



## HESI ASSEMBLY ANNUAL MEETING

**WEDNESDAY, 12 JUNE, 2013**  
**8:30 a.m. to 11:45 a.m.**

**Paris Ballroom  
Hotel Monaco  
Alexandria, VA 22314**

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### AGENDA

- |                   |       |  |   |
|-------------------|-------|--|---|
| 8:30 a.m.         | I.    | Welcome & Call-to-order, Approval of Minutes   | <i>Dr. Dennis Devlin</i>  |
| 8:35 a.m.         | II.   | State of the Organization Address  | <i>Dr. Dennis Devlin</i>  |
| 8:50 a.m.         | III.  | HESI Nominating Committee Report   | <i>Dr. Dennis Devlin</i>  |
| 9:00 a.m.         | IV.   | Scientific Impact & HESI's Portfolio   | <i>Ms. Cyril Pettit, MEM</i>                                    |
| 9:30 a.m.         | V.    | HESI Strategic Plan & Priorities for Organizational Development & Capacity Building  | <i>Dr. Dennis Devlin &amp;<br/>Discussion from Participants</i> |
| <b>10:30 a.m.</b> |       | <b><i>Coffee Break</i></b>   |   |
| 10:45 a.m.        | VI.   | HESI CITE Keynote Lecture:<br>"Biomaterials and biotechnology:<br>From the development of controlled drug delivery systems to the foundation<br>of tissue engineering"<br>(Presentation via Live Video Link) | <i>Dr. Robert Langer, MIT</i>                                   |
| 11:45 a.m.        |       | <b>Break and Lunch</b>   |   |
| 12:30 p.m.        | VII.  | Lunchtime Seminar: "Open Access and Publishing: The New Frontier in Science?"  | <i>Ms. Heather Joseph</i>                                       |
| 1:25 p.m.         | VIII. | Final Remarks and Thanks   | <i>Ms. Cyril Pettit</i>   |
| 1:30 p.m.         | IX.   | Adjourn  | <i>Dr. Dennis Devlin</i>  |



## **HESI ASSEMBLY ANNUAL MEETING**

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### **ANTICIPATED ATTENDEES**

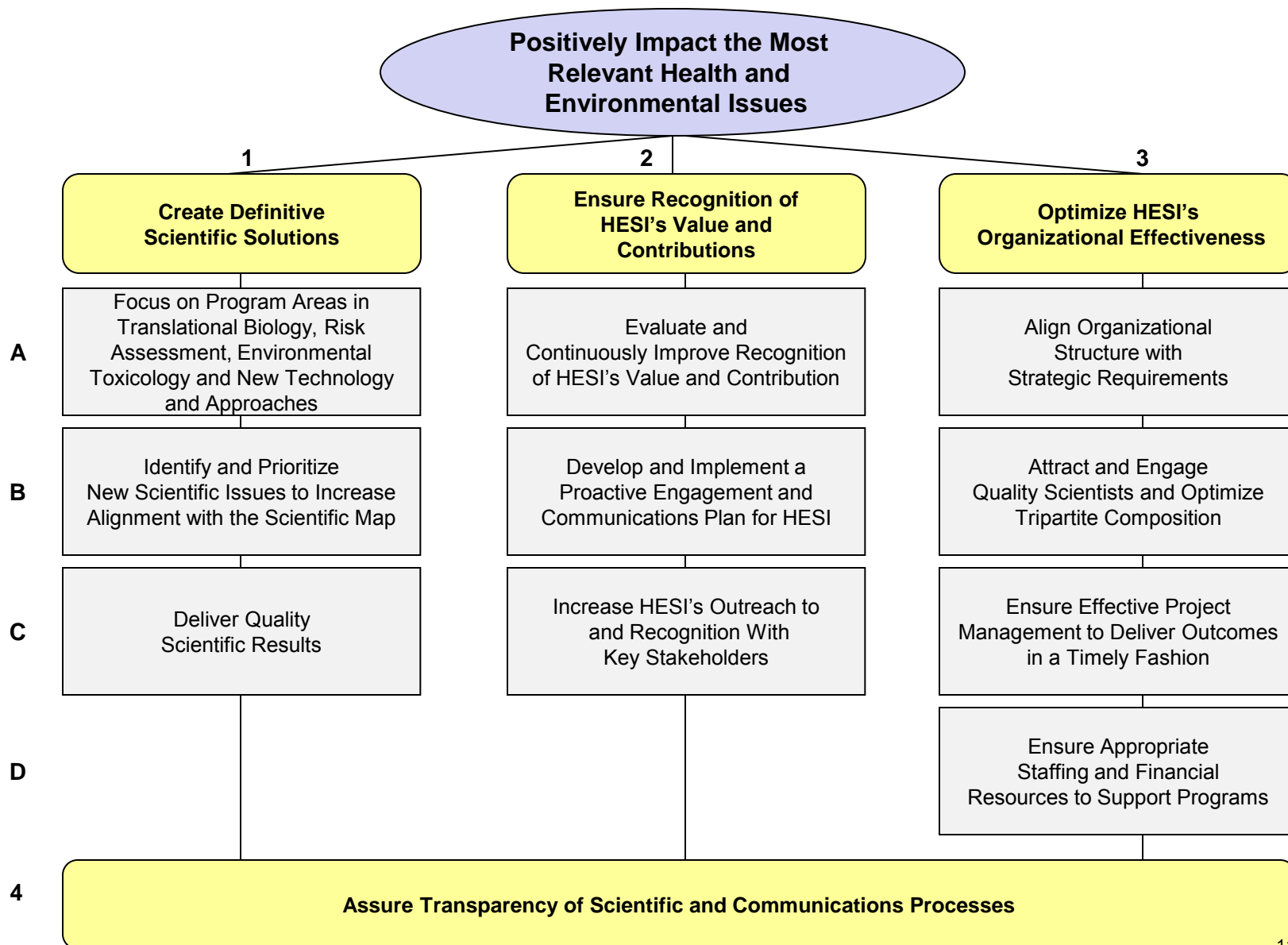
Dr. Sambasiva Arepalli	US Food and Drug Administration
Dr. Herman Autrup	University of Aarhus
Dr. Robeena Aziz	US Food and Drug Administration
Dr. Ambuja Bale	US Environmental Protection Agency
Dr. Brian Berridge	GlaxoSmithKline
Ms. Beth-Ellen Berry	ILSI
Dr. Ann Blacker	Bayer CropScience
Prof. Alan Boobis	Imperial College London
Dr. David Brewster	Vertex Pharmaceuticals, Inc.
Dr. Fernando Cardini	ILSI Argentina
Dr. Connie Chen	HESI
Dr. Samuel Cohen	University of Nebraska Medical Center
Mr. Philippe Detilleux	Sanofi
Dr. Dennis Devlin	Exxon Mobil Corporation
Dr. Darlene Dixon	National Institute of Environmental Health Sciences
Ms. Nancy Doerrer	HESI
Dr. Yvonne Dragan	AstraZeneca
Dr. Scott Dyer	The Procter & Gamble Company
Dr. Michelle Embry	HESI
Dr. Michael Engwall	Amgen. Inc.
Dr. Ellen Evans	Pfizer DSRD
Ms. Brianna Farr	HESI
Dr. Andrew Glickman	Chevron Corporation
Dr. Daniel Goldstein	Monsanto Company
Dr. Jay Goodman	Michigan State University
Dr. Michael Graziano	Bristol-Myers Squibb Company
Dr. Patrick Guineu	S.C. Johnson & Son, Inc.
Dr. Peggy Guzzie-Peck	Janssen, Johnson & Johnson
Dr. Laurie Hanson	Pfizer Inc.
Dr. Ernie Harpur	Newcastle University
Ms. Megan Harries	HESI
Dr. Suzanne Harris	ILSI
Dr. Wafa Harrouk	US Food and Drug Administration
Dr. Charles Hastings	BASF
Dr. Eric Hentges	ILSI North America
Dr. Michael Holsapple	Battelle Memorial Institute

Dr. Mark Hurtt	Pfizer Inc.
Prof. Toshihisa Ishikawa	RIKEN Yokohama Institute
Dr. David Jacobson-Kram	US Food and Drug Administration
Dr. Francis Kalush	US Food and Drug Administration
Dr. James Klaunig	Indiana University
Dr. James Lamb	Exponent
Prof. Robert Langer*	Massachusetts Institute of Technology
Dr. Serrine Lau	University of Arizona
Dr. Lois Lehman-McKeeman	Bristol-Myers Squibb
Dr. Vasant Malshet	US Food and Drug Administration
Prof. José Manautou	University of Connecticut
Dr. Donald Marsh	Merck Research Laboratories
Dr. Joanna Matheson	US Consumer Product Safety Commission
Dr. LuAnn McKinney	US Food and Drug Administration
Dr. Owen McMaster	US Food and Drug Administration
Dr. Charlene McQueen	US Environmental Protection Agency
Prof. Angelo Moretto	University of Milano
Dr. Derek Muir	Environment Canada
Dr. Stephen Newsholme	GlaxoSmithKline Pharmaceuticals
Dr. Raegan O'Lone	HESI
Dr. Michael Orr	US Food and Drug Administration
Dr. Thomas Parkerton	ExxonMobil Biomedical Sciences, Inc.
Dr. Timothy Pastoor	Syngenta Crop Protection
Ms. Cyril Pettit	HESI
Dr. Martin Philbert	University of Michigan
Ms. Jennifer Pierson	HESI
Dr. Ruth Roberts	AstraZeneca
Dr. J. Craig Rowlands	The Dow Chemical Company
Dr. Nakissa Sadrieh	US Food and Drug Administration
Dr. Atsushi Sambuisscho	Daiichi-Sankyo Co., Ltd.
Dr. Jiro Seki	Astellas Pharma Inc.
Dr. Kathleen Shelton	Haskell Global Centers/DuPont
Dr. Lewis Smith	Medical Research Council
Mr. Shawn Sullivan, Esq.	ILSI
Ms. Ayako Takei	ICaRuS Japan Limited
Dr. Jennifer Tanir	HESI
Dr. Karol Thompson	US Food and Drug Administration
Dr. Scott Thurmond	US Food and Drug Administration
Dr. Ronald Wange	US Food and Drug Administration
Dr. Douglas Wolf	US Environmental Protection Agency
Dr. Michael Wright	US Environmental Protection Agency
Prof. Flavio Zambone	Brazilian Institute of Toxicology
Dr. Harold Zenick	US Environmental Protection Agency
Dr. Jiwen Zhang	GE Healthcare

\* *via video conference*



# ILSI Health and Environmental Sciences Institute Strategic Plan: 2011- 2015



## HESI Strategic Plan Implementation Survey

### 2013 Results Summary and Overview

The following pages summarize the results of a survey distributed to the HESI Official Representatives, HESI Board of Trustees, HESI Emerging Issues Committees, and HESI Scientific Committee Leadership in May 2013.

The survey was introduced to respondents as follows:

#### Fulfilling HESI's Strategic Plan: Prioritizing Efforts

The 2011-2015 HESI Strategic Plan, developed by the HESI Board and HESI Membership, sets forward organizational objectives to enhance the value and impact of HESI. (A copy of the plan is on the next page).

The HESI Board seeks to fulfill this Plan by 2015 by dedicating appropriate resources towards strategic initiatives in alignment with the plan. Resources for these efforts will be drawn from HESI's existing funds.

We are seeking your input to identify and prioritize these efforts. This survey includes some areas for feedback but you are encouraged to suggest additional or alternate ideas.

The responses from this survey will be discussed during the Assembly meeting at the June 12, 2013, HESI Annual Meeting and later vetted by the HESI Board for possible enactment in 2014 and beyond.

The survey should take approximately 5 minutes to complete.

## HESI Strategic Plan – Priorities for Implementation

<b>1. 1) Category A: Enhancing HESI's Ability to Support New and Expanding Scientific Initiatives (Supports Strategic Plan Categories: 1 and 3)</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	45	10	0	1.18	55
<i>answered question</i>					<b>55</b>
<i>skipped question</i>					<b>3</b>

<b>2. A) Provide additional budget to the Emerging Issues Committee to support more extensive funding for new programs when beneficial.</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	28	26	4	1.59	58
<i>answered question</i>					<b>58</b>
<i>skipped question</i>					<b>0</b>

<b>3. B) Provide funds for additional HESI staff (internally or via contract) to provide management support to new or expanding projects.</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	21	32	4	1.70	57
<i>answered question</i>					<b>57</b>
<i>skipped question</i>					<b>1</b>

<b>4. C) Augment the Emerging Issues identification process by contracting with a paid advisor(s) to help identify new topics or challenges that are emerging.</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	8	16	33	2.44	57
<i>answered question</i>					<b>57</b>
<i>skipped question</i>					<b>1</b>

<b>5. D) Hire or contract (on retainer) with specialized subject matter experts that can be accessible to all HESI projects to facilitate program design and implementation (e.g., science writers, computational experts, informatics experts, etc.).</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	16	30	11	1.91	57
<i>answered question</i>					<b>57</b>
<i>skipped question</i>					<b>1</b>

**6. Additional Comments or Suggestions:**

## HESI Strategic Plan – Priorities for Implementation

Answer Options	Response Count
	13
<i>answered question</i>	<b>13</b>
<i>skipped question</i>	<b>45</b>

No.	Date	6. Response Text
1	<b>May 13, 2013 12:56 PM</b>	Develop a systematic process that: identifies a key issue, summarizes the state of the science, engages experts and organizations. develops a consensus path forward.
2	<b>May 10, 2013 8:42 AM</b>	Hiring external paid advisors ahs a great risk of losing the connection with the existing programs.
3	<b>May 8, 2013 10:19 PM</b>	HESI has more than one mechanism to identify and initiate new projects. I would support some additoinal funding to EC as appropriate, but it may be more important to make sure management capacity is present as needed.
4	<b>May 8, 2013 2:48 PM</b>	D. Most members are time limited, so access to science writers for HESI related projects seems like a great idea.
5	<b>May 8, 2013 2:45 PM</b>	Tripartite volunteers and limited staff hobbles the time needed to efficiently complete projects. Facilitation of capacity and capability can be achieved with more support by staff and contractors.
6	<b>May 3, 2013 2:56 PM</b>	In an age of diminishing financial resources, HESI can serve an invaluable scientific role in coordinating collaborative efforts in which costs are shared. Doing the right science at the right time and communicating this effectively will matter. Focusing on the critical issues that impact regulatory decisions and/or human and environmental health risk assessments is paramount. This information should come from assembly members, not paid advisors.
7	<b>May 1, 2013 7:56 PM</b>	Not sure we need to hire or contract thought leaders- we could poll them with honorarium for input on key emerging issues and some (regulators for example) may be willing to provide input without honorarium/agreement- but I like idea of broadening input to identify broad emerging issues
8	<b>Apr 26, 2013 8:06 PM</b>	Re (C): I do not see why we would need to pay and advisor for this?? However, I do think it would be very helpful to try to meet with outstanding basic scientists who are engaged in excellent research that is relevant to advancing science-based safety assessment but who do not tend to have this topic on their radar screens. Small groups meeting with people like this could prove to be vey helpful. I (Jay Goodman) would be glad to discuss this further.  Re: (D) -- Use of contractors could work out well on some carefully focused issues. However, our best work products come from highly dedicated/engaged project team members and HESI staff. My concern regarding possible initiative (D) is that HESI project team members might tend to off-load some of their responsibilities onto contractors. Thus, we would have to monitor each situation carefully.
9	<b>Apr 26, 2013 6:50 PM</b>	we choose members of the EIC on the basis of being highly competent to accomplish subtopic C and the HESI staff should be able to achieve subtopic d
10	<b>Apr 26, 2013 3:22 PM</b>	Challenge is to expand input and involvement from scientists from all sectors, especially academia and government. Need to make it attractive for them to actively participate in projects. I am concerned with the emphasis on work for hire, although I understand the need for trying to optimize efficiencies. Adds to costs, potentially significant.
11	<b>Apr 26, 2013 1:20 PM</b>	In addition to starting new projects via the Emerging issues process one should consider to expand ongoing projects on certain subjects to pick up new technologies, or to broaden subject areas in projects developing and evaluating certain technologies, or a combination thereof



## HESI Strategic Plan – Priorities for Implementation

12	<b>Apr 25, 2013 1:56 PM</b>	I don't believe that we need a paid advisor to help identify new topics. Rather we need mechanisms to more proactively solicit ideas beyond the membership. This would be looking beyond pulsing agencies and others which is a passive approach. Perhaps holding a series of small brain storming/advising round tables (not all in DC) where HESI invites science leaders to share their thoughts might be useful. The invitees should reflect a transdisciplinary swath to stimulate discussion.
13	<b>Apr 23, 2013 4:36 PM</b>	Seek out highly qualified individuals to provide these activities providing them with an honorarium and cover all travel expenses. No need to hire or contract out extensively when this can be done by alternative routes.

### 7. 2) Category B: Enhancing HESI's Visibility in and Support for Academic/Research Sector (Supports Strategic Plan Categories: 1 and 2)

Answer Options	High	Medium	Low	Rating Average	Response Count
	25	20	5	1.60	50
<i>answered question</i>					<b>50</b>
<i>skipped question</i>					<b>8</b>

### 8. A) Develop a HESI academic/endowed lectureship series.

Answer Options	High	Medium	Low	Rating Average	Response Count
	15	29	13	1.96	57
<i>answered question</i>					<b>57</b>
<i>skipped question</i>					<b>1</b>

### 9. B) Establish a 'HESI Foundation Fund' to provide direct support to basic research or educational initiatives.

Answer Options	High	Medium	Low	Rating Average	Response Count
	18	15	23	2.09	56
<i>answered question</i>					<b>56</b>
<i>skipped question</i>					<b>2</b>

### 10. C) Create a graduate student travel support fund to allow for participation in HESI workshops, committees, or other professional scientific meetings.

Answer Options	High	Medium	Low	Rating Average	Response Count
	18	19	19	2.02	56
<i>answered question</i>					<b>56</b>
<i>skipped question</i>					<b>2</b>

## HESI Strategic Plan – Priorities for Implementation

<b>11. D) Create and fund partnerships for exchange of academic/basic research scientists to spend time as visiting researchers in private sector or other labs with focus relevant to HESI.</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	22	21	13	1.84	56
<i>answered question</i>					<b>56</b>
<i>skipped question</i>					<b>2</b>

<b>12. Additional comments or suggestions:</b>	
Answer Options	Response Count
	9
<i>answered question</i>	<b>9</b>
<i>skipped question</i>	<b>49</b>

No.	Date	12. Response Text
1	<b>May 13, 2013 12:58 PM</b>	Develop a process to Identify and recognize young emerging leaders in teh field and provide a forum through international workshops to showcase their contributions to the field and ththoughts towards future needs.
2	<b>May 13, 2013 9:31 AM</b>	All are great ideas so rated high even if realistically only one or two could probably be funded. Will need to rpioritize.
3	<b>May 10, 2013 8:47 AM</b>	Ad C: funding graduate students might lead to future binding of academic contacts.  Ad D: This can be done anyway. I am not sure whether there is an added value to do this via a HESI-construction. The partnership might be used as an instrument in the HESI Foundation Funding (see B)
4	<b>May 8, 2013 10:22 PM</b>	Although I would support the HESI Foundation idea, this is a long-term objective that may take years to come to fruition. The other objectives are relatively inexpensive, but could have high impact. I think HESI is largely ignoring the academic sector with the exception of those academic scientists that are directly involved in HESI activities. HESI could garner much more support through these other activities.
5	<b>May 1, 2013 7:59 PM</b>	Could we support, for example, regulators spending time in academics or vice-versa (regulator/industry is probably off limits for practical reasons... sadly... in either direction)
6	<b>Apr 26, 2013 6:51 PM</b>	sponsoring academic research falls outside the scope of the mission of HESI
7	<b>Apr 26, 2013 11:39 AM</b>	B) and C) seem to be competitive with already existing programs by ILSI Research Foundation or scientific societies, and thus, may not be effective to enhance HESI.
8	<b>Apr 25, 2013 2:10 PM</b>	In addition to the academic/research sector, there may be others to consider as to plausibility/interest in some of HESI's issues and products like public health/health provider community, scientists in environmental and health agencies at the state and local governments.
9	<b>Apr 23, 2013 4:36 PM</b>	Support postdoctoral and graduate students

## HESI Strategic Plan – Priorities for Implementation

<b>13. 3) Category C: Expanding HESI's Role as a Global Organization (Supports Strategic Plan Categories: 2 and 3)</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	29	19	1	1.43	49
<i>answered question</i>					<b>49</b>
<i>skipped question</i>					<b>9</b>

<b>14. A) Create a budget to support recruitment of a more regionally diverse pool of experts to provide technical input to HESI's scientific programs and identify emerging issues.</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	21	27	8	1.77	56
<i>answered question</i>					<b>56</b>
<i>skipped question</i>					<b>2</b>

<b>15. B) Provide funds to support HESI workshops, outreach, or training activities in regions with compatible issues but limited current involvement in HESI.</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	27	23	5	1.60	55
<i>answered question</i>					<b>55</b>
<i>skipped question</i>					<b>3</b>

<b>16. C) Provide funding to support collaborative partnerships involving HESI and international organizations such as the WHO.</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	33	19	4	1.48	56
<i>answered question</i>					<b>56</b>
<i>skipped question</i>					<b>2</b>

<b>17. Additional comments or suggestions:</b>	
Answer Options	Response Count
	9
<i>answered question</i>	<b>9</b>
<i>skipped question</i>	<b>49</b>

## HESI Strategic Plan – Priorities for Implementation

No.	Date	17. Response Text
1	May 13, 2013 12:59 PM	Engaging international organizations in key areas of science will foster interaction on major issues.
2	May 13, 2013 9:40 AM	These proposed initiatives could be combined with the proposals made for category B, to address both the involvement of Academic partners and to expand HESI's global role.
3	May 10, 2013 8:50 AM	In my view HESI is an important research-driven organization. I think that it is more important to involve the other areas in the research committees, than to organize general training in those areas.
4	May 8, 2013 10:23 PM	I think partnering is the most viable option.
5	May 1, 2013 8:00 PM	B will need a lot of resources- C lets us leverage partner resources and play to HESI strengths
6	Apr 26, 2013 8:06 PM	Re (A): I do not know what "the phrase "regionally diverse pool of experts" means.  Re (B): There is some danger associated with spreading our efforts in too many different locations and, thus, diluting impact overall. I suggest maintaining the focus on the US, Europe, Japan and China.
7	Apr 26, 2013 3:26 PM	Could be especially important for coordinating with regional branches of ILSI, especially for those companies with membership in HESI and in other branches of ILSI.
8	Apr 25, 2013 2:12 PM	believe my comments for categories A&B are relevant to this Category as well.
9	Apr 23, 2013 8:47 PM	Global should mean growing in Asia, Africa and Latin America. I think we could play a larger role in the developing world.

18. 4) Category D: Supporting HESI's Leadership in Bridging Basic to Applied Sciences (Supports Strategic Plan Categories: 1 and 2)					
Answer Options	High	Medium	Low	Rating Average	Response Count
	34	15	4	1.43	53
<i>answered question</i>					<b>53</b>
<i>skipped question</i>					<b>5</b>

19. A) Support additional HESI CITE (Combining Interdisciplinary and Translational Expertise) workshops and initiatives that bring together diverse technical disciplines and sectors to promote improved translation of science from discovery to application.					
Answer Options	High	Medium	Low	Rating Average	Response Count
	31	23	1	1.45	55
<i>answered question</i>					<b>55</b>
<i>skipped question</i>					<b>3</b>

## HESI Strategic Plan – Priorities for Implementation

<b>20. B) Support educational and outreach opportunities that foster an improved understanding and execution of the translational science process (discovery to application).</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	15	29	11	1.93	55
<i>answered question</i>					<b>55</b>
<i>skipped question</i>					<b>3</b>

<b>21. C) Create opportunities for earlier and more frequent engagement of applied science perspectives in the basic research design process.</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	23	25	6	1.69	54
<i>answered question</i>					<b>54</b>
<i>skipped question</i>					<b>4</b>

<b>22. Additional comments or suggestions:</b>	
Answer Options	Response Count
	6
<i>answered question</i>	<b>6</b>
<i>skipped question</i>	<b>52</b>

No.	Date	22. Response Text
1	<b>May 10, 2013 8:53 AM</b>	Academic research on new methodologies is often focussing on theoretical approaches, without the translation to the application. How to reach regulatory decisions? Emphasis in this area is highly needed.
2	<b>May 8, 2013 10:24 PM</b>	Other opportunities might be to partner with like-minded initiatives.
3	<b>May 8, 2013 2:50 PM</b>	Translation is critical.
4	<b>May 1, 2013 8:02 PM</b>	Not sure I fully understand ramifications of A vs B or benefits of A/B vs C- but exploration would seem very worthwhile
5	<b>Apr 26, 2013 8:06 PM</b>	Re (B): My low level of enthusiasm here is because I believe that much of the goal (which is a worthy goal) can be accomplished by focusing on (A). We cannot do it all.
6	<b>Apr 23, 2013 8:49 PM</b>	I am unclear as to what CITE is and what is it's value.

## HESI Strategic Plan – Priorities for Implementation

<b>23. 5) Category E: Enhancing HESI's Ability to Reach and Impact its Stakeholders through Communications (Supports Strategic Plan Categories: 2 and 4)</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	29	20	3	1.50	52
<i>answered question</i>					<b>52</b>
<i>skipped question</i>					<b>6</b>

<b>24. A) Contract for professional assistance in developing and implementing messaging and communication tools.</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	13	31	12	1.98	56
<i>answered question</i>					<b>56</b>
<i>skipped question</i>					<b>2</b>

<b>25. B) Support opportunities to more routinely and extensively engage HESI stakeholders in dialogue to identify priority issues.</b>					
Answer Options	High	Medium	Low	Rating Average	Response Count
	29	21	4	1.54	54
<i>answered question</i>					<b>54</b>
<i>skipped question</i>					<b>4</b>

<b>26. Additional comments or suggestions:</b>	
Answer Options	Response Count
	6
<i>answered question</i>	<b>6</b>
<i>skipped question</i>	<b>52</b>

No.	Date	26. Response Text
1	<b>May 13, 2013 1:00 PM</b>	Develop a program for various constituencies that provides updates in a brief yet useable manner to keep them informed about HESI activities
2	<b>May 3, 2013 2:59 PM</b>	Consider cross-group interactions to enhance communications. Emphasis needs to be on getting messages out that the audience (who ever that is) actually wants to know more about.
3	<b>May 1, 2013 8:05 PM</b>	Professional communications tends to be very costly and I am not sure how much is added when we are doing fundamentally technical communication vs public/media communication. Certainly open to changing my conceptualization of that, however.

## HESI Strategic Plan – Priorities for Implementation

		Item B SHOULD be happening- perhaps could be better- but I think broader conversations with thought leaders might be a more productive focus.
4	<b>Apr 26, 2013 8:06 PM</b>	Re (A): Our best communication tools are our publications. I suggest it would be helpful (might be painful, too) to engage in a period of introspection regarding which committees are publishing papers that make a difference (and how can we enhance this) and which, if any, committees might fall short in this regard and what might be done to improve the situation.
5	<b>Apr 25, 2013 2:16 PM</b>	I think that communications is vital and worth spending the money to hire a permanent staff member. Communications, in the past, had been the Agency and ORD's Achilles Heel. Using contractors was okay for certain tasks but did not work when trying to put together the overall strategy.
6	<b>Apr 23, 2013 8:49 PM</b>	I support growing activities around health and environmental risk communication.

<b>27. Please list any additional suggestions or comments regarding strategic capacity building in support of the HESI Strategic Plan.</b>	
Answer Options	Response Count
	6
<i>answered question</i>	<b>6</b>
<i>skipped question</i>	<b>52</b>

No.	Date	27. Response Text
1	<b>May 13, 2013 1:01 PM</b>	HESI should focus on evidence based and data driven solutions to address major scientific issues
2	<b>May 8, 2013 7:20 PM</b>	Provide opportunity for HESI staff to be credibly versed in the science they facilitate (as many already are I'm sure). I think staff can help drive the science filling in the gaps for members that are increasingly spread very thin.
3	<b>May 8, 2013 2:39 PM</b>	Consideration for contracted support for writing publications
4	<b>May 1, 2013 8:08 PM</b>	As per some of our discussion last year- could HESI itself identify broad emerging issues and put out, in effect, RFPs to supporting companies (or potential ones) to identify specific projects in that area. Also- could we bring in resources from member or outside organizations to look at proposals and try to broaden their impact and/or improve quality/utility of results?
5	<b>Apr 26, 2013 8:06 PM</b>	To state the obvious, HESI member companies are members because they feel that HESI adds value, e.g., helps to resolve some issues of concern. However, it would be helpful to learn from the company representatives what HESI could, in their opinions, due to be viewed as more of the "go-to-organization." Perhaps much of this information is already gleaned from periodic conversations with company representatives. It would be good to hear what they have said in this regard and see if some points can be acted upon.
6	<b>Apr 26, 2013 3:28 PM</b>	All comes down to availability of funding.

## HESI Strategic Plan – Priorities for Implementation

<b>28. OPTIONAL: If you would like to include your name, affiliation, and/or email please do so here. You are not required to provide any information.</b>	
<b>Answer Options</b>	<b>Response Count</b>
	9
<i>answered question</i>	<b>9</b>
<i>skipped question</i>	<b>49</b>