Coordinator for items specific to your group or committee

Group Email: The CCOS Coordinator can use the CTSA Group or Committee membership list to distribute information via email

Meeting Announcements: The CCOS Coordinator can work with the Lead Team to incorporate the information into the next meeting's slide deck or agenda

Contact CCOS Communications (communications@ccos.ctsa.io) to reach the wider CTSA Consortium

CCOS Website: The CCOS Communications Team can add your item to the CTSA News page https://ccos-cc.ctsa.io/news

***Ansible* newsletter:** The CCOS Communications Team will consider your item for inclusion in the monthly CTSA *Ansible*

Social Media: The CCOS Communications Team can share your item on our social media channels, X (@CCOS_CTSA) and LinkedIn (CTSA CCOS Center)

Note that all content must align with administration Executive Orders. Submitted content is subject to review and approval by NCATS prior to distribution.

CCOS Website Account

Getting Started

Get step-by-step guidance on getting started including how to create a CCOS account and how to log in can be found here:

Getting Started Page

Account Access Includes:

- Meeting Materials/Archives
- Collaborative Workspaces /Discussion Forums
- CTSA Hub Directory

Questions? Please email support@ccos.ctsa.io

UNC
THE NORTH CAROLINA TRANSLATIONAL & CLINICAL SCIENCES INSTITUTE

Real World Data Workforce Across the Translational Spectrum Working Group

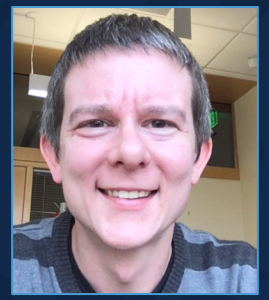
Co-sponsored by the Workforce Development and Biostatistics, Biomedical Informatics and Data Science (BIDS) enterprise committees

CTSA Program Meeting

July 23, 2025

RWD Working Group Leadership

Melissa Haendel
Director of Precision Health & Translational Informatics, Deputy Director of Computational Science – NC TraCS
University of North Carolina

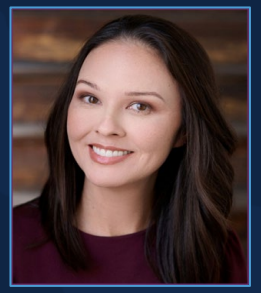


Shawn O'Neil
Assistant Director for Academic Excellence
University of North Carolina

Anita Walden
Associate Director of Translational and Integrative Initiatives
University of North Carolina

Jiang Bian
Chief Data Scientist, Regenstrief Institute
Deputy Director, Indiana Clinical and Translational Sciences Institute (CTSI)
BIDS EC co-Lead

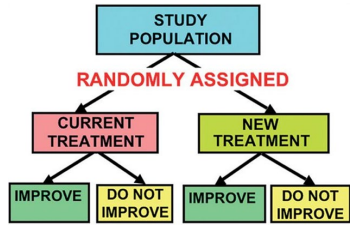
Julie McMurry
Professor, School of Data Science and Society
University of North Carolina



Jamie Mihoko Doyle
Program Director, Digital & Mobile Technologies, CTSA
NCATS Representative

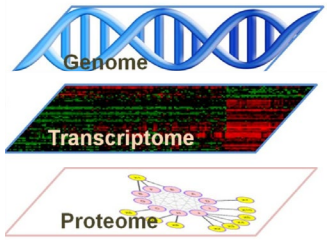
Lenore Roca
Meeting Coordinator, CCOS

What is Real World Data?

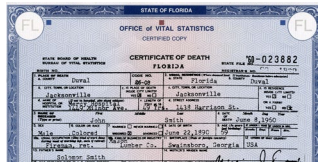


Randomized Trial Data


Surveys



'Omics


Mortality Data

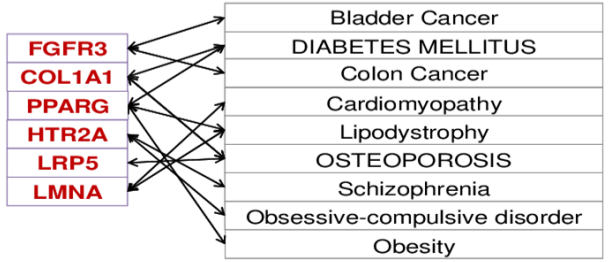

Imaging

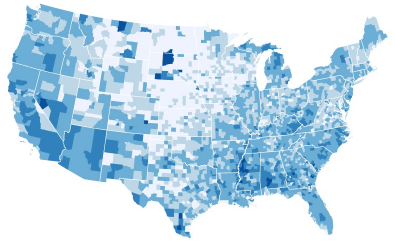

Wearables


EHR & Billing Data

Not 'Real World' ⟵ ⟶ **'Real World'**

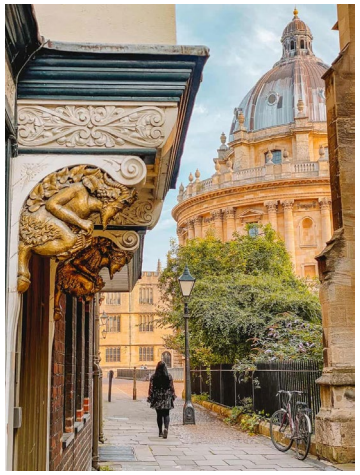
Biomedical Knowledge




Environmental and Social

Many translational uses: Defining and characterizing cohorts for clinical studies, post-market surveillance and drug repurposing, public/environmental health, disease characterization and mechanistic discovery, trial emulation, and RWD is increasingly part of clinical trial designs

A Real World Example of a Real World Data Training Trajectory



Dr. Joe Schmo is a rheumatologist at the University of Narnia Center for Translational Science Institute. He taught himself, and learned on his own, everything needed to do studies from TriNetX and publish them. He had to figure out how to sign up, how to get an IRB approved, how to understand and work with the data, how to analyze the data, how to avoid pitfalls due to common biases in the data, how to develop computable phenotypes (and I don't think he knew specifically that that was what he was doing or even that that is what they're called), how to write up his studies, and how to get them published.

He was dedicated, persistent, and was sufficiently enthusiastic to invest the time required. **It took him about 2-3 years.**

Now, consider:

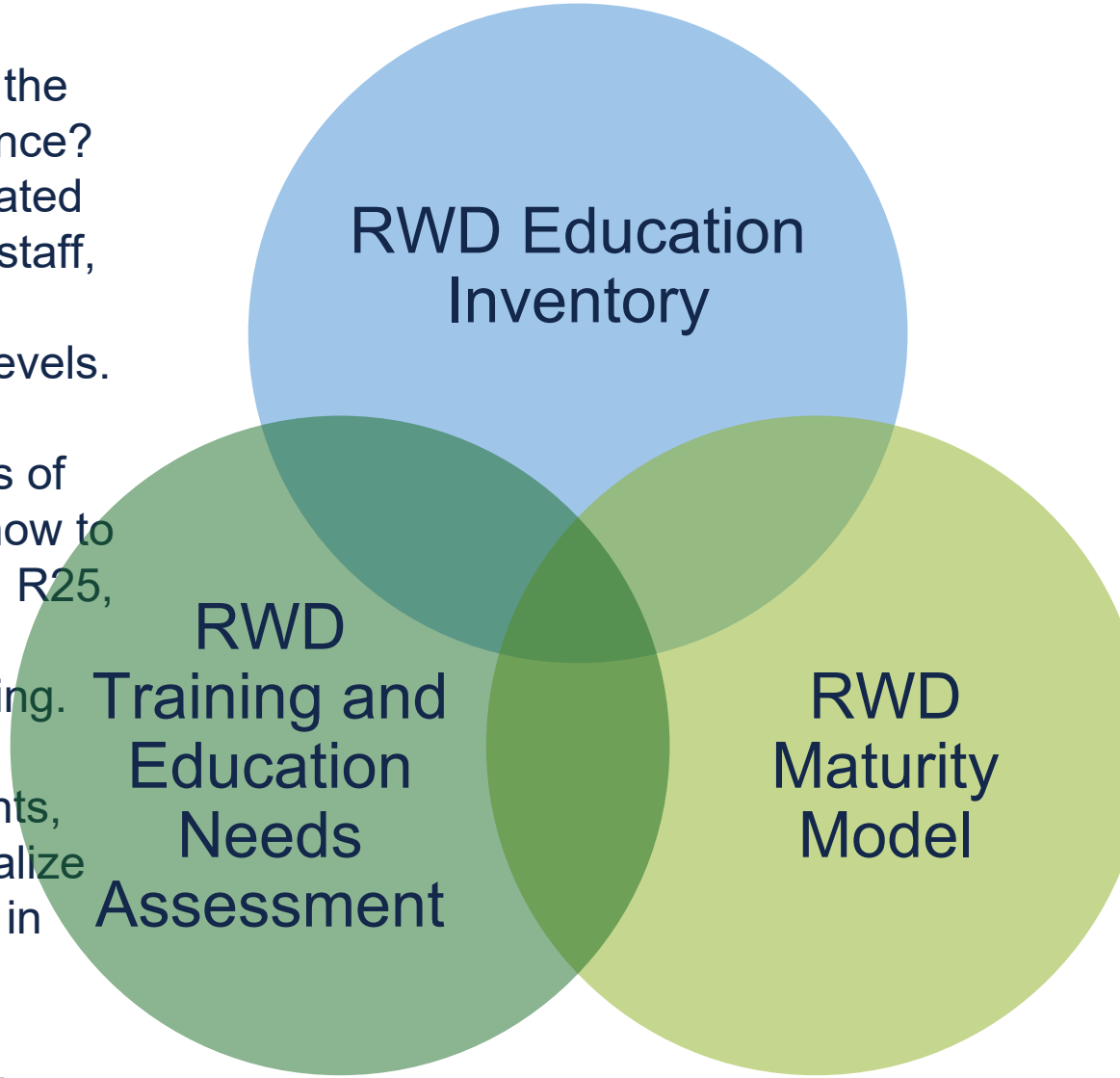
1. That is a very high threshold. Imagine how many more clinician-scientists we could get over that threshold if there were training, guidance, support, and services to help.
2. How much more quickly he himself could have been productive if he had had those things. It took him 2+ years. **It could have been 6 months (roughly).**

Real World Data Workforce Development Across the Translational Spectrum Working Group: Goals and Deliverables

RWD Training and Education Needs Assessment - what are the educational needs for people in using RWD in translational science? K & T scholars, early career researchers, CTSA, CTR, and affiliated institutional leadership, local biomedical informatics faculty and staff, and other domain experts including data scientists, clinical practitioners, regulatory specialists, legal/policy, and all career levels.

RWD Education Inventory - what is currently available in terms of educational resources and events to aid investigators learning how to use RWD in translational science? Do in collaboration with T, K, R25, AMIA, and other programs to increase educational collaboration opportunities and promote higher-quality, accessible RWD training.

RWD Maturity Model - What educational materials, environments, data, and opportunities does an institution need to provide to realize the professional development needed to effectively utilize RWD in translational science?



Real World Data Workforce Development Across the Translational Spectrum Working Group - Year 1

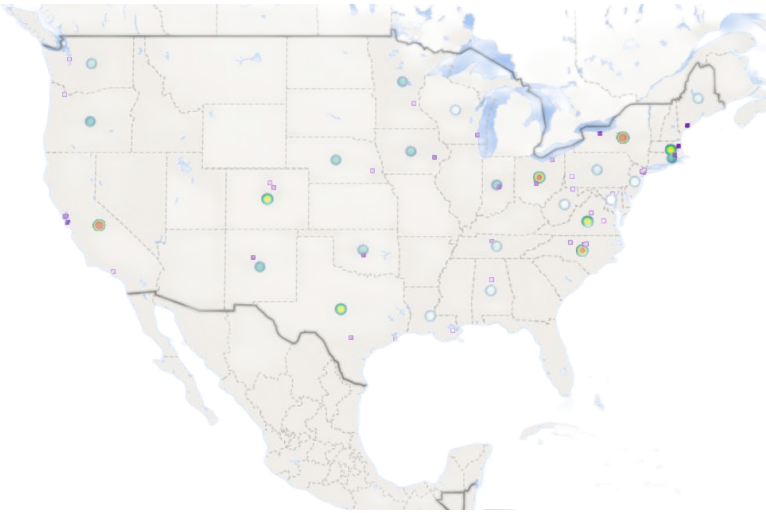
85 members
(and counting!)

37 CTSA institutions

8 community members

Geographic Reach

- Representation across 30+ U.S. states & territories
- Inclusive of institutions in urban, rural, and underserved areas
- States with unique contributors marked in orange (e.g., West Virginia, Oklahoma, Puerto Rico)



Sub-Workgroups Progress

Each subgroup meets monthly or biweekly.

Needs Assessment

- **Finalizing Needs Assessment survey**
- Identifying best process for dissemination to the CTSAs and translational science community
- Hosted training workshop at AMIA
- Presented to Workforce Dev EC meeting
- Planning to meet at ACTS!

Parsa Mirhaji
Albert Einstein ICTR

Elizabeth Fortune
VCU Wright CCTR

Lang Li
Ohio CTSI

Inventory

- Scoped types of inventory items to collect
- Identified metadata for inventory asset collection
- Drafted form for item submission
- Collecting initial assets
- Designing automation & sustainability strategy

Chindo Hicks
UAB CCTS

Mary Helen Mays
Puerto Rico CTSRC

Maturity Model

- Defined learning pillars, how to measure levels of maturity vs ad-hoc
- Model criteria drafted
- Outlined paper and key questions for each pillar in the RWD maturity model
- Coordination with AMIA Maturity model WG

Timothy Huerta
Ohio CTSI

Identifying the Need

Themes at AMIA Summit 24' Workshop:

- Data cleaning & standardization – doing, understanding
- Multi-site data – understanding & dealing with heterogeneity
- Data missingness & quality – understanding & dealing with
- Vocabularies, data models
- Programming, ML, visualization
- Computational environments & data access
- What is Real-World Data

CTSA Real World Data Workforce Development Across the Translational Spectrum Working Group

Maturity model example

	Data Collection Policies	Data Collection Methods	Technology Platforms	Analytics Capacity	Operational and Strategic Impact
Level 7	Standard across entire organization	External data integration (Dynamic)	EHR + Pop health platform + External data feed integration	Personalized medicine & Prescriptive analytics	Influences strategic and financial decisions at the highest level
Level 6	Standard across sections of the enterprise	External data integration (Static)	EHR-linked or based + Population health platform	Population health & Risk intervention analytics	Guides programmatic implementation
Level 5	Standard within subunits	EHR-based, Structured	EHR-linked or based, integrated analytics	Waste & Care variability reduction	SEDoH services center
Level 4	Groups with consistent practices	Electronic, not EHR-based, Structured	EHR-linked, External analytics	Automated external reporting	Informs departmental decisions
Level 3	Individuals with consistent practices	EHR, free text or note templates	Non-EHR, Analytics platform (e.g. PowerBI)	Automated internal reporting	Informs individual clinical decisions
Level 2	Ad hoc	Electronic, not EHR-based, research	Non-EHR, non-analytics platform (e.g. excel)	Standardized vocabulary	Research or Project-based only
Level 1	None	Paper	None	None	None

Data Sources Assessment		Possible Score
Person-level SEDoH	1 - Ad hoc data collection tool 2 - Standardized and validated data collection tool 3 - Standardized and validated data collection tool with additional elements relevant to population of interest	1,2,3
Contextual SEDoH	One point for each data source. Possible sources include, but are not limited to: ACS, claims data, SSDI, USDA, EPA, CDC, others	Integer, range: 0 and up

https://doi.org/10.1017/cts.2023.691

Get Involved

Full WG Meeting Cadence: Monthly

Next: August 14th

Subgroup Meetings

Per subgroup, ~ every 2 weeks

Lenore Roca
CTSA CCOS Meeting Coordinator, ICF Resources
CCOS Support

Lenore.Roca@icf.com

Sruthi Magesh
University of North Carolina at Chapel Hill
Project Manager

sruthi@tislab.org

THE ROLE OF INFORMATION SCIENCE WITHIN THE CLINICAL TRANSLATIONAL SCIENCE ECOSYSTEM

Bart Ragon, EdD, MLIS
University of Virginia
Director, Claude Moore Health Sciences Library
Integrated Translational Health Research Institute of Virginia
Director of Strategic Development

Anne K. Seymour, MS
Associate Dean and Director, Welch Medical Library
Assistant Professor of Medicine – Biomedical Informatics and Data Science Section
Johns Hopkins University & Medicine

Kristi Holmes, PhD
Associate Dean for Knowledge Management and Strategy
Director, Galter Health Sciences Library and Learning Center
Director of Informatics and Data Science, NUCATS
Chief of Knowledge Management, Institute for Artificial Intelligence in Medicine
Northwestern University Feinberg School of Medicine

Journal of Clinical and Translational Science

Article contents

The role of information science within the clinical translational science ecosystem

Published online by Cambridge University Press: **27 November 2024**

Bart Ragon, Anne Seymour, Elizabeth C. Whipple, Alisa Surkis, Amanda Haberstroh, Jennifer Muilenburg, Melissa L. Rethlefsen, Erinn E. Aspinall, Jill Deaver, Nadine Dexter, Renae Barger, Nicole Contaxis, Emily J. Glenn, Elizabeth Hinton, Barbara Kern, Micquel Little, Keith Pickett, Erika Sevetson, Donghua Tao, Megan von Isenburg, Debra A. Werner, Terrie R. Wheeler and Kristi Holmes

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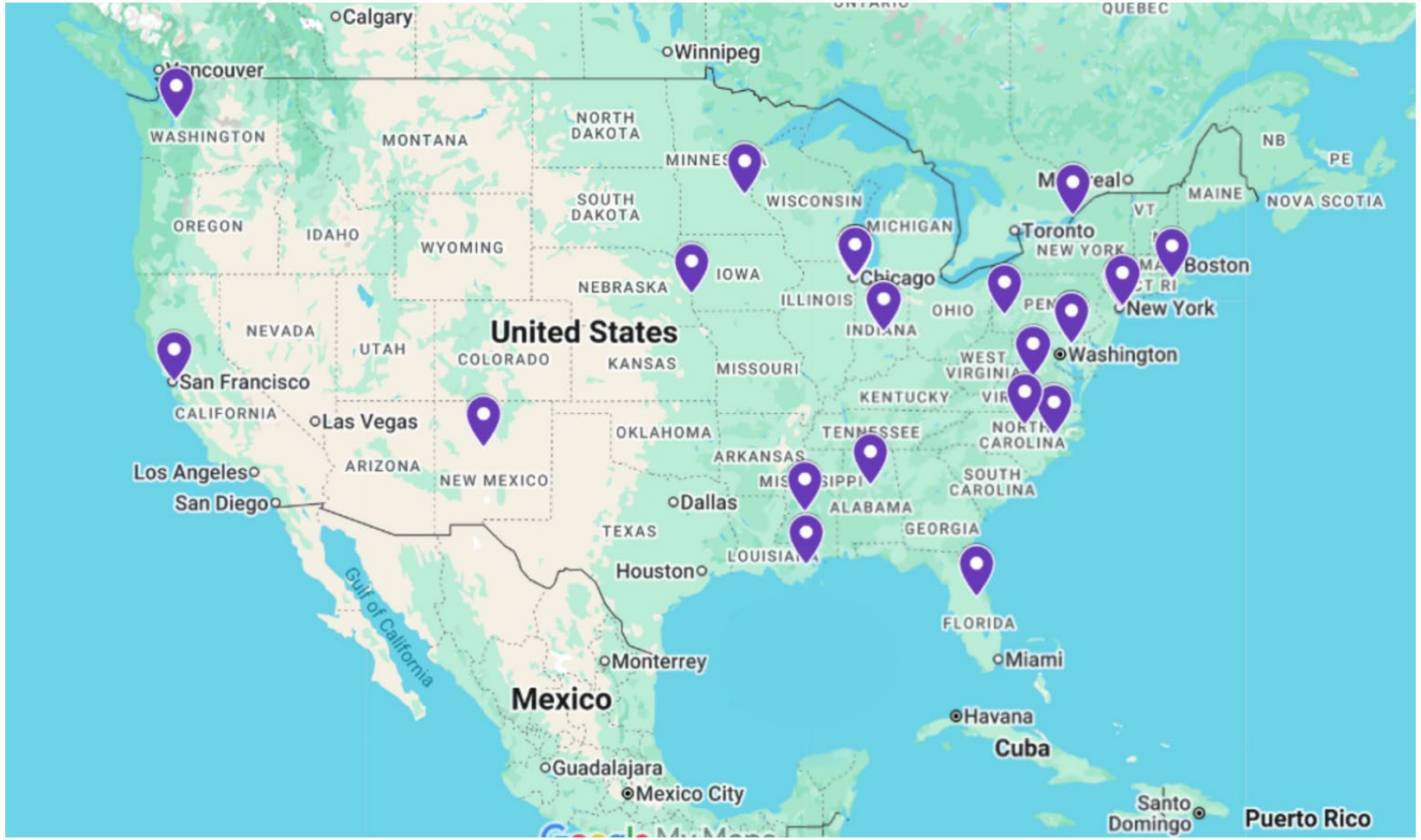
DOI: 10.1017/cts.2024.664

Abstract

Academic health sciences libraries ("libraries") offer services that span the entire research lifecycle, positioning them as natural partners in advancing clinical and translational science. Many libraries enjoy active and productive collaborations with Clinical and Translational Science Award (CTSA) Program hubs and other translational initiatives like the IDeA Clinical & Translational Research Network. This article explores areas of potential partnership between libraries and Translational Science Hubs (TSH), highlighting areas where libraries can support the CTSA Program's five functional areas outlined in the Notice of Funding Opportunity. It serves as a primer for TSH and libraries to explore potential collaborations, demonstrating how libraries can connect researchers to services and resources that support the information needs of TSH.

AUTHOR LOCATIONS



THANKS TO OUR COLLABORATORS!

- Bart Ragon* - University of Virginia
- Anne Seymour - Johns Hopkins University
- Elizabeth C. Whipple - Johns Hopkins University, Indiana University School of Medicine
- Alisa Surkis - NYU Grossman School of Medicine
- Amanda Haberstroh - East Carolina University
- Jennifer Muilenburg - University of Washington
- Melissa L. Rethlefsen - University of New Mexico
- Erinn E. Aspinall - University of Minnesota
- Jill Deaver - University of Alabama at Birmingham
- Nadine Dexter - University of Central Florida
- Renae Barger - University of Pittsburgh
- Nicole Contaxis - NYU Grossman School of Medicine
- Emily J. Glenn - University of Nebraska Medical Center
- Elizabeth Hinton - University of Mississippi Medical Center
- Barbara Kern - Queen's University
- Micquel Little - University of California, San Francisco
- Keith Pickett - Tulane University
- Erika Sevetson - Brown University
- Donghua Tao - University of Illinois Chicago,
- Megan von Isenburg - Duke University, Duke University
- Debra A. Werner - University of Chicago
- Terrie R. Wheeler - Weill Cornell Medicine
- Kristi Holmes - Northwestern University Feinberg School of Medicine

1

Natural Partners in Translational Science
Academic health sciences libraries have long supported research and clinical care through information services. Their deep involvement across the research lifecycle positions them well to partner with CTSA hubs and other translational science initiatives.

2

Library Services Have Evolved Alongside Translational Science
Libraries have expanded their roles and capabilities supporting research, presenting new opportunities to and reimagine their contributions to the evolving needs of Translational Science Hubs.

3

The CTSA Program Evolved in 2021 to Emphasize Open Science, Data Science and Community Impact
Libraries are often institutional leaders in supporting open science, data management, and impact, and can be a resource in translating research findings to improve public health.

4

This Article Serves as a Framework for Collaboration
The article outlines how libraries can align with the five CTSA functional areas and invites collaboration between libraries and TSHs to enhance research, scholarship, and community health outcomes. Writing the paper also served to spark collaboration and reinforce a community of practice for library leaders.

INTRODUCTION

STRUCTURE

- Element A - Overview
- Element B - Strategic Management
- Element C - Training & Outreach
- Element D - CTS Resources and Pilots
- Element E - CTS Research Program

TSH = “Translational Science Hub”

ELEMENT A – OVERVIEW

- **Libraries Provide Scholarly Impact Services**
  Libraries support this requirement by offering bibliometrics and research impact assessment to showcase the reach and influence of scholarly work, which is useful for evaluation and reporting.
- **Libraries Help Visualize Collaborations and Research Strengths**
  Library expertise in data visualization and network analysis can map institutional collaborations and demonstrate the hub's scholarly footprint.
- **Librarian-Conducted Literature Reviews Strengthen Proposals**
  Librarians can contribute targeted literature reviews that enhance grant applications and help build stronger, evidence-based narratives.

ELEMENT B – STRATEGIC MANAGEMENT

- **Active Partners in Leadership and Strategy**
  Libraries can serve on governance teams, lead information planning, manage software licensing and access, and coordinate across institutions, bringing expertise in systems and services.
- **Support Program Evaluation and Assessment**
  They provide tools like faculty profiles, collaboration analysis, dashboards, and scholarly metrics that are essential for monitoring performance and outcomes.
- **Advance Dissemination & Implementation**
  They support and enable open science practices, guide compliance with funder mandates (open access/data sharing), and assist with scholarly communication strategies to maximize research reach.
- **Act as Liaisons Across Partner Institutions**
  They help bridge communication and coordination between libraries at collaborating institutions, supporting unified access to resources and services.
- **Align with the Learning Health System Model**
  By supporting continuous learning, knowledge sharing, and evidence-based improvement, libraries contribute to the broader goals of the Learning Health System environment in which TSHs operate.

Unsplash. https://unsplash.com/photos/woman-in-white-shirt-using-microsoft-surface-laptop-3-in-platinum-DMVU0XqiT90

ELEMENT B – STRATEGIC MANAGEMENT

USE CASE EXAMPLE

In a multi-hub collaboration led by Northwestern University's Galter Health Sciences Library, librarians and researchers worked together to develop clinical and translational science Personas, a portfolio of nineteen evidence-based profiles based on roles across the ecosystem of translational research, spanning basic research to public health, including two patient profiles [14,15]. These representative profiles are designed to assist TSH in evaluating the resource and service needs for supporting the translational science workforce and community, including development of software, tailored educational and communication materials, understanding key perspectives and needs, providing context to better support workforce development, and targeted guidance for such pressing issues as institutional considerations of the National Institutes of Health's (NIH) Data Management and Sharing Policy [35].

ELEMENT C – TRAINING & OUTREACH

- **Support Workforce Development through Training and Resources**
  Libraries offer workshops, online classes, and personalized instruction on literature searching, systematic reviews, data management planning, and scholarly repositories—aligned with CTSA workforce development goals.
- **Provide Expertise in Data Science and Research Practices**
  They train staff in coding, open science, data sharing, rigor and reproducibility, and navigating regulatory frameworks like IRBs and IACUC – all skills which are essential to the translational workforce.
- **Leaders in AI and Emerging Technologies Training**
  Academic libraries now support AI literacy, including tools for prompt engineering, research ethics, citation practices, and discovery—helping researchers responsibly adopt new technologies.
- **Advance Community and Stakeholder Engagement**
  They help support access to resources, aid efforts to address bias in research, and partner with public libraries and community groups to share credible health information.
- **Strengthen FAIR Principles and Citizen Science**
  By teaching and enabling Findable, Accessible, Interoperable, and Reusable (FAIR) data practices, libraries ensure both researchers and the public can engage with reliable, actionable science.

Exhibit Area at Rare Disease Day at NIH 2023 (NCATS). https://www.flickr.com/photos/64860478@N05/52745417461/

ELEMENT C – TRAINING & OUTREACH

USE CASE EXAMPLE

In 2023, the University of Virginia Health Sciences Library partnered with the integrated Translational Health Research Institute of Virginia (iTHRIV) to develop training and resources for researchers. This initiative aimed to support research teams in preparing for and implementing the new National Institutes of Health (NIH) Policy for Data Management and Sharing (DMSP). A dedicated website, hosted by the library and accessible through the iTHRIV Research Concierge Portal, offers policy guidance, including links to NIH-hosted information, resources from other institutions, and newly developed UVA templates and suggested proposal language [36,37]. This collaboration between iTHRIV and the Health Sciences Library provided institutional leadership, facilitating communication and engagement with researchers by leveraging the long standing relationship between the library and iTHRIV.

ELEMENT D – CLINICAL AND TRANSLATIONAL SCIENCE RESOURCES & PILOTS

- **Support the Full Research Lifecycle**
  Libraries contribute to key resource areas such as biostatistics, research design, data management, and visualization, offering workshops, tools (like REDCap, R and Python), and regulatory support for secure data access and governance.
- **Enhance Pilot Projects with Core Research Services**
  Librarians help pilot investigators through literature searches, journal and repository selection, dissemination guidance, and information management tools, helping to streamline early-stage translational research efforts.
- **Key Partners in Data Science Initiatives**
  They can provide extensive training and consultation support on metadata, data sharing mandates, cohort discovery, EHR data use, and privacy/security, effectively bridging informatics and information science.
- **Lead Open Science and FAIR Data Efforts**
  With expertise in open science practices, FAIR principles, and repository infrastructure, libraries ensure research outputs are accessible, discoverable, and reusable by the broader scientific and public communities.
- **Build Tools and Systems for Collaboration and Data Discovery**
  They develop data catalogs, institutional profile systems, and platforms for identifying potential collaborators, supporting team science and enabling cross-disciplinary data reuse.

Unsplash. https://unsplash.com/photos/a-macbook-with-lines-of-code-on-its-screen-on-a-busy-desk-

ELEMENT D – CLINICAL & TRANSLATIONAL SCIENCE RESOURCES

USE CASE EXAMPLE

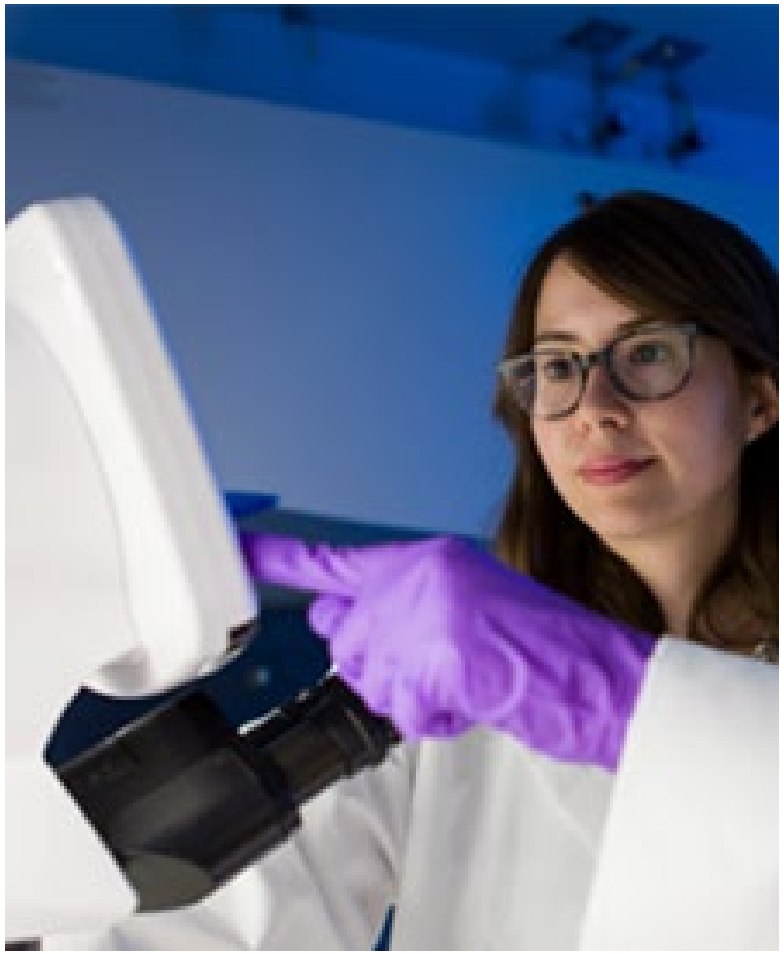
Weill Cornell Medicine librarians and administrators collaborated with the Informatics team of Weill Cornell Medicine's Clinical & Translational Science Center to develop ReCiter [50,59], an open source publication management and reporting system. ReCiter identifies individual-authored publications in PubMed by harnessing institution-specific identity data. Its companion system, ReCiter Publication Manager [52] allows everyone at Weill Cornell to generate reports and publication lists for all faculty, students, alumni, and residents. It also empowers these end users to generate bibliometric reports for individual full-time faculty which summarize data from iCite [51,52], NIH's bibliometric reporting tool.

ELEMENT D – CLINICAL & TRANSLATIONAL SCIENCE RESOURCES

USE CASE EXAMPLE

The University of Pittsburgh Health Sciences Library System has actively partnered with their campus to offer training, resources, and services to clinical and translational science *researchers for many years. These offerings cover a broad range of topics such as informatics and data science, scholarly publishing, compliance, research integrity, and FAIR (Findable, Accessible, Interoperable, Reusable) best practices. Recognition for librarians' teaching contributions within the CTSI Responsible Conduct of Research (RCR) Center have been recognized with secondary appointments with the University's Clinical and Translational Science Institute (CTSI).*

ELEMENT E – CLINICAL AND TRANSLATIONAL SCIENCE RESEARCH PROGRAM



- **Provide End-to-End Research Support**
  Library services such as literature searching, data management, evidence synthesis, data visualization, and coding instruction directly support the research project throughout its lifecycle.
- **Support Is Encouraged**
  Because each project under Element E may have unique or advanced needs, TSHs are advised to proactively consult their libraries to explore specialized or lesser-known resources and services.
- **Library-TSH Partnerships Offer Untapped Potential**
  There are already examples of successful collaborations between libraries and TSHs in supporting research programs, with additional capacity and partnership opportunities yet to be explored.

Research Activities (NCATS). https://ncats.nih.gov/sites/default/files/2023-09/Research_activities-620x275.png

TOPICS FOR STRATEGIC PARTNERSHIP

Strategy

Includes leadership to facilitate information-related planning and strategy; resource licensing, access, and training; and liaising with libraries at partner and collaborating institutions.

Collaboration

Includes libraries actively contributing as members of the translational science research and administrative teams, as well as research information and profiling systems.

Scholarly Impact

Includes efforts that enhance research visibility and impact of the hub through publication assistance, data management and sharing, and use of alternative metrics.

Data Services

Includes data management and sharing, data analysis and visualization, biostatistics, visualization, and rigor and reproducibility to advance research outcomes and impact.

Knowledge Management

Includes the creation, organization, and access to diverse information resources, including publications, datasets, and emerging technologies like generative AI.

Workforce Development

Includes tailored instruction and support from libraries for TSH affiliates, focusing on essential health sciences library resources and services.

POINTS TO NURTURE DISCUSSION AT YOUR HUB

- **Strategic Partners in the Translational Science Ecosystem**
  By aligning with TSH goals, libraries help bridge the gap between research and application in the learning health system.
- **Enhance Research Quality and Visibility**
  Support evidence synthesis, scholarly communication, data management, reproducibility, and compliance, and help researchers meet mandates and improve impact.
- **Expertise Extends Beyond "Traditional" Roles**
  Modern libraries offer support for code, datasets, visualization tools, and platforms like REDCap and complex data sources, contributing to rigorous research workflows.
- **Early and Ongoing Collaboration Is Key**
  Engaging libraries early in the proposal stage helps uncover existing services, sets the stage for sustainable partnerships, and accelerates the impact of translational work, even before formal funding begins.
- **Reinforces Institutional and Cross-Institutional Connectivity**
  Acting as connectors between institutions, libraries help coordinate access, share resources, and maintain active partnerships across TSH networks, reinforcing interdisciplinary and multi-site collaboration.

Thank you!

QUESTIONS?

Bart Ragon
br5n@virginia.edu

Anne Seymour
seymoura@jhmi.edu

Kristi Holmes
kristi.holmes@northwestern.edu

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Reach out to your library or let us know how we can help make the connection!

Reminder: September 2025 CTSA Webinar

No CTSA Webinar in August

The next webinar is **September 24**, **2025;** 2-3 PM ET