

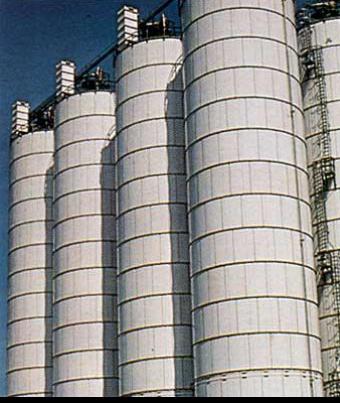
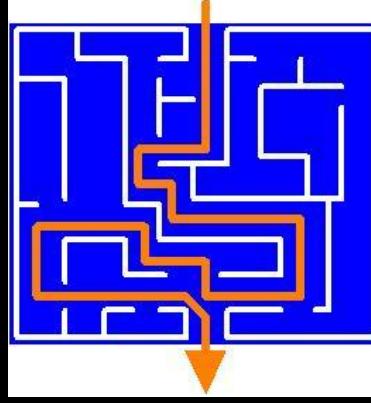
# **Genomics, Demographics, Epidemics, Economics and Ethics: The Complex Forces Shaping Healthcare**

**Dr. George Poste**  
**Chief Scientist, Complex Adaptive Systems Initiative**  
**and Professor of Health Innovation, Arizona State University**  
**george.poste@asu.edu**  
**www.casi.asu.edu**

**First Constantin Spiegelfeld Lecture,  
Research Center for Molecular Medicine  
Austrian Academy of Sciences, Vienna  
8 November 2010**

**Slides available @  
[www.casi.asu.edu](http://www.casi.asu.edu)**

# Challenges for Healthcare Delivery Systems

Cost	Demographics	Chronic Diseases	Life Style Disease
			
			
Inefficient use of Information	Fragmented, Compartmentalized Services	Protracted Adoption of Best Practices	Subsidiarity and Policy Complexity

# The Impact of Market Forces on Health Systems

A Review of Evidence in the 15 European Union Member States



European Health Management Association

## A EUROPEAN CAMPAIGN ON RISK ASSESSMENT



## HEALTHY WORKPLACES GOOD FOR YOU. GOOD FOR BUSINESS

<http://hw.osha.europa.eu>



## ENSURING VALUE FOR MONEY IN HEALTH CARE The role of health technology assessment in the European Union

Corinna Sorenson, Michael Drummond,  
Panos Kanavos

Observatory Studies Series N° 11



## ASSURING THE QUALITY OF HEALTH CARE IN THE EUROPEAN UNION A case for action

Helena Legido-Quigley  
Martin McKee  
Ellen Nolte  
Irene A Glinos

Observatory Studies Series N° 12

## Health in All Policies Prospects and potentials

Edited by  
Timo Stähli, Matthias Wismar, Eeva Ollila,  
Eero Lahtinen & Kimmo Lepo

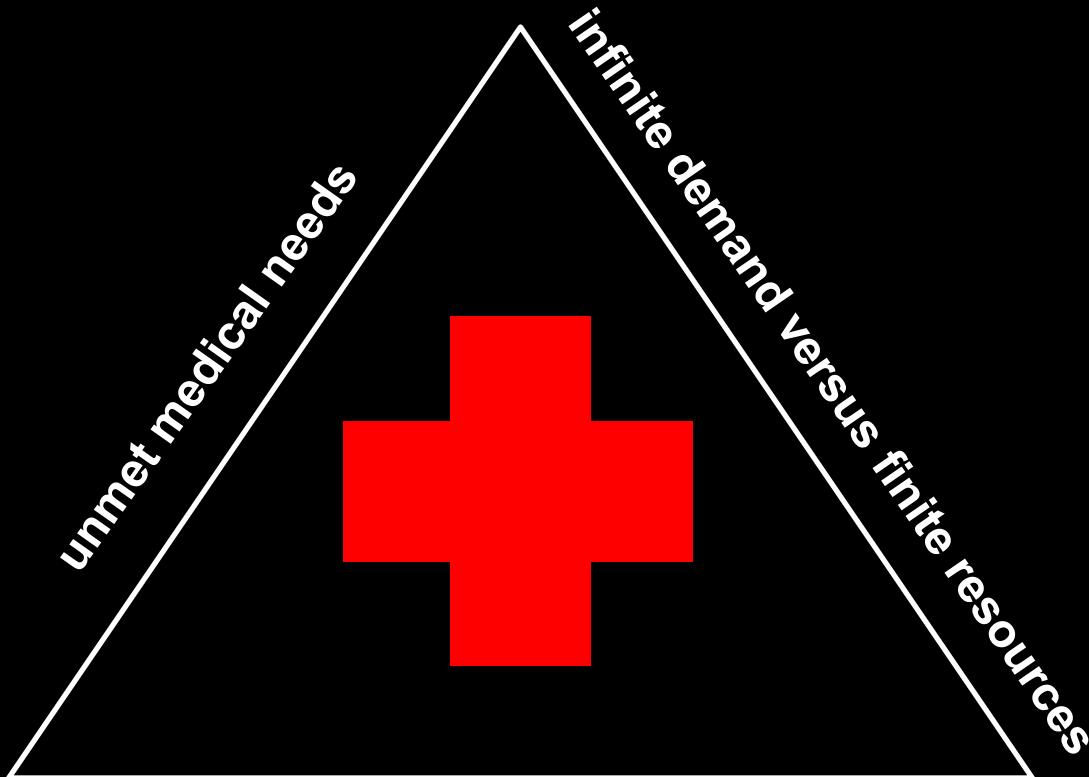


New societal challenges for the European Union  
New challenges for social sciences and the humanities  
Thinking across boundaries  
Modernising European research



PRACTICAL INFORMATION

# The Healthcare Challenge

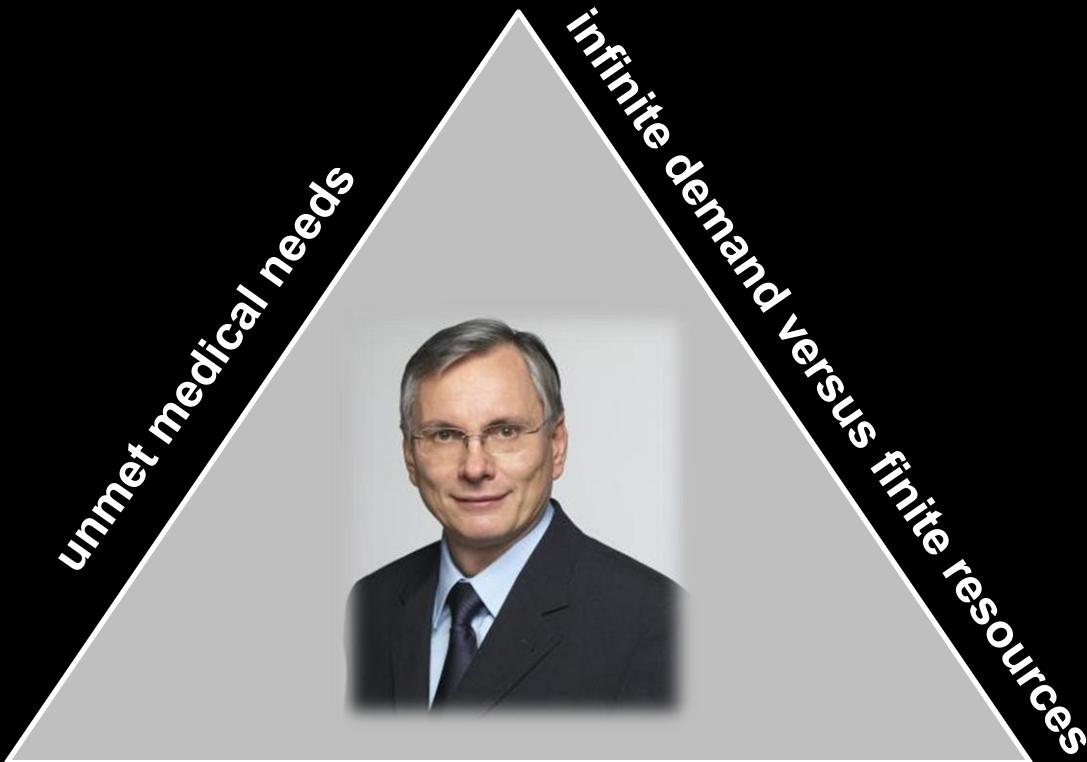


**increasing cost of care  
and acceleration of new technologies**

# The Healthcare Challenge

Outcomes

clinical, economic, quality-of-life

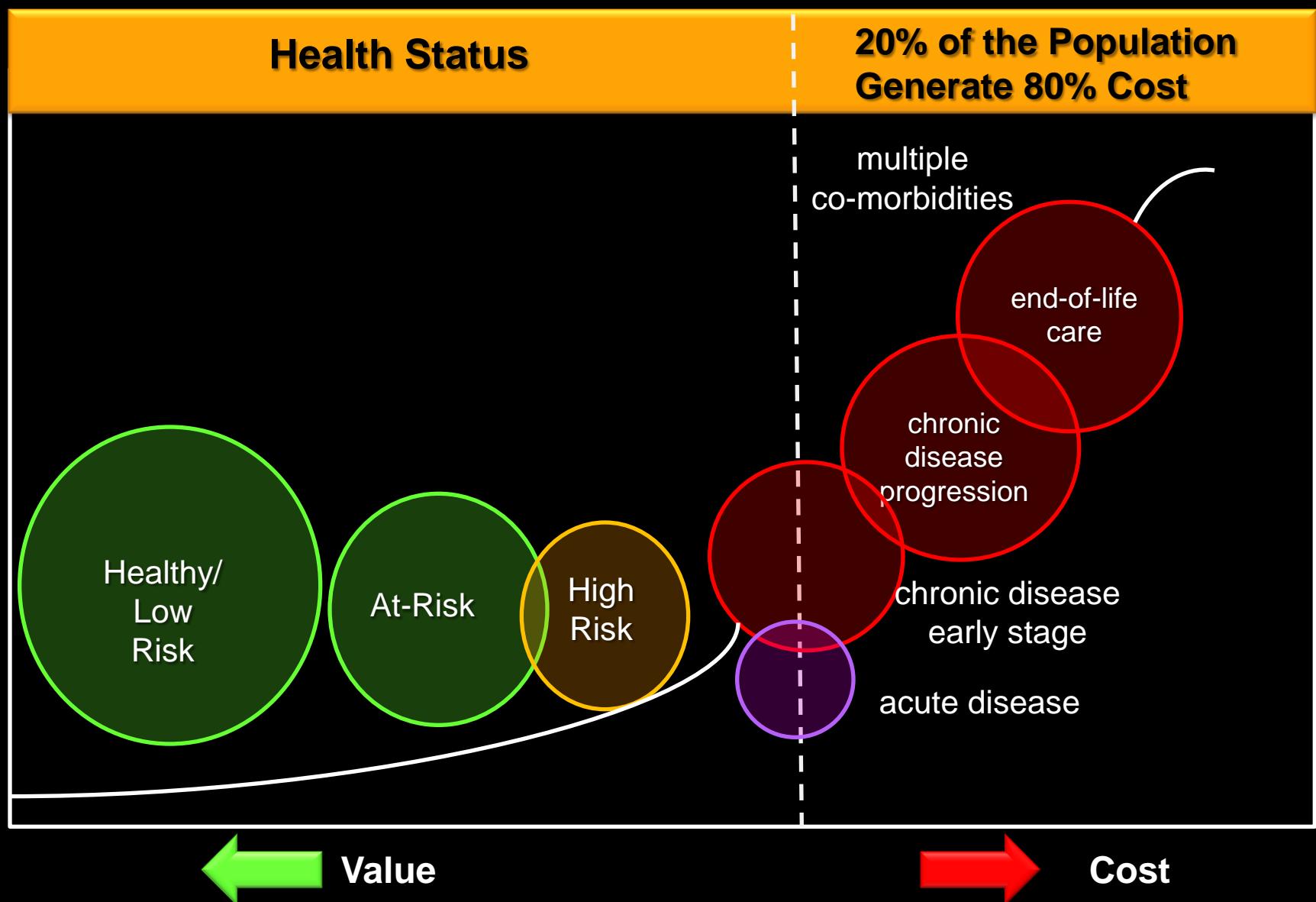


Innovation  
and  
Cost of Care

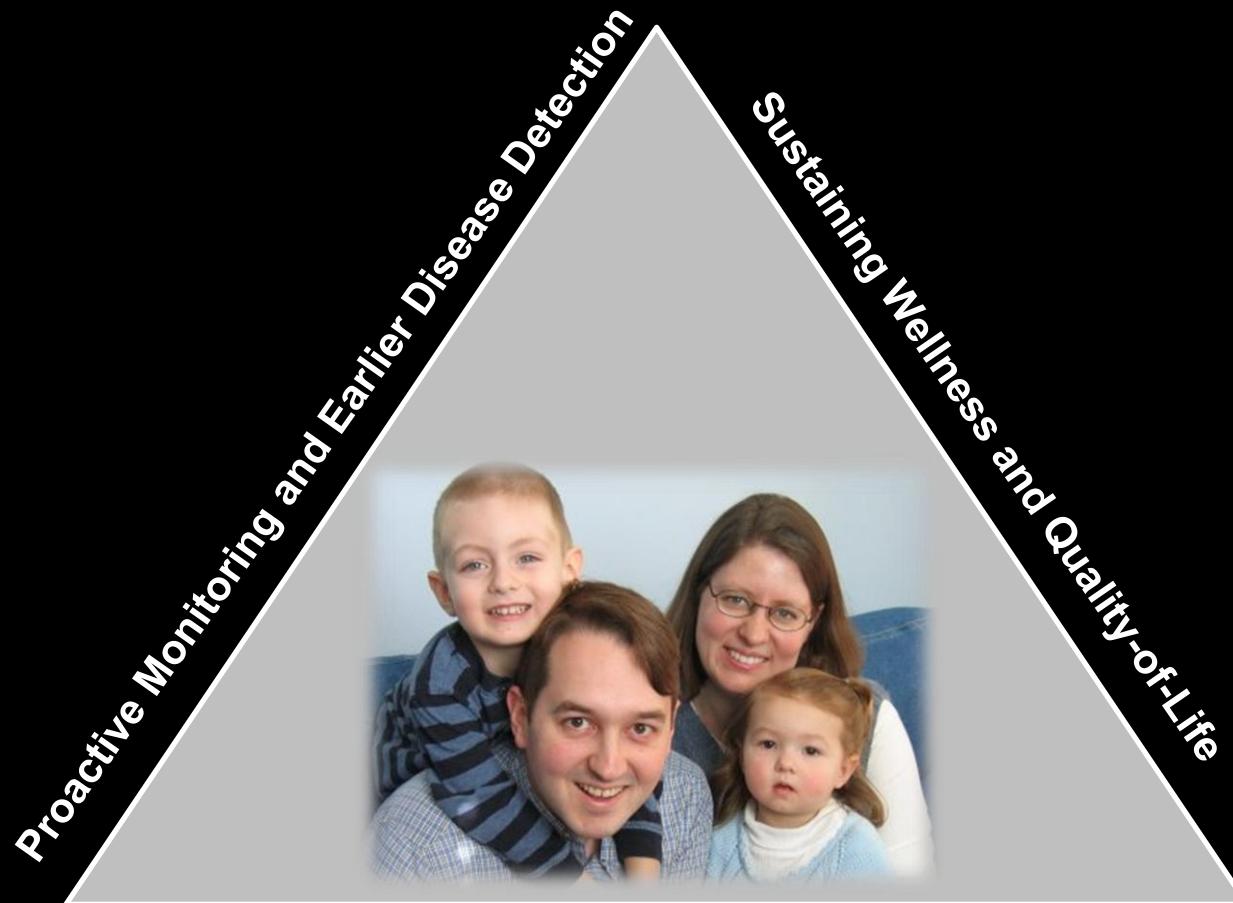
increasing cost of care  
and impact of technology acceleration

Access  
to  
Care

# The Economic, Social and Clinical Benefits of Proactive Mitigation of Disease Risk and Chronic Disease Co-Morbidities



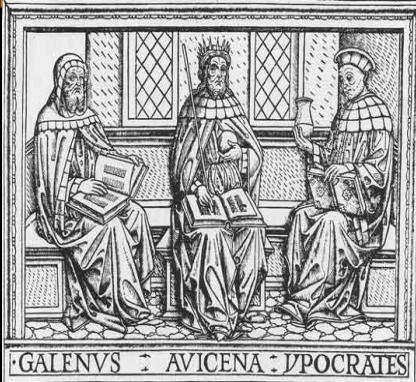
# Designing Delivery Systems to Sustain Health (Wellness) Versus Systems for Treating Illness



**Shift from Diagnosis and Treatment of Ongoing Disease  
to Disease Prediction and Prevention**

# The Intellectual Frontiers of Medicine

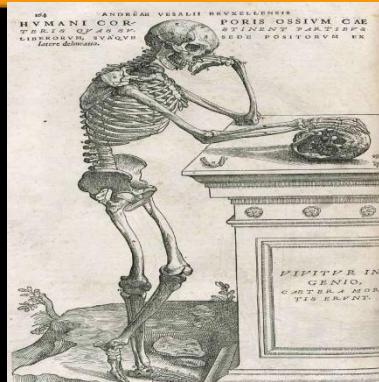
## Antiquarian



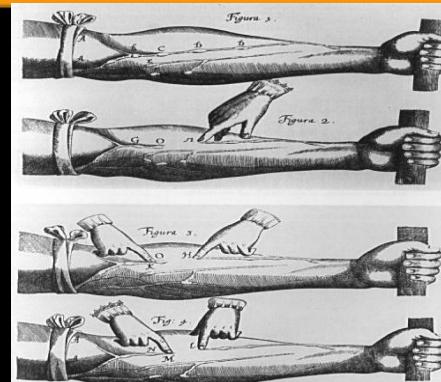
## Medieval



## Renaissance



## Enlightenment



**Microbial  
Pathogens**

**Cellular  
Pathology**

**Molecular  
Mechanisms**

**Mechanism  
Based Rx**

# The Intellectual Frontiers of Medicine

Anesthesia



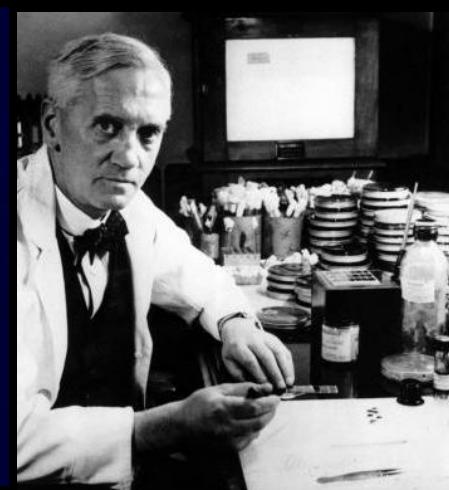
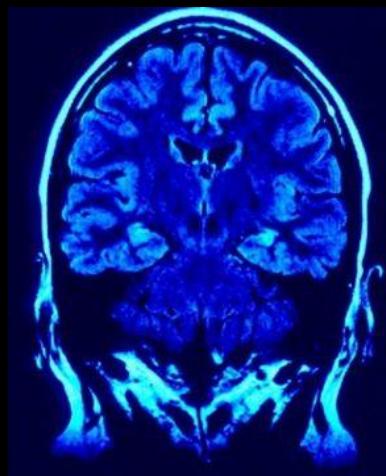
Hygiene



Sanitation



Vaccination



Nutrition

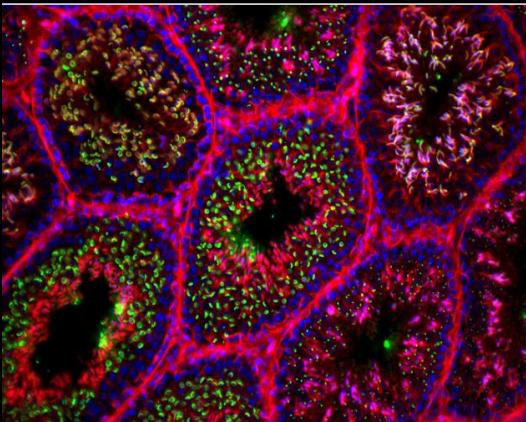
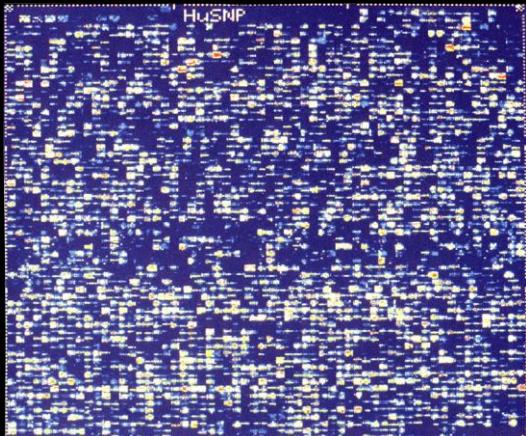
Surgery

Imaging

Revolutionary  
Rx

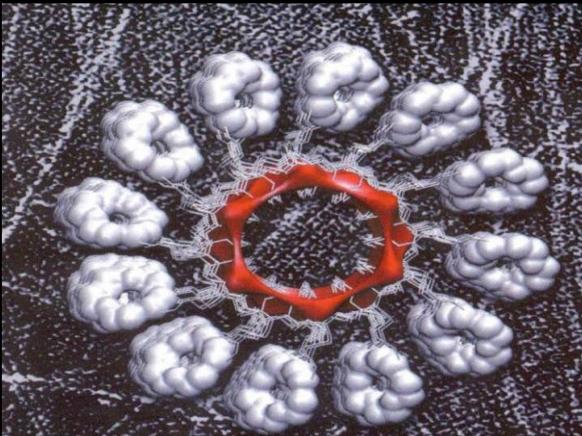
# Systems Biology: Mapping The Design of Complex, Adaptive Networks of Increasingly Higher Structural Order

# Gene Expression

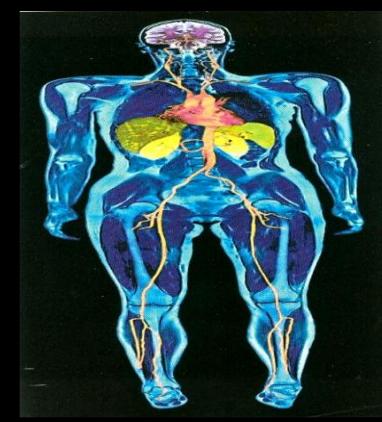
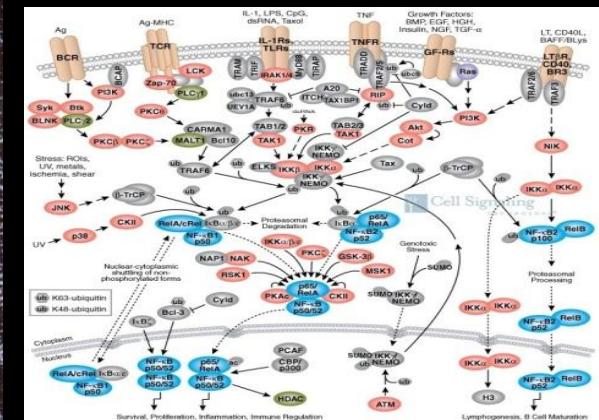


# Cells and Tissues

# **Protein Structure and Function**



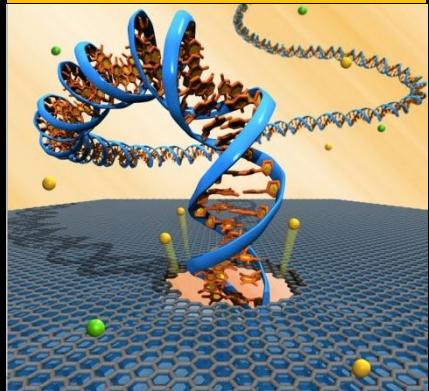
# Organs and Homeostasis



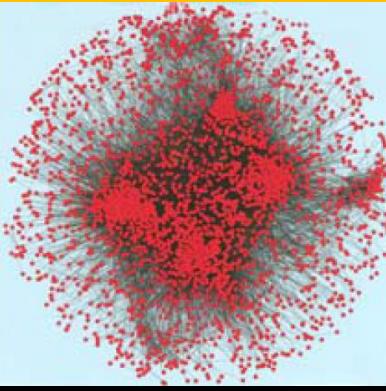
# Whole Organism (System)

# The Intellectual Frontiers of Medicine

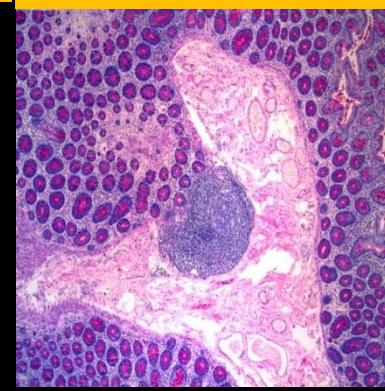
## Biology as Information



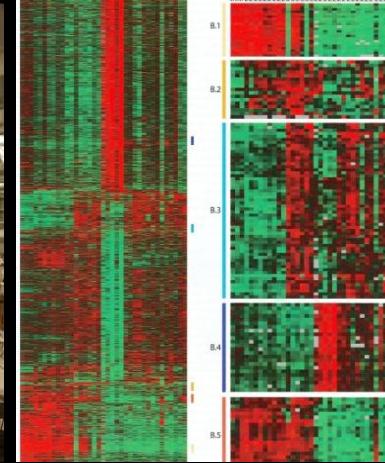
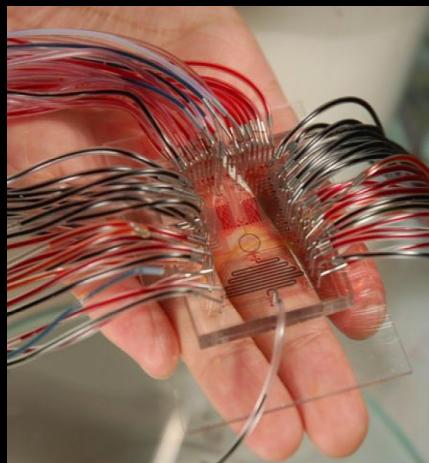
## Pathways, Models Networks



## Differentiation of Multiple Cell Types



## Systems Biology



## Analytical Technologies (Platforms)

## Integrated Analytical Technologies

## Dysregulation (disease)

## Massive Data Analysis



## GENOMFORSCHUNG IN ÖSTERREICH

### FÖRDERN

#### AKTUELL

21.10.2010

#### PhD Award

### Das Österreichische Genomforschungsprogramm

#### Das Programm →

- Programmmanagement
- Förderungen
- Technologietransfer
- International
- Timeline

### GEN-AU III



#### Dritte Phase von GEN-AU gestartet

Den Startschuss gaben Minister Hahn, Henrietta Egerth (FFG) und Giulio Superti-Furga (CeMM) bei einem Pressegespräch.

### GENOMFORSCHUNG IN ÖSTERREICH



#### Was ist GEN-AU?

Genomforschung ist eine Schlüsseltechnologie. GEN-AU fördert und vernetzt Forschung für Gesundheit in Österreich.

### Forschen für Gesundheit

Die Genomik untersucht die Erbanlagen des Menschen, von wissenschaftlich und wirtschaftlich bedeutsamen Tieren, Pflanzen und Mikroorganismen.

Wählen Sie ein Thema ▾

### FORSCHEN

#### AKTUELL

08.10.2010

#### Call For Entries - Science, Art & Film Festival zur Synthetischen Biologie

### Geförderte Projekte 2001- 2006

#### Die Projekte →

- Aktuelle Projekte
- Abgeschlossene Projekte
- Institutionen
- Personen
- Publikationen

### PORTRÄTSERIE PROJEKTLTEITER



#### Wie bitte? Auch Pflanzen haben Stress?

Ein Interview mit GEN-AU Projektleiter und Pflanzenforscher Wolfram Weckwerth

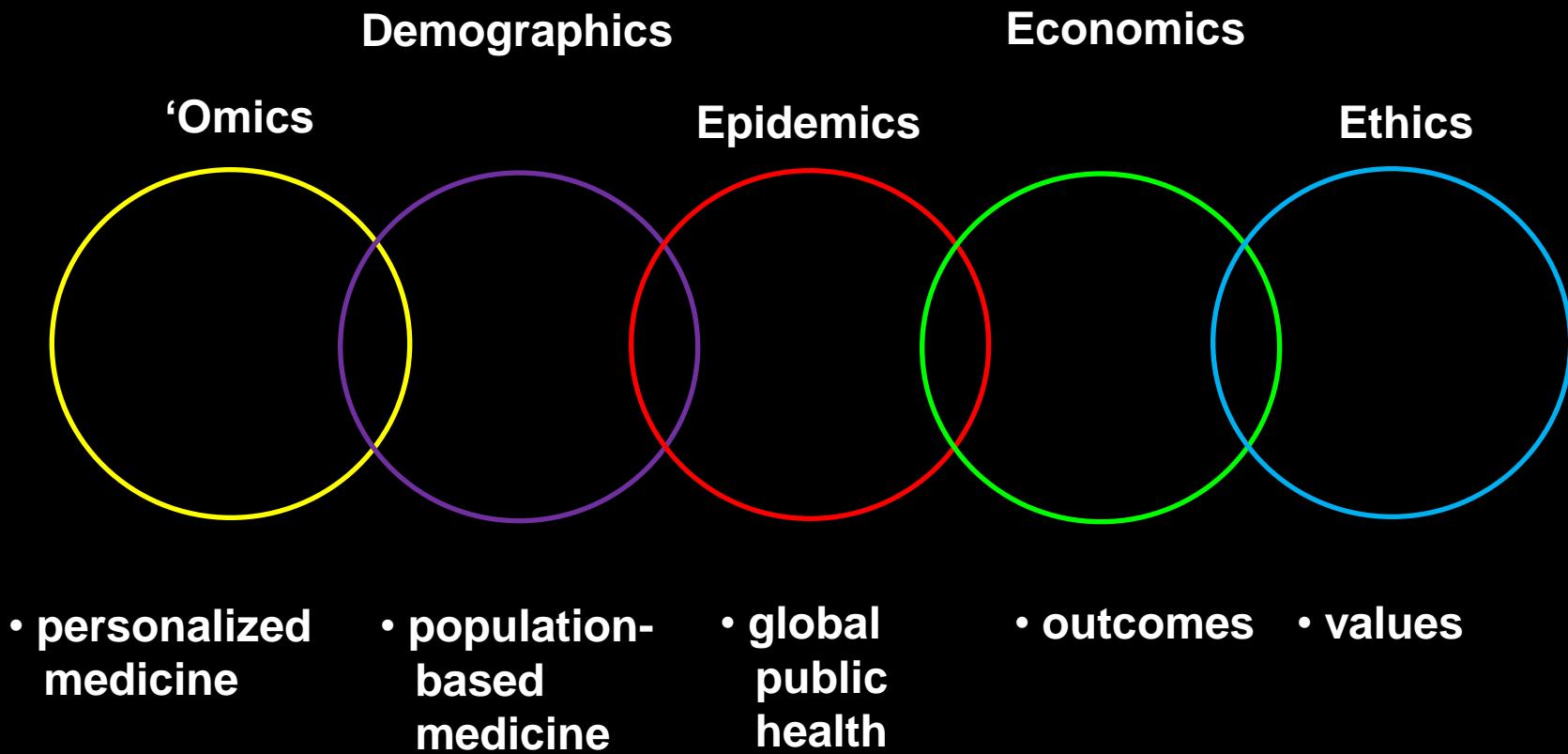
### PORTRÄTSERIE PROJEKTLTEITER



#### Vakzinologie ist kein Penny-Markt

Die Impfstoffforscherin Eszter Nagy im Gespräch mit Bert Ehrhartner

# The Complex Inter-Relationships Shaping the Future of Healthcare



# **The Molecular Profiling of Human Diseases: Biomarkers, Biosignatures as the Foundation for Accurate Diagnosis and Rational Treatment Decisions**

# The Waste and Risk of Empirical Rx: Ignoring The Obvious in Clinical Practice

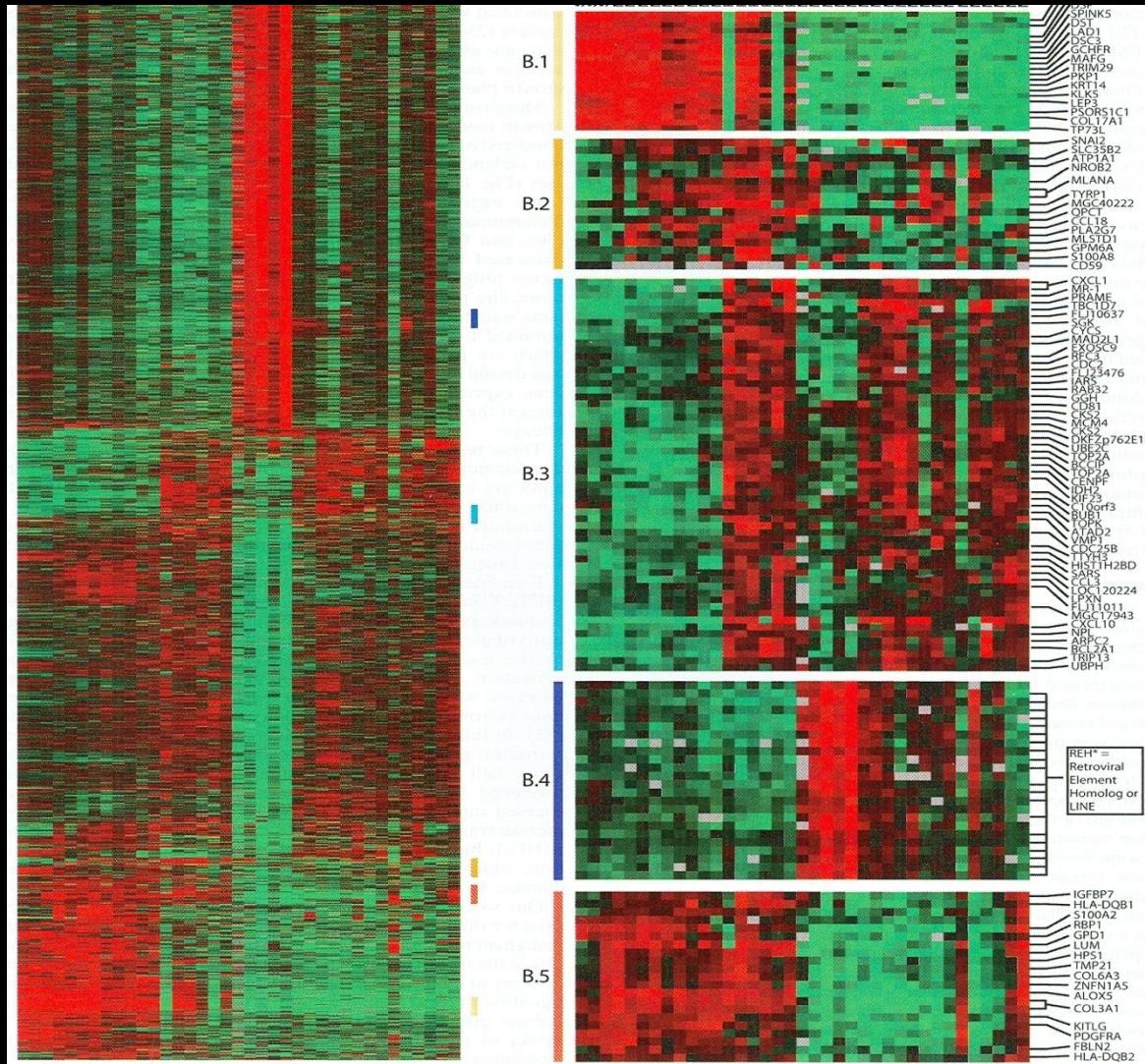


- diseases are not uniform
- patients are not uniform
- a “one-size fits all” Rx approach cannot continue



- inefficiency and waste of empirical Rx
- cost of futile therapy
- medical error and adverse events (AEs)

# Disease Subtyping: Next-Generation Molecular Diagnostics (MDx) and A New Molecular Taxonomy of Disease



## MDx Platforms

- massive parallelism
- miniaturization
- automation
- rapid
- POC

**RIGHT Rx  
for  
RIGHT DISEASE  
SUBTYPE**

# Molecular Diagnostics (MDx)

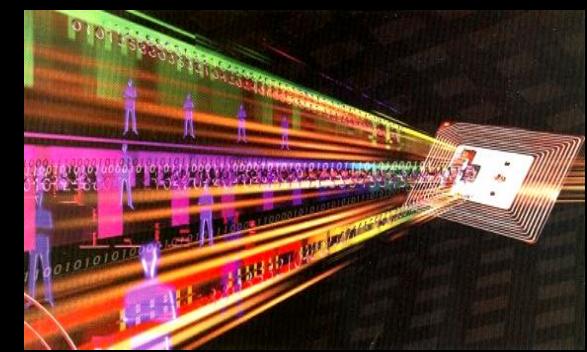
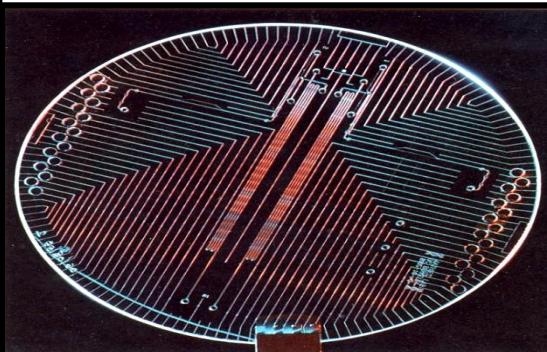
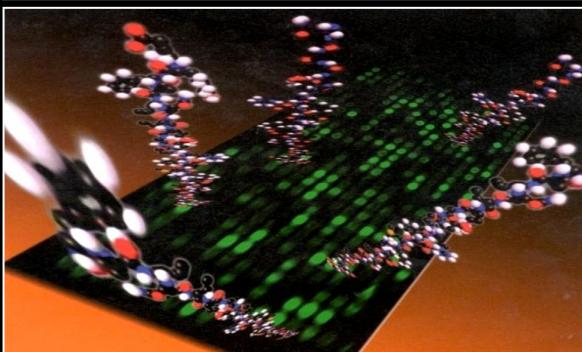
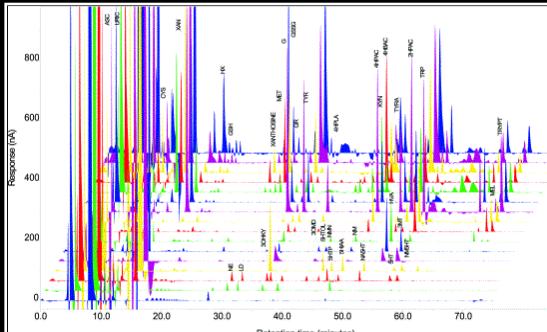
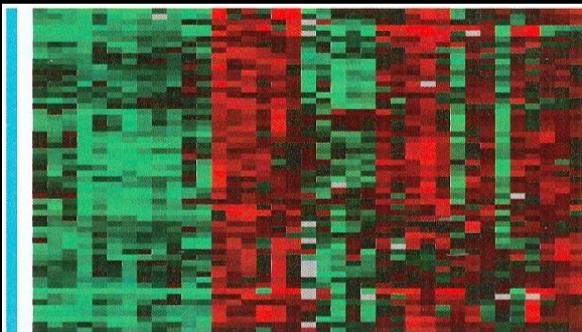
## The Convergence of Molecular Biology, Engineering and Computing

### Complex Biosignature Profiling

genomics

proteomics

immunosignatures



### Signature Detection, Deconvolution and Multivariate Analysis

automated,  
high throughput  
multiplex assays

novel test formats  
and devices for  
point-of-care (POC)

new algorithms  
for complex  
signal/deconvolution

# Molecular Diagnostics (MDx)

## The Convergence of Molecular Biology, Engineering and Computing

### Complex Biosignature Profiling

genomics

proteomics

immunosignatures

PROFILE

SENSE

ACT

### Signature Detection, Deconvolution and Multivariate Analysis

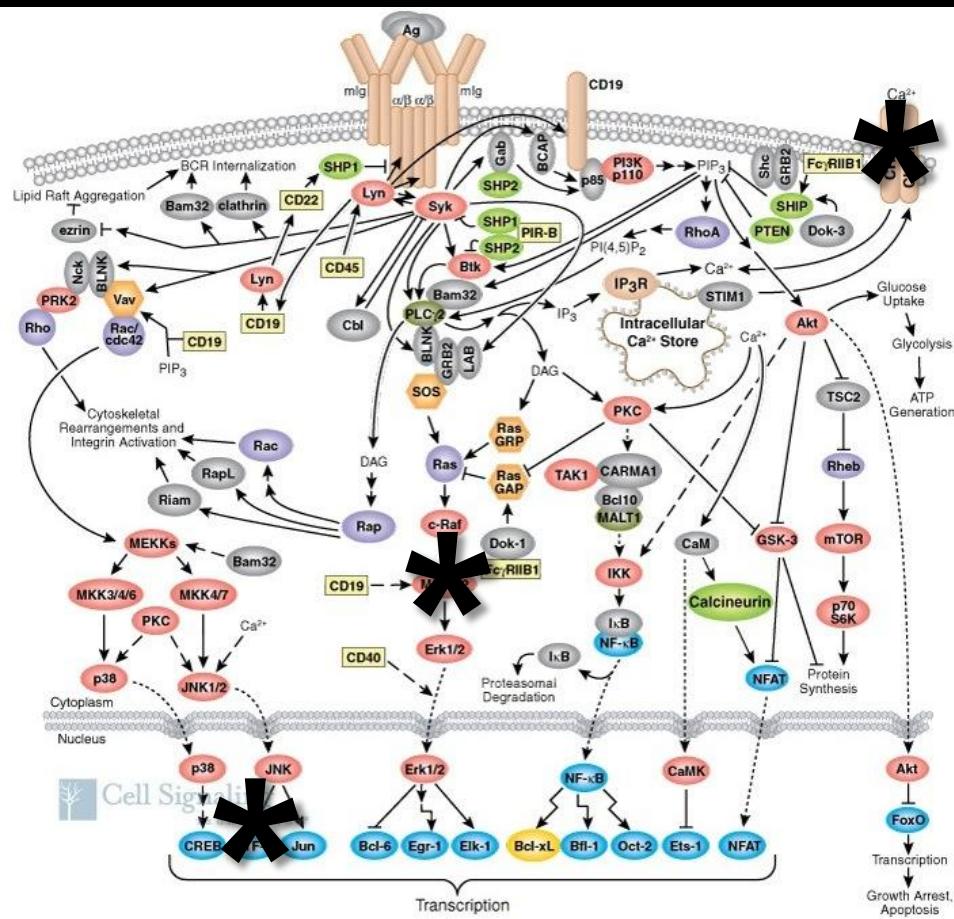
automated,  
high throughput  
multiplex assays

novel test formats  
and devices for  
point-of-care (POC)

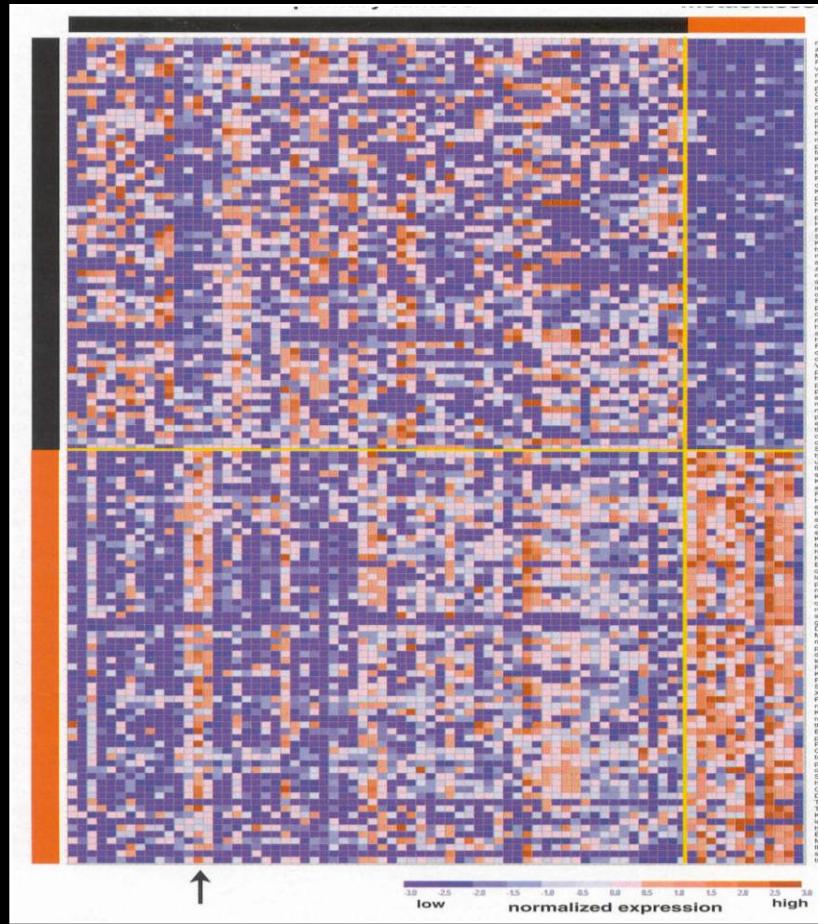
new algorithms  
for complex  
signal/deconvolution

# From Pharmaceuticals to Pharmasuitables: Right Rx for the Right Disease (Subtype)

ID Molecular Targets  
for Rx Action



Disease Profiling to  
Identify Subtypes  
(+ or - Rx Target)



# K-RAS Profiling and Anti-EGFR Monoclonal Antibody Therapy



NCCN



**clinical guidelines**

- higher response in patients with K-RAS versus mutant-K-RAS
- estimated \$604 million/year savings (ASCO)

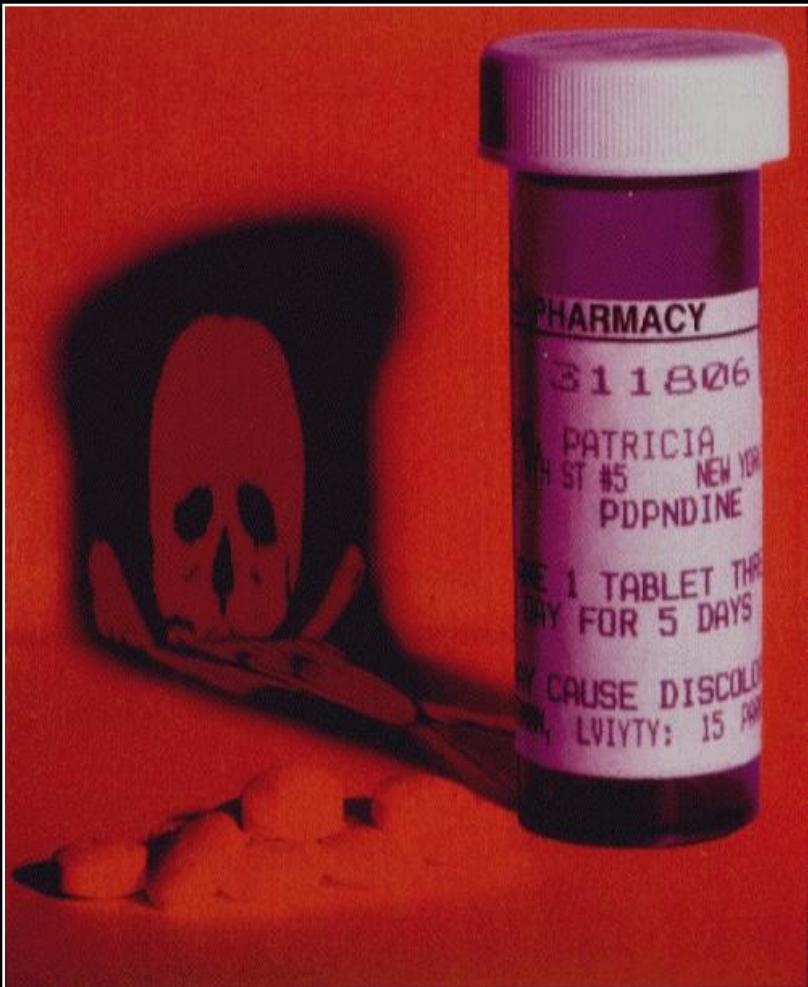


EUROPEAN MEDICINES AGENCY  
SCIENCE MEDICINES HEALTH



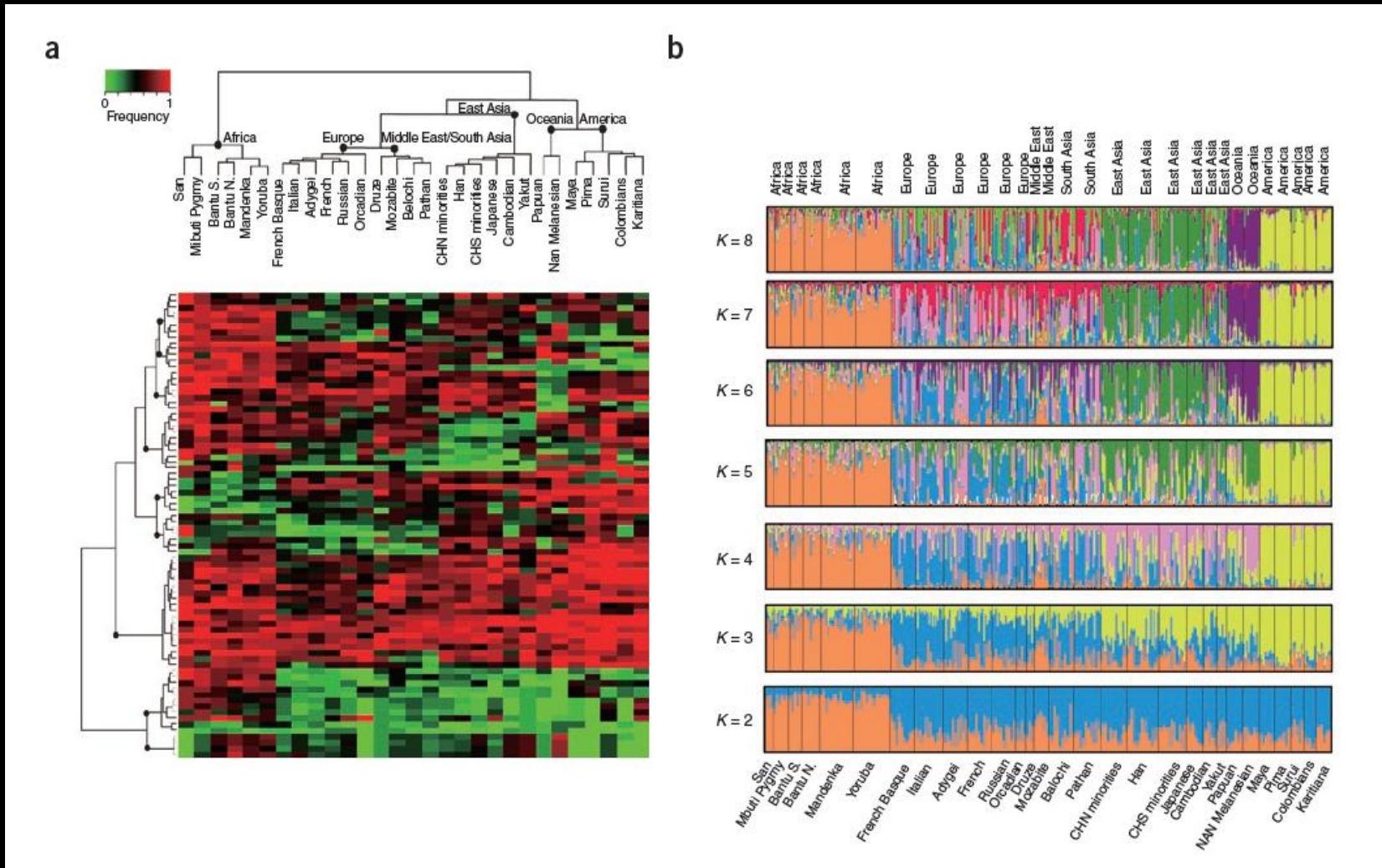
- regulatory endorsement in product labeling

# From Pharmaceuticals to Pharmasuitables: The Right Rx for the Right Patient



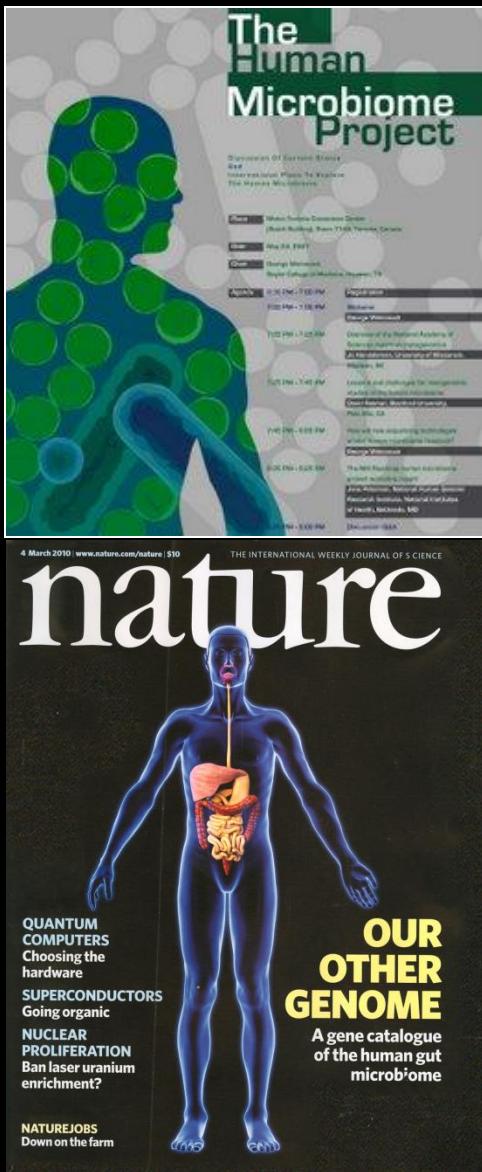
- Rx adverse events (AE) as major source of injury and death
- AEs due to genetic variation in drug transport and metabolism systems
  - fast and slow metabolizers
- AE due to drug interactions
  - action of one Rx in inhibiting metabolic capacity to handle second drug
- AE due to Rx and OTC drugs/supplements
  - latter not tracked

# Mapping the Human Pan-Genome: Identification of Ethnic Differences and Implications for Rx Efficacy and Safety



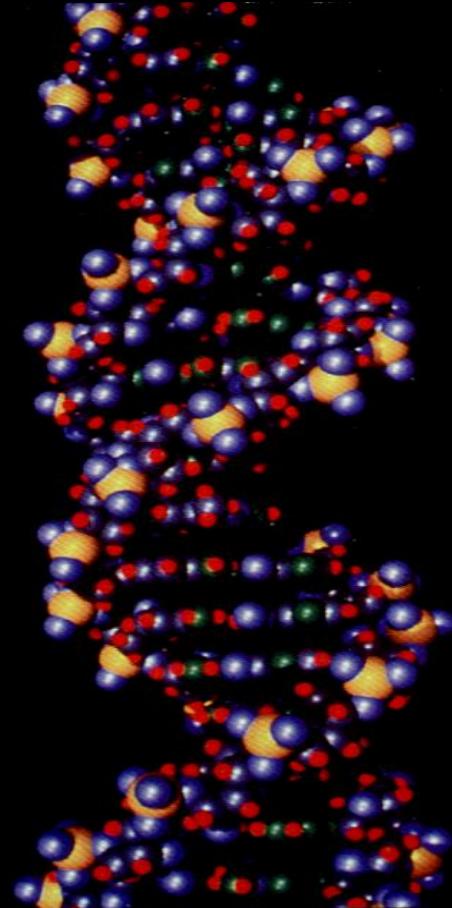
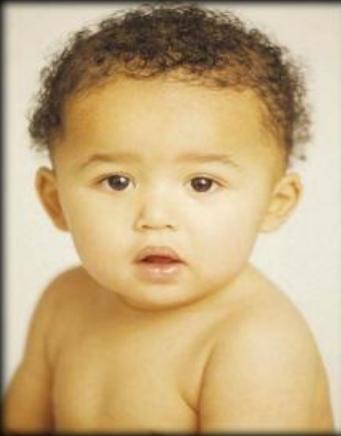
From: Ruiqiang Li et al. (2010) Nature Biotech. 28, 59

# We Are Not Alone: The Human Microbiome – A Barely Understood Factor in Human Health and Disease



- **human body contains 10x more bacterial cells than human cells**
- **complex meta-system**
  - host, microbes, viruses, other organisms, metabolites, xenobiotics
  - is there a core microbiome?
  - how do perturbations affect disease and vice-versa?
  - does the microbiome influence xenobiotic metabolism and the metabolite spectrum?

# Mapping Genetic Predisposition to Disease

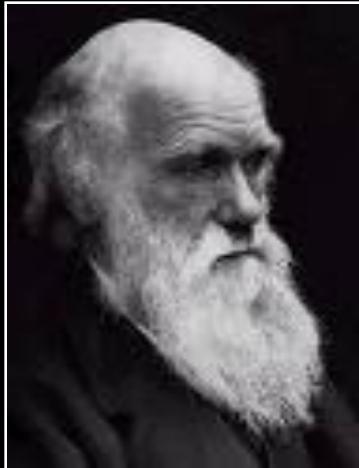


**Nature (2010) 467, 832**

**Hundreds of variants clustered in genomic loci and  
biological pathways affect human height**



# Mapping Human Diversity



“Our ignorance of the laws of variation is profound”

Charles Darwin

**:GCCME!CAGCATGCA  
CAGTGCAGCATGCAT  
CATGCAGME!GCACT  
"TGCTAGCATGCATGA  
:TCATGCAGTCATGCA**

# Mapping the Complexity of Genome Organization and the Cause of Multigenic Diseases



- recognition of increasing levels of organizational and regulatory complexity
  - haplotypes
  - CNV
  - indels
  - RNA universe
  - ‘dark’ elements
  - epistasis
  - epigenetics
  - nuclear compartmentalization and *trans*-expression
- impact of environmental factors
- gene-RX interactions



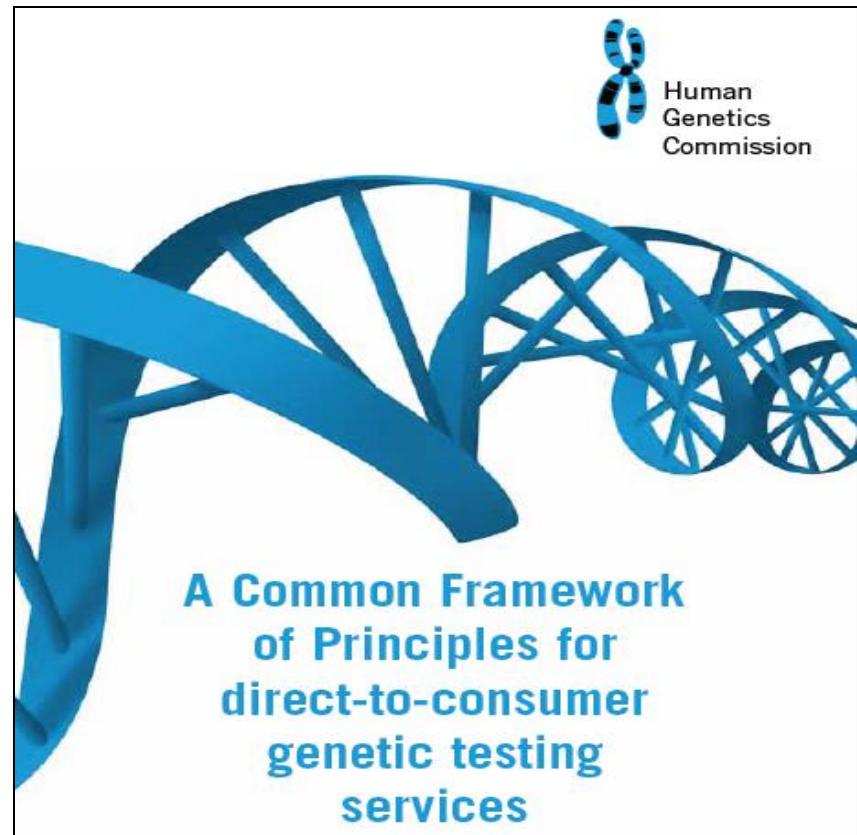
# US Regulatory Action Against Direct-to-Consumer Genetic Testing



POLICY

# Statement of the ESHG on direct-to-consumer genetic testing for health-related purposes

European Society of Human Genetics\*

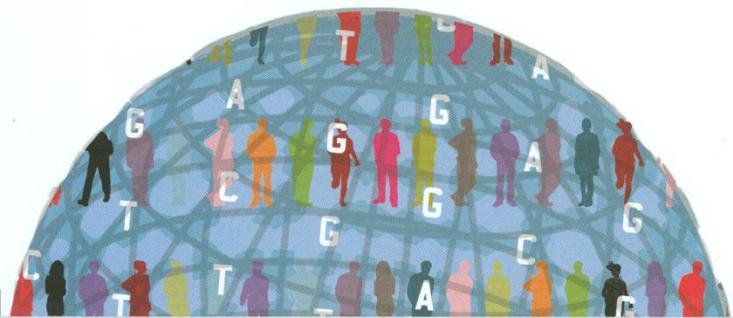


# Whole Genome Sequencing

28 October 2010

# nature

THE INTERNATIONAL WEEKLY JOURNAL OF SCIENCE



## A THOUSAND GENOMES

Pilot studies prepare the way for population-scale gene sequencing PAGES 1050 & 1061

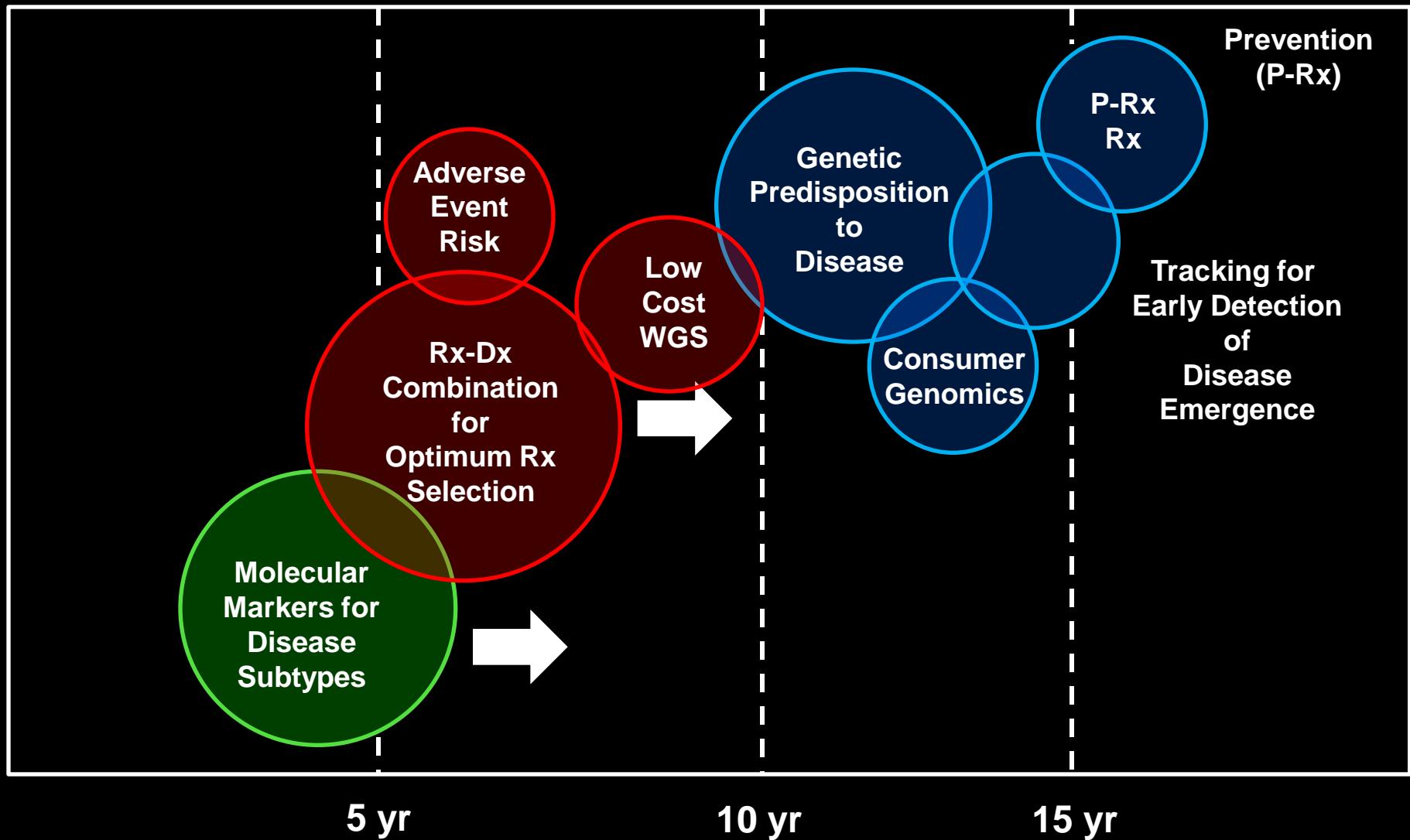


华大基因  
**BGI** Premier Scientific Partner



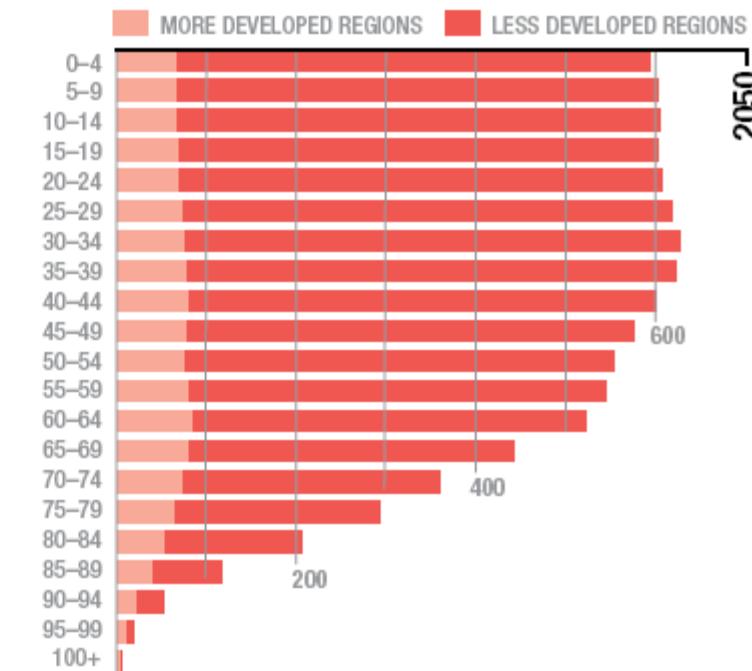
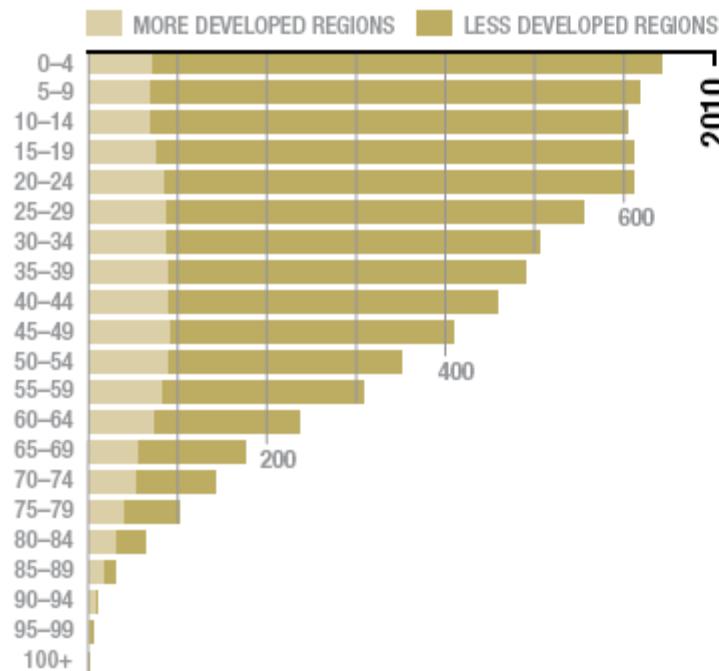
\$1000 Genomes

# Evolution of Molecular Profiling and Diagnostics for Improved Disease Detection, Classification and Risk Evaluation



# Global Population Demographics

(millions)



SOURCE: Population Division of the Department of Economic and Social Affairs of the United Nations Secretariat, World Population Prospects: The 2008 Revision, <http://esa.un.org/unpp>

# The Disease Burden in Europe

Disease Category	Impact
● cardiovascular	4.3 million deaths/yr
● cancer	1 in 3 men, 1 in 4 women
● tobacco	650,000 deaths/yr
● obesity	30-80% adult population
● diabetes	246 million cases/3.8 million deaths/yr
● depression	23 million cases
● schizophrenia	1.5 million cases
● Parkinson's disease	800,000 cases, 75,000 new cases/yr

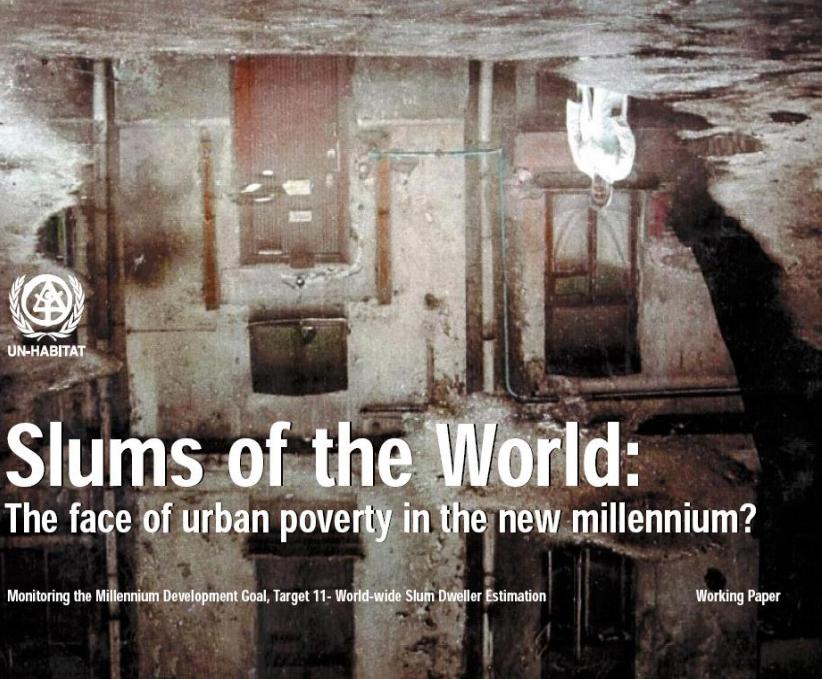
# Urbanization

- **2 billion increase in world's urban population by 2030**
- **90% of world's urban population will be in DCs by 2030**
- **35% of current 3 billion urban residents reside in slums (UN-HABITAT)**



- **accelerating deterioration of physical and social well-being**
- **worsening morbidity and mortality for both communicable and non-communicable diseases**
- **polar demographics**
  - aging urban populations in G8/OECD
  - record cohort of population younger than 25 yrs in DCs

# Urbanization: A Bipolar World but Shared Risks



**Slums of the World:**  
The face of urban poverty in the new millennium?

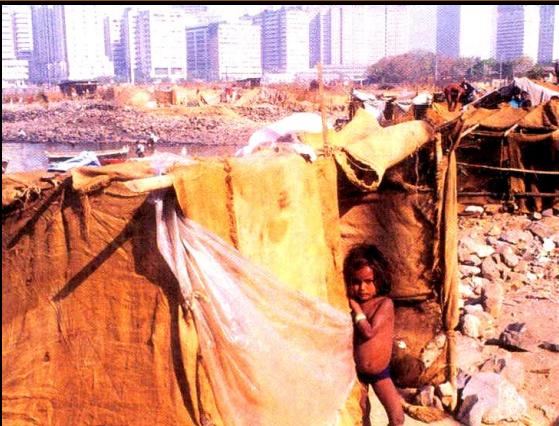
Monitoring the Millennium Development Goal, Target 11- World-wide Slum Dweller Estimation

Working Paper

# The Global Public Health Challenge

## Posed by Rapid Urbanization in Developing Countries

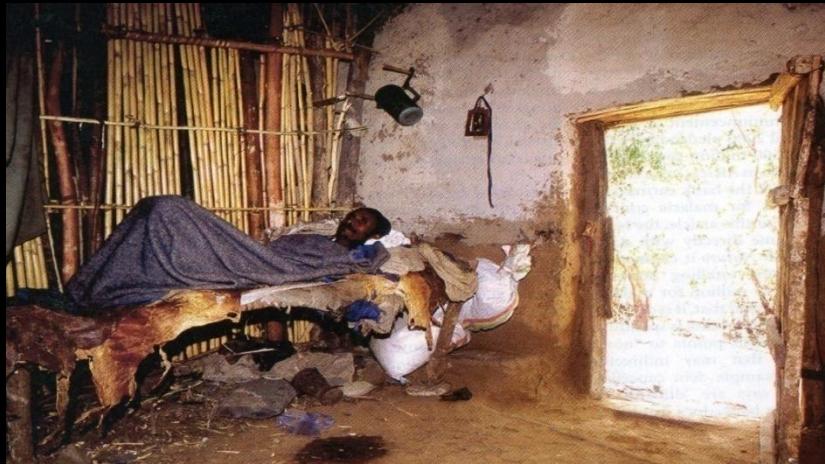
### High Disease Transmission



### Lack of Safe Water



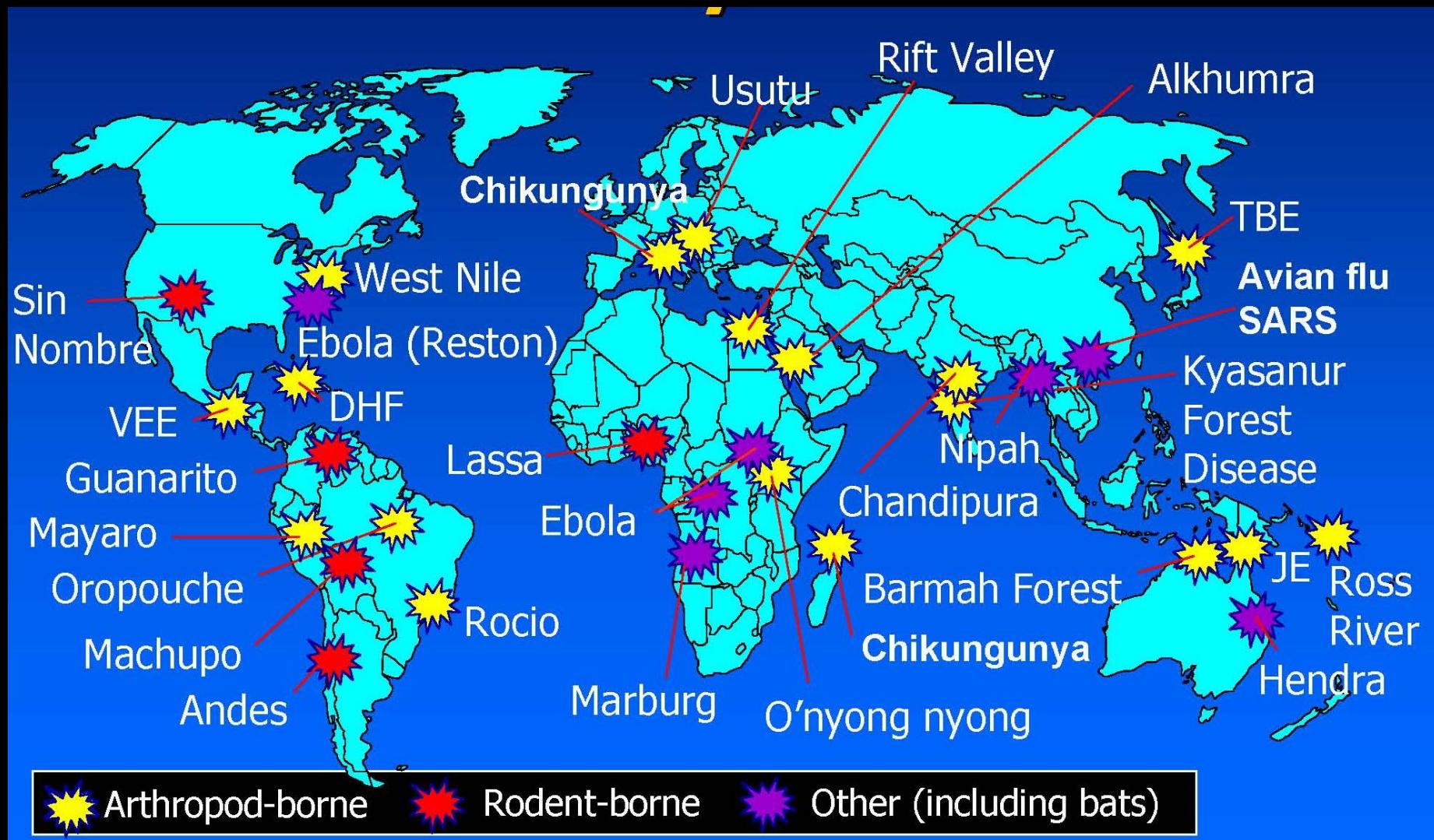
### Toxic Waste



### Major Deficits in Health Infrastructure

### Expanded Eco-niches and Increased Zoonotic Risks

# Emerging Infections:



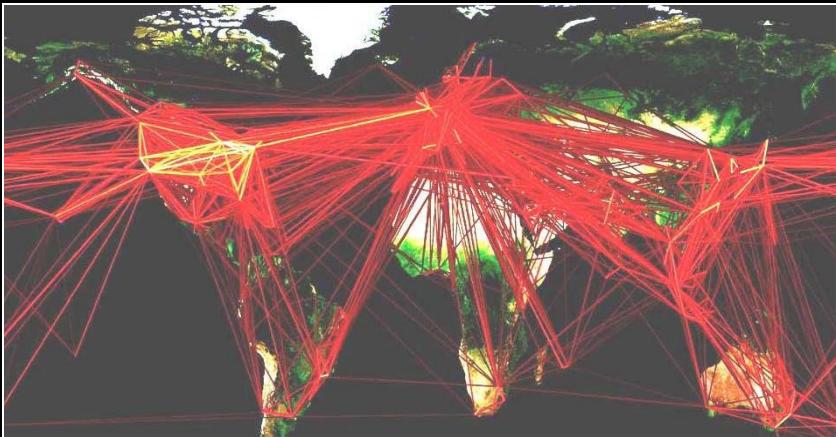
# Global Transport and Trade: New Interactions of People, Animals and Product Supply Chains

# The Super Vector



# World Container Traffic Doubled Since 1997

# Billion Cross-Border Travelers



# Global Food Networks



# Factors Driving the Evolution of Microbial Drug Resistance

## Intensive Agriculture



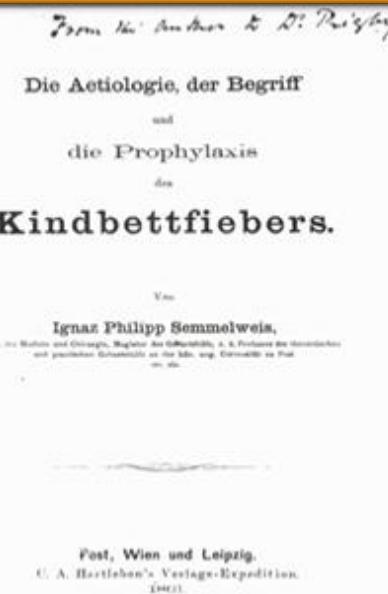
## Aquaculture



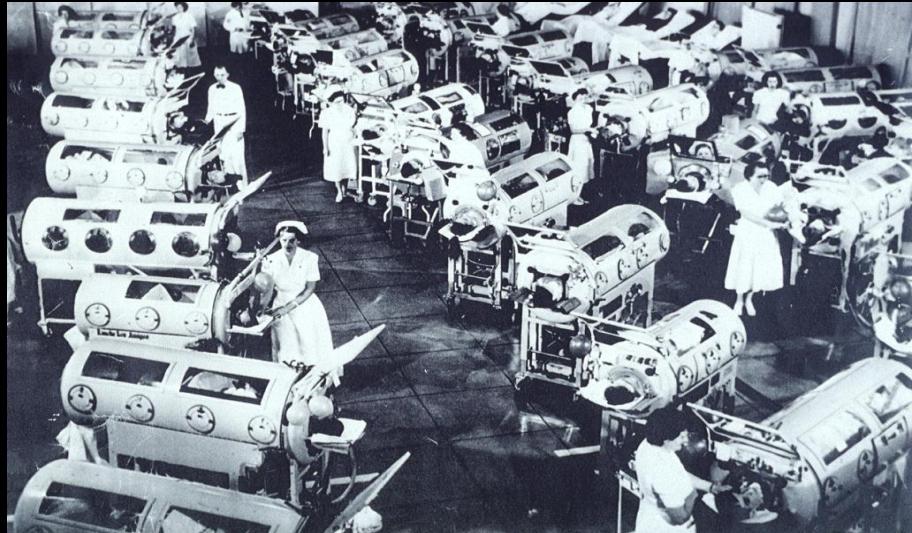
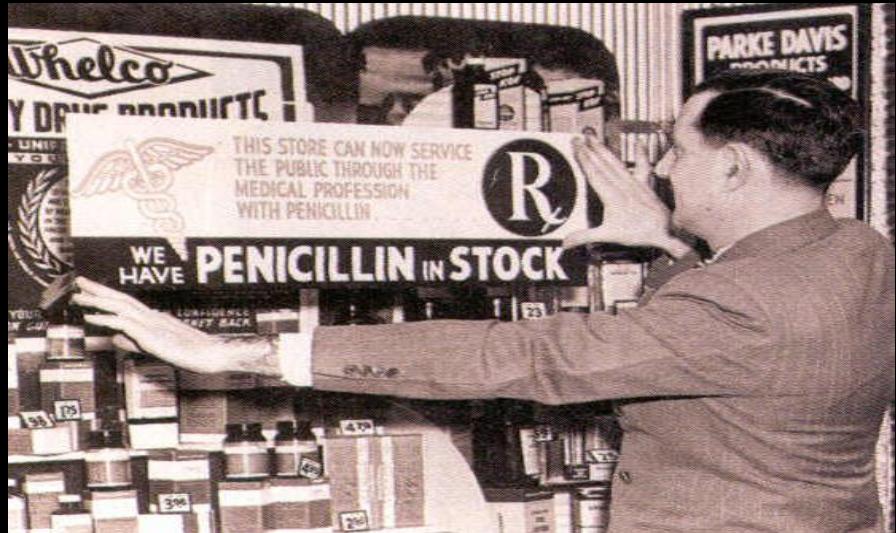
## Empirical Rx



## Poor Infection Control in Healthcare Facilities



# Comfort and Complacency: The Enemies of Vigilance and Preparedness



# The Growing Challenge Posed by Antimicrobial Drug Resistance (AMR)



**NO ESKAPE**

***Enterococcus faecium***

***Staphylococcus aureus***

***Klebsiella Pneumoniae***

***Acinetobacter baumannii***

***Pseudomonas aeruginosa***

***Enterobacter species***





## New US-EU Task Force (2 Nov. 2009)

- encourage R&D on new antimicrobial drugs
- yet to be defined strategy/funding



## The 10 X '20 Initiative (20 Nov. 2009)

- grand challenge to develop 10 new antibiotics by 2020



## Multi-Country Program on AMR (12 Jan. 2010)

- € 12.4 million

# Maintaining Global Preparedness for a High Virulence Pandemic



- H1N1: high transmissibility - low virulence/mortality
- H5N1: low transmissibility – high virulence/mortality
- H5N1 x (H1N1) or (X): potential for devastating pandemic

# Epidemics

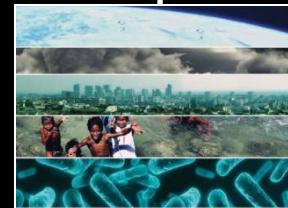
New  
Zoonotic  
Threats

Drug-  
Resistance

Sustainable Resources

- food production
- food safety
- water resources

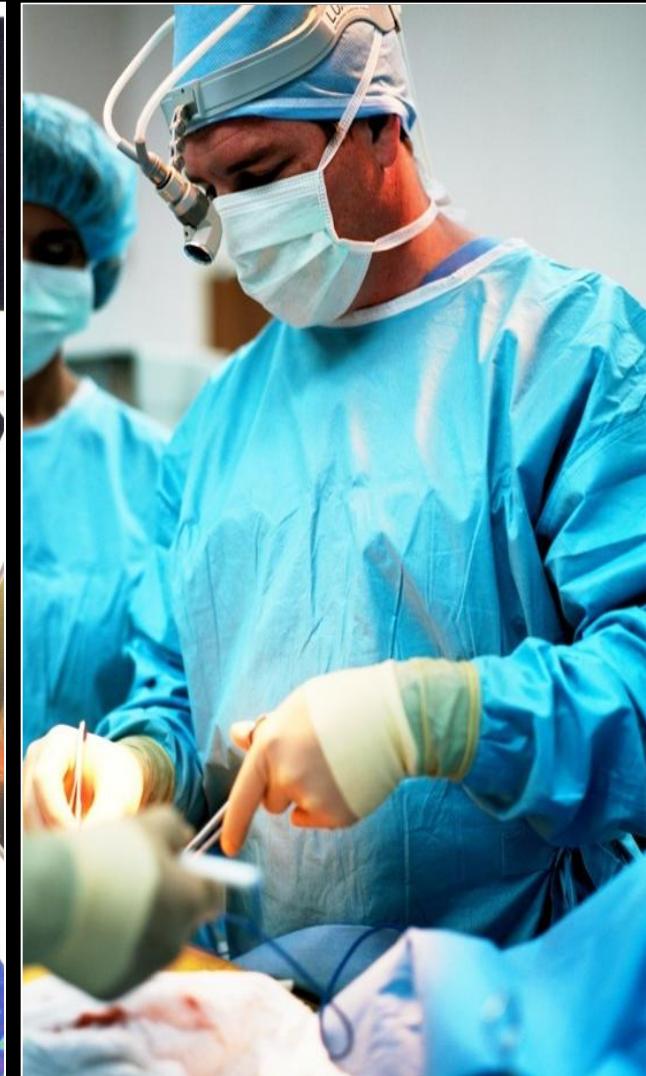
Instability and  
Conflicts



PROTECTING HEALTH  
FROM CLIMATE CHANGE

Global research priorities

# How Much New Technology Can We Afford?



# UK National Institute for Health and Clinical Excellence (NICE)



# NICE Gets Nasty (or Rational?)



Wyeth



**ERBITUX**  
CETUXIMAB INJECTION

**TORISEL**  
(temsirolimus) injection

**Nexavar**  
(sorafenib) tablets  
More Time for Living

**COPAXONE**  
(glatiramer acetate injection)

**MERCK**  
SERONO



**Genentech**  
IN BUSINESS FOR LIFE

**gsk**  
GlaxoSmithKline

**eyetech Inc.**

**SUTENT**  
CAPSULES  
sunitinib malate

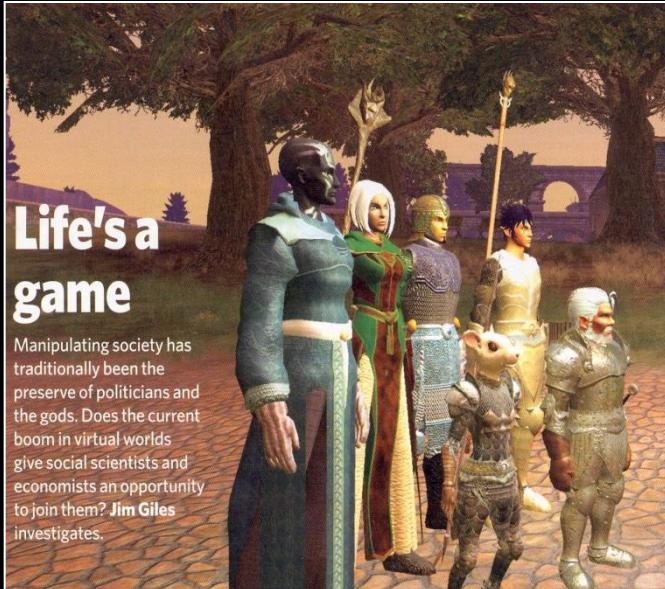
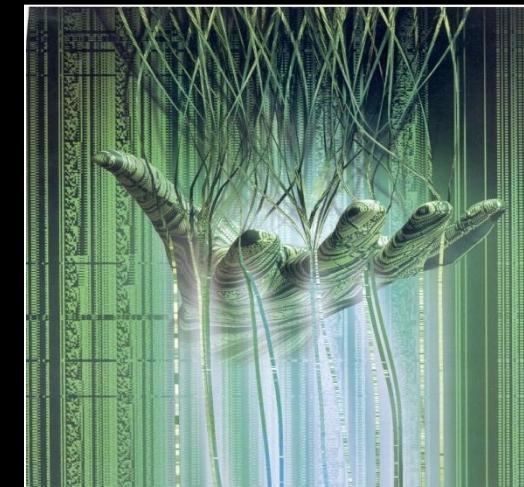
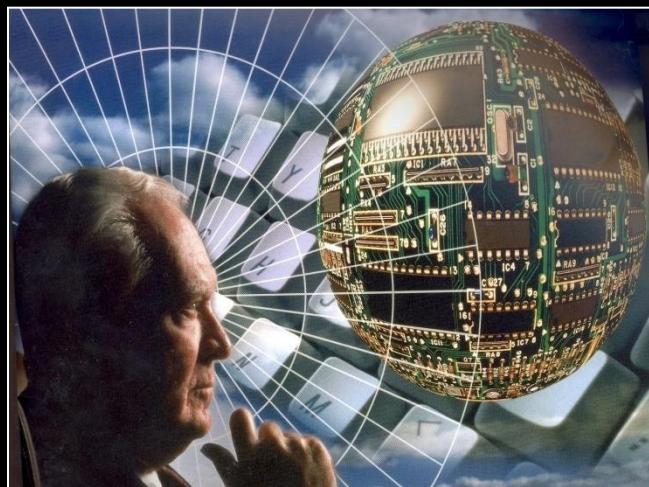
**ARICEPT**  
(donepezil HCl)  
5-MG AND 10-MG TABLETS

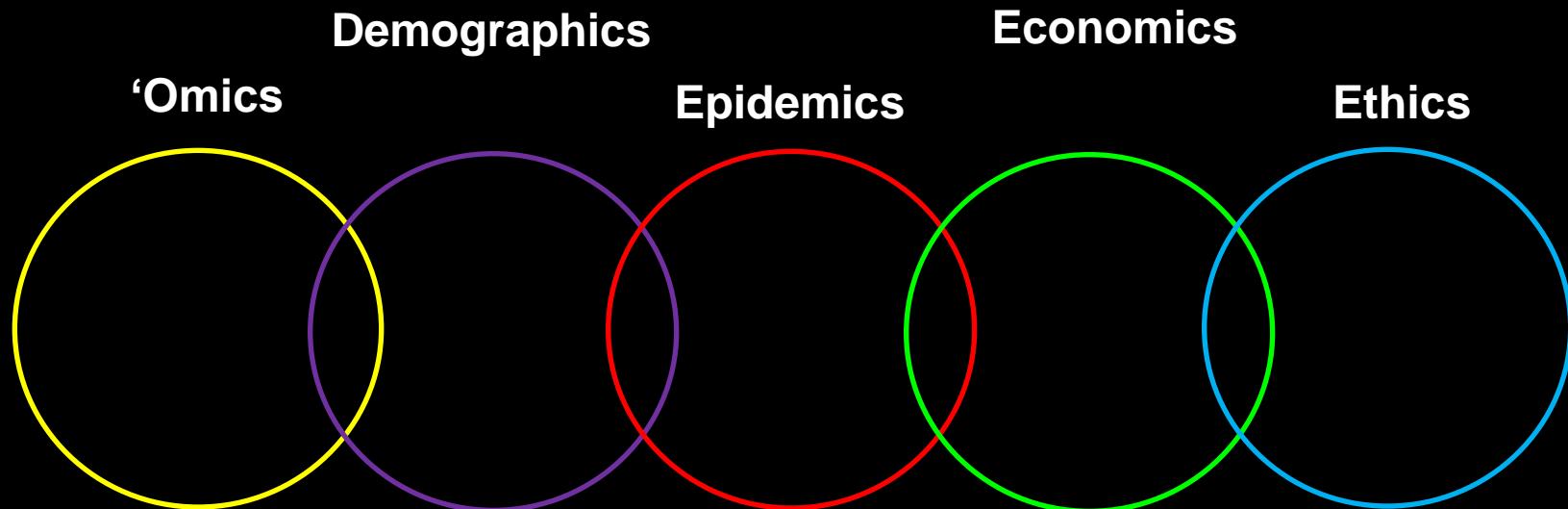
**LUCENTIS**  
RANIBIZUMAB INJECTION

**Tykerb**  
(lapatinib)

**MACUGEN**  
PEGAPTANIB SODIUM INJECTION

# The Infocosm: Emerging Networks of Global Connectivity





## Informatics

### Assembly, Integration and Analysis of Massive Data

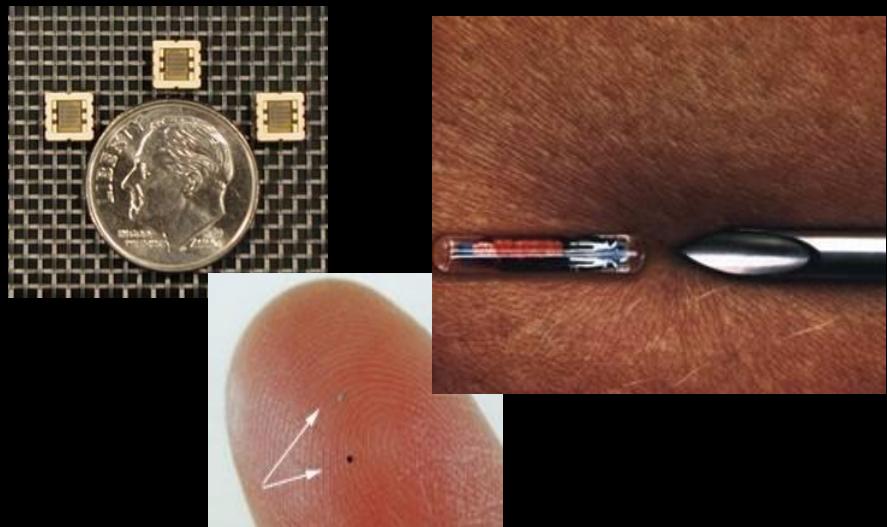
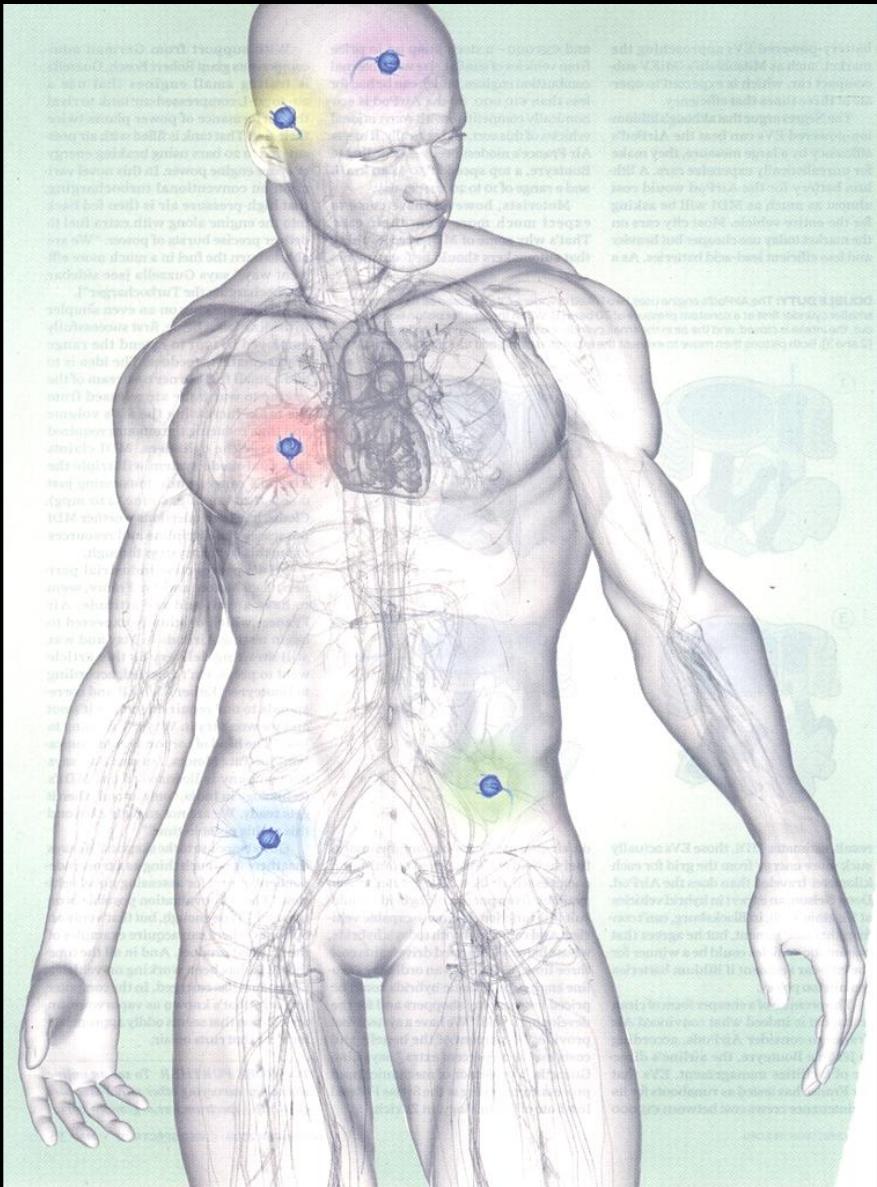
- better diagnosis and treatment decisions (individuals)
- population data and evidence-based guidelines for best practices (health professionals)
- improved allocation of scarce/expensive resources (society)
- global health surveillance and risk reduction (global)
- acceleration of research discoveries and translation for improved care (academia, industry)

# Sensor Networks for Remote Health Status Monitoring via Wireless Integrated Data Systems

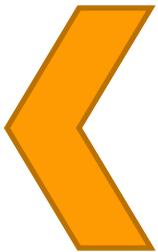
- geolocation data (where)
- temporal information (when)
- contextual information (what)



# On Body: In Body Sensors/Devices For Real Time and Remote Monitoring of Individual Health Status



# m.Health



**Remote Health Monitoring and Chronic Disease Management**

**Lifestyle and Fitness**



**Information for Proactive Health Awareness (Wellness)**

# Wireless Devices for Health Status Monitoring



**PHILIPS**



**OMRON**



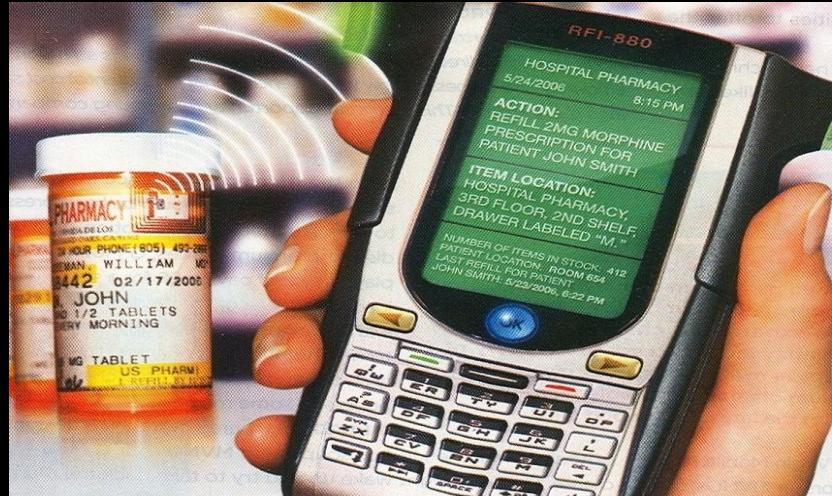
**SIEMENS**



**NOKIA**

**Google**

# The Costs of Non-Compliance with Rx Regimens



- \$177 billion projected cost
- 20 million workdays/year lost (IHPM)
- 40% of nursing home admissions
- projected 45-75% non-compliance (WHO)
- 50-60% depressed patients (IHPM)
- 50% chronic care Rx (WHO)

# Intelligent Medicine Dispensers for Enhanced Rx Compliance



# Gaming for Health:

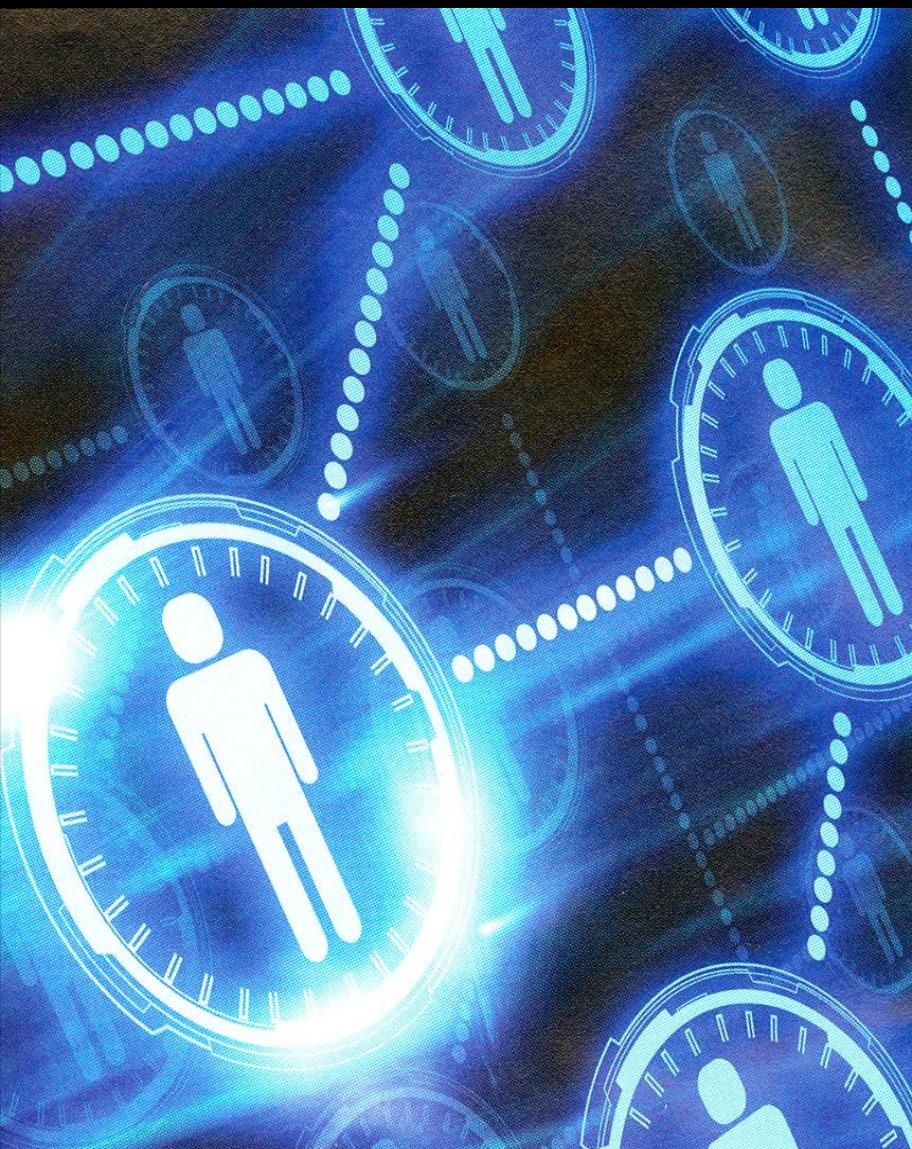




Wii **Fit**.Plus



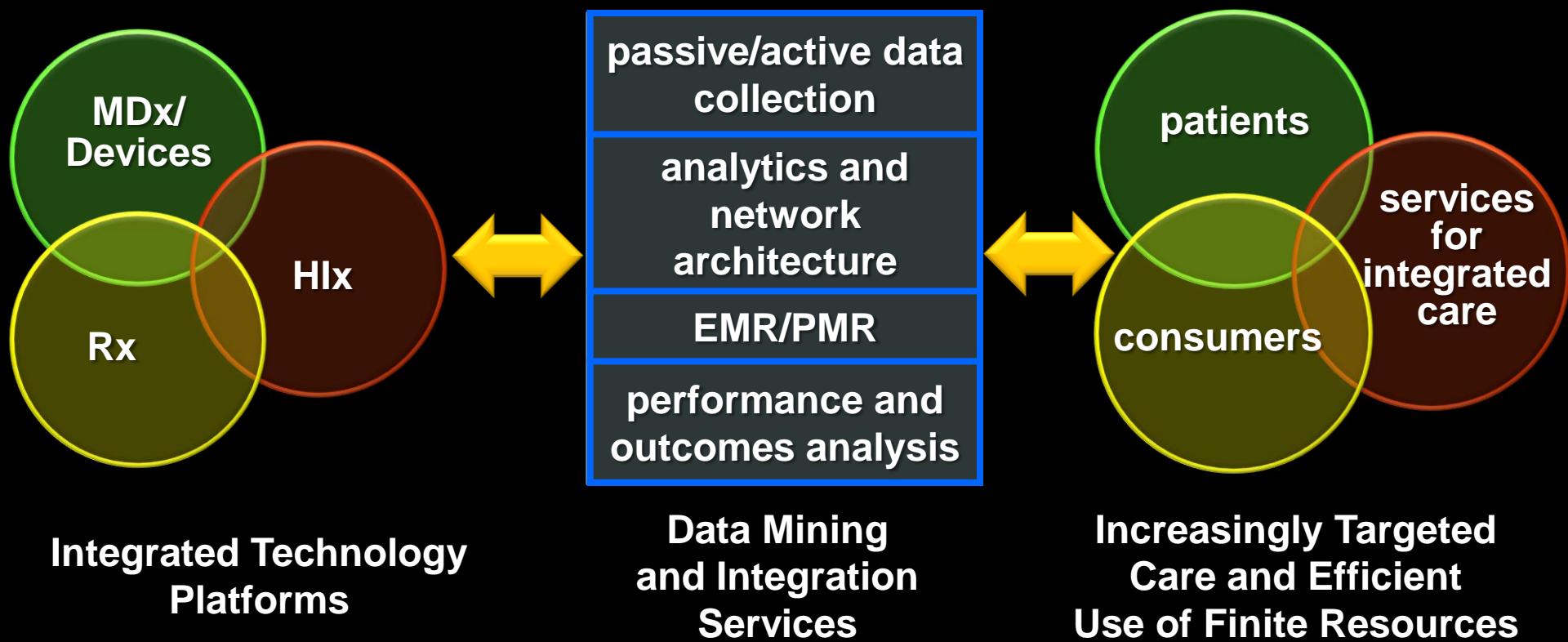
# Social Networks and Consumer: Patient Empowerment



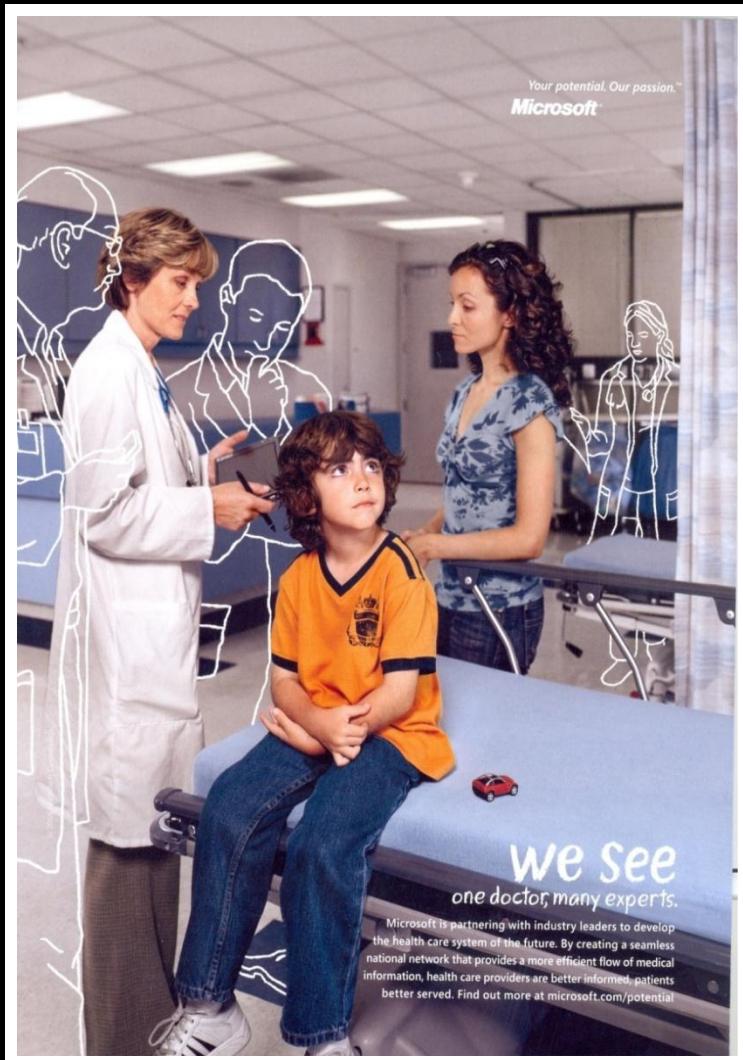
# In-Home Health Connection: Engaging the Elderly



# A New Healthcare Ecosystem Arising From Technology and Market Convergence



# **Virtual Medicine Networks: Increasingly Integrated Care and Continuity of Care**



## **Rx**

- rapid, real time access to expertise
- broader range of clinical specialties
- integrated health records
- availability of lab and Rx lab data
- drug interactions risk
- electronic Rx prescribing

## **OTC**

## **Consumer Health**

- optimum use of 'wellness' products and
- databases on OTC product performance to accelerate Rx to OTC conversion for products that regulators would otherwise be reluctant to grant full OTC approval

# e.Health, m.Health and Patient Empowerment

- greater access to information on treatment options
- generation-dependent ease and expectations for shared role in decisions
- new doctor-patient relationships
- new ‘cultural’ skills for healthcare professionals
  - less paternalism
  - patient education
- major gaps in professional familiarity and competencies in molecular medicine

# European Journal of Human Genetics



## Article

*European Journal of Human Genetics* 18, 972-977 (September 2010) | doi:10.1038/ejhg.2010.64

### Genetic education and the challenge of genomic medicine: development of core competences to support preparation of health professionals in Europe

Heather Skirton, Celine Lewis, Alastair Kent and Domenico A Covello





# Global Disease Surveillance



**EMERGENCY ID NET**



Public Health Department's  
Surveillance



U.S. Influenza Sentinel Provider Surveillance  
Network



**biocaster**



GIDEON

google.org



Quarantine Activity Reporting System  
(QARS).



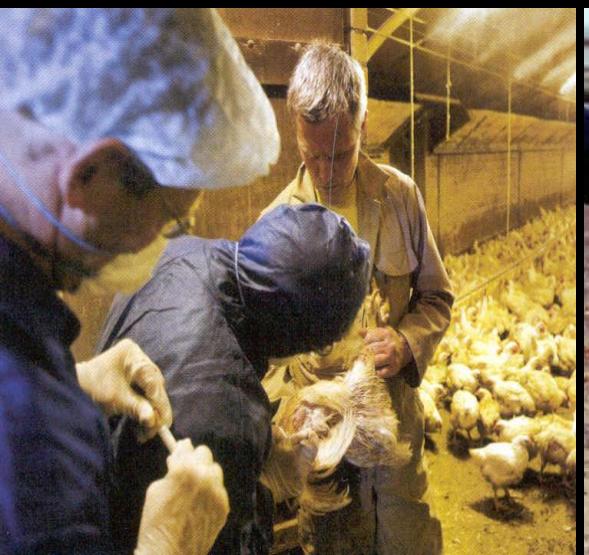
**GeoSentinel**

The Global Surveillance Network  
of the ISTM and CDC

a worldwide communications & data collection  
network of travel/tropical medicine clinics

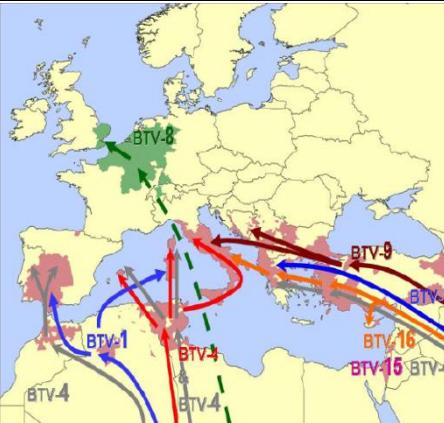
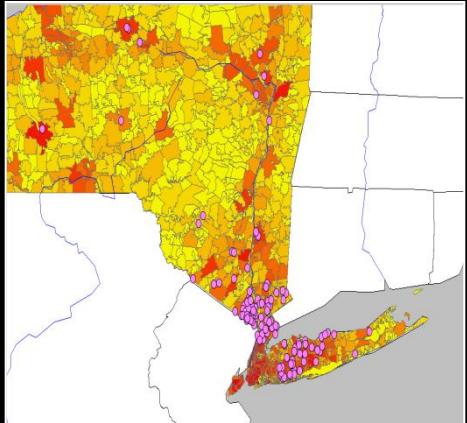


# Geodemographic Information Systems (GIS): Real-Time, Front Line, Ground Zero Data from Field Sampling and Sentinels

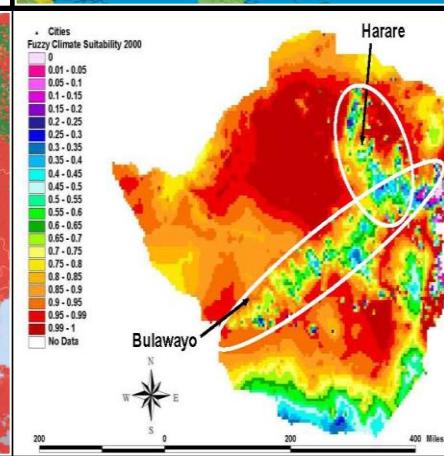
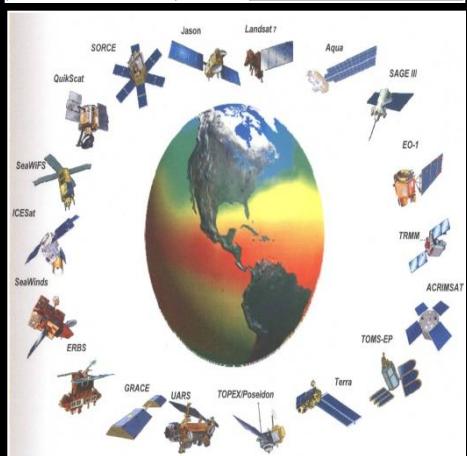
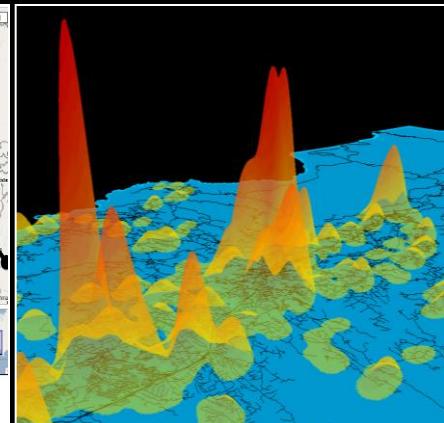
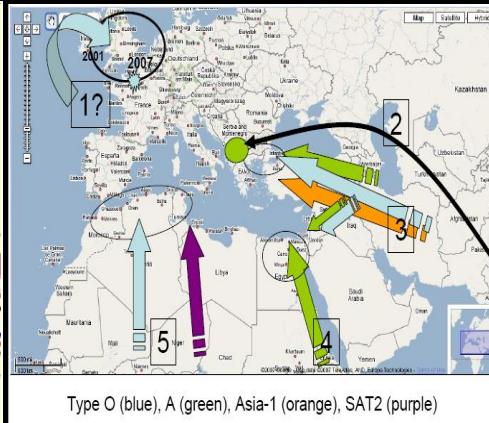


# Geo-demographic Information Systems: Mapping Disease Patterns and Modeling Trends

## Anomaly Detection and Early Alert

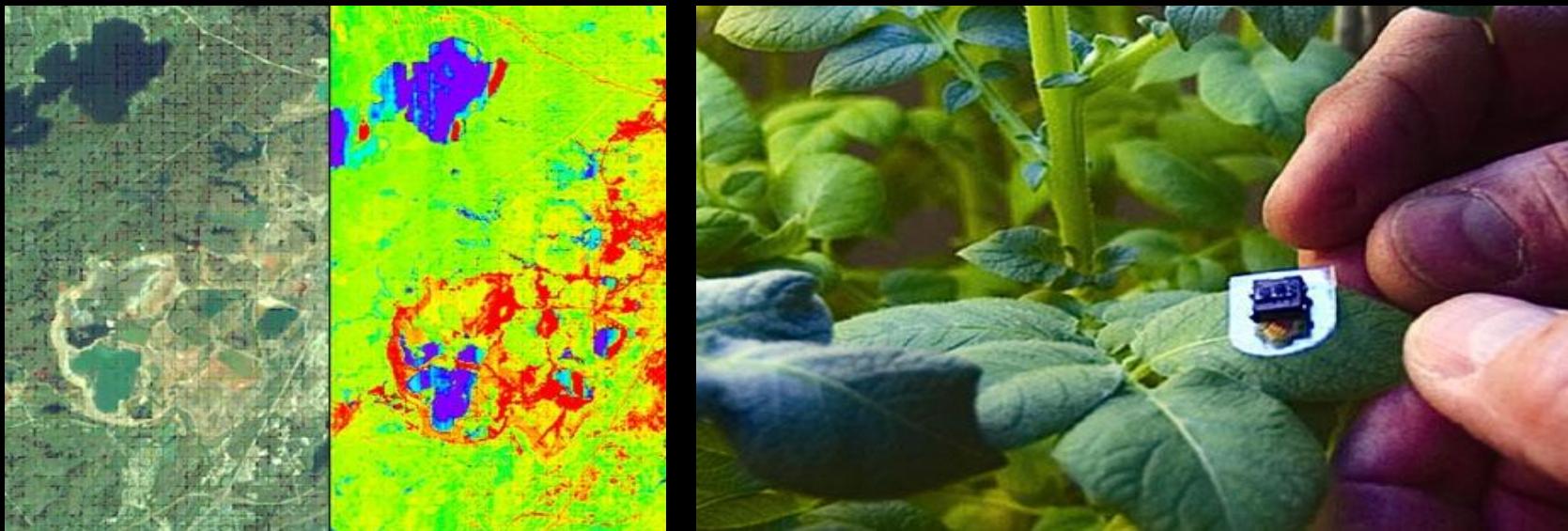


## Disease Progression

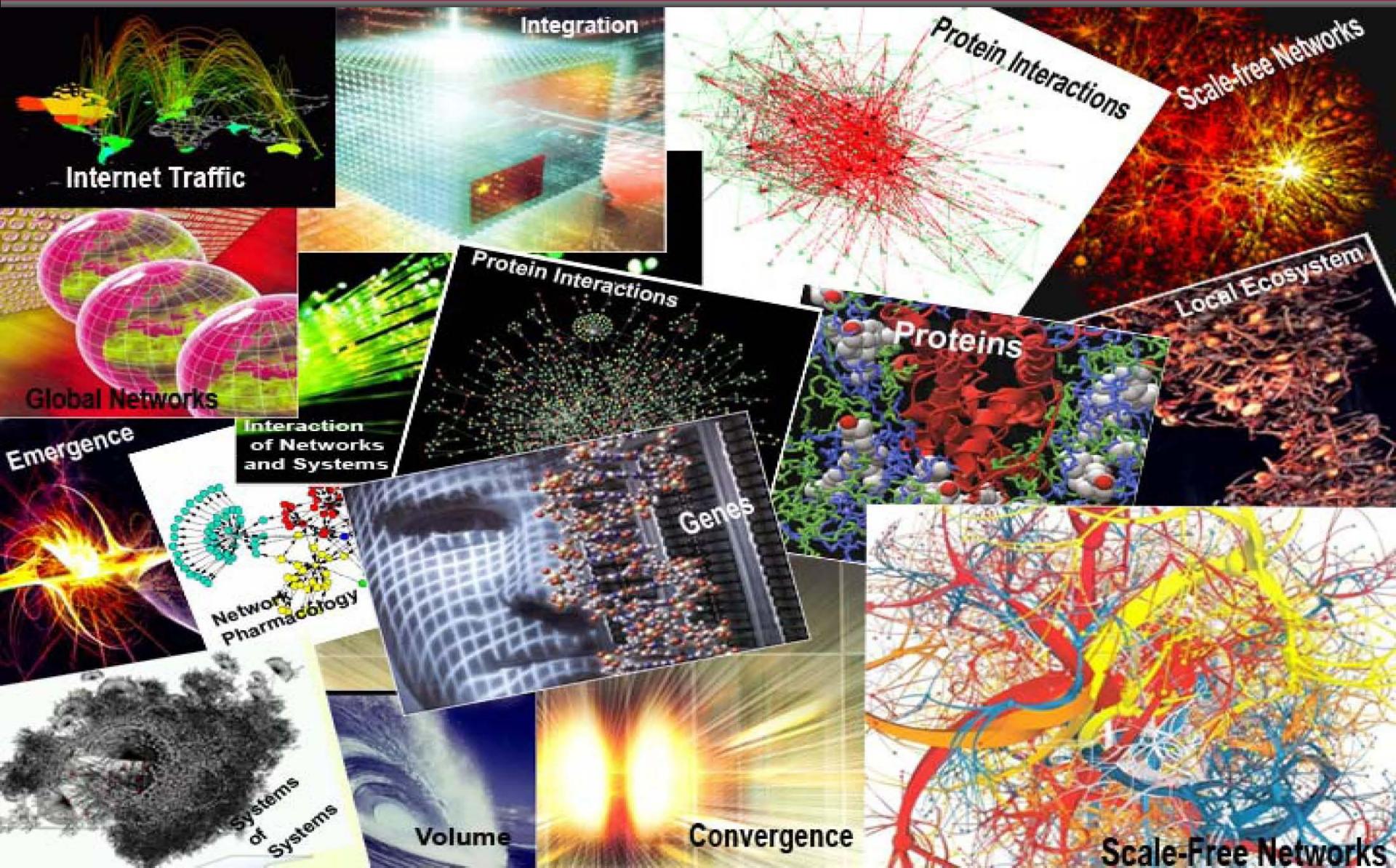


Satellite Surveillance and Predictive Modeling of Disease Trends

# Wireless Sensors and Systems for Improved Agricultural Productivity



# Data: The Fastest Growing Resource on Earth



# “Managing Mega-Data”: (Who Knows Wins)

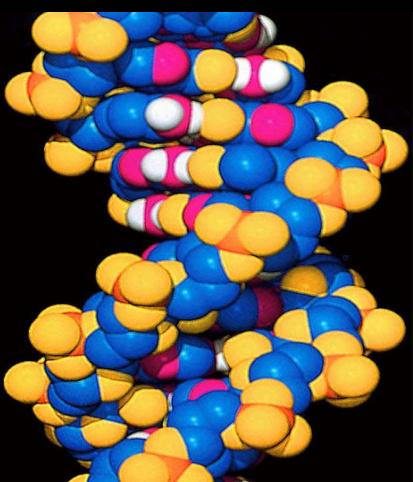
volume



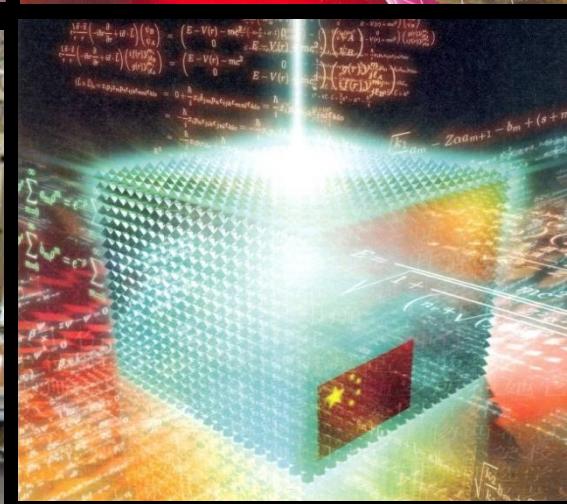
scale



global networks



heterogeneity



integration

# **Standards for ‘Omics’ Data Cross-Domain Integration, Open-Source Data Sharing and Computational Analysis**



# OBO Foundry Ontologies

## Nature Biotechnology 25, 1251 - 1255 (2009)



The Open Biomedical Ontologies

### Cell Ontology (CL)



*the Gene Ontology*

### Gene Ontology (GO)

*Foundational Model of Anatomy*

### ZFIN

Zebrafish Anatomical Ontology



Chemical Entities  
of Biological Interest (ChEBI)

### Disease Ontology (DO)



### Plant Ontology (PO)



### Sequence Ontology (SO)

### Ontology for Clinical Investigations (OCI)



The Open Biomedical Ontologies

Common Anatomy  
Reference Ontology



The Open Biomedical Ontologies

### Environment Ontology



Ontology for Biomedical Investigations

### Phenotypic Quality Ontology (PATO)



Protein Ontology (PRO)



### OBOnTOLOGY Relation Ontology



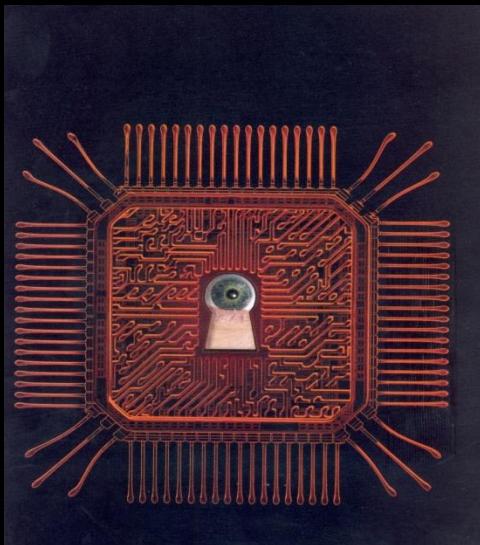
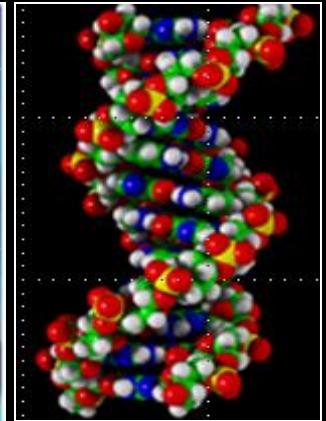
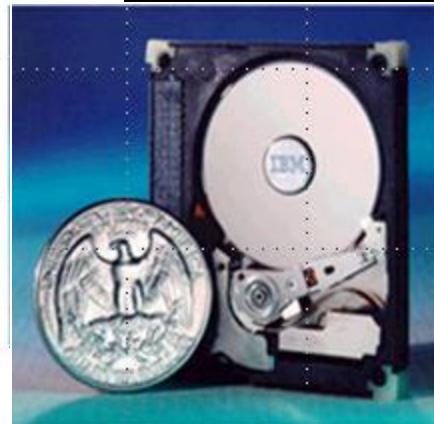
RNA Ontology  
(RnaO)

# Privacy and Health Information

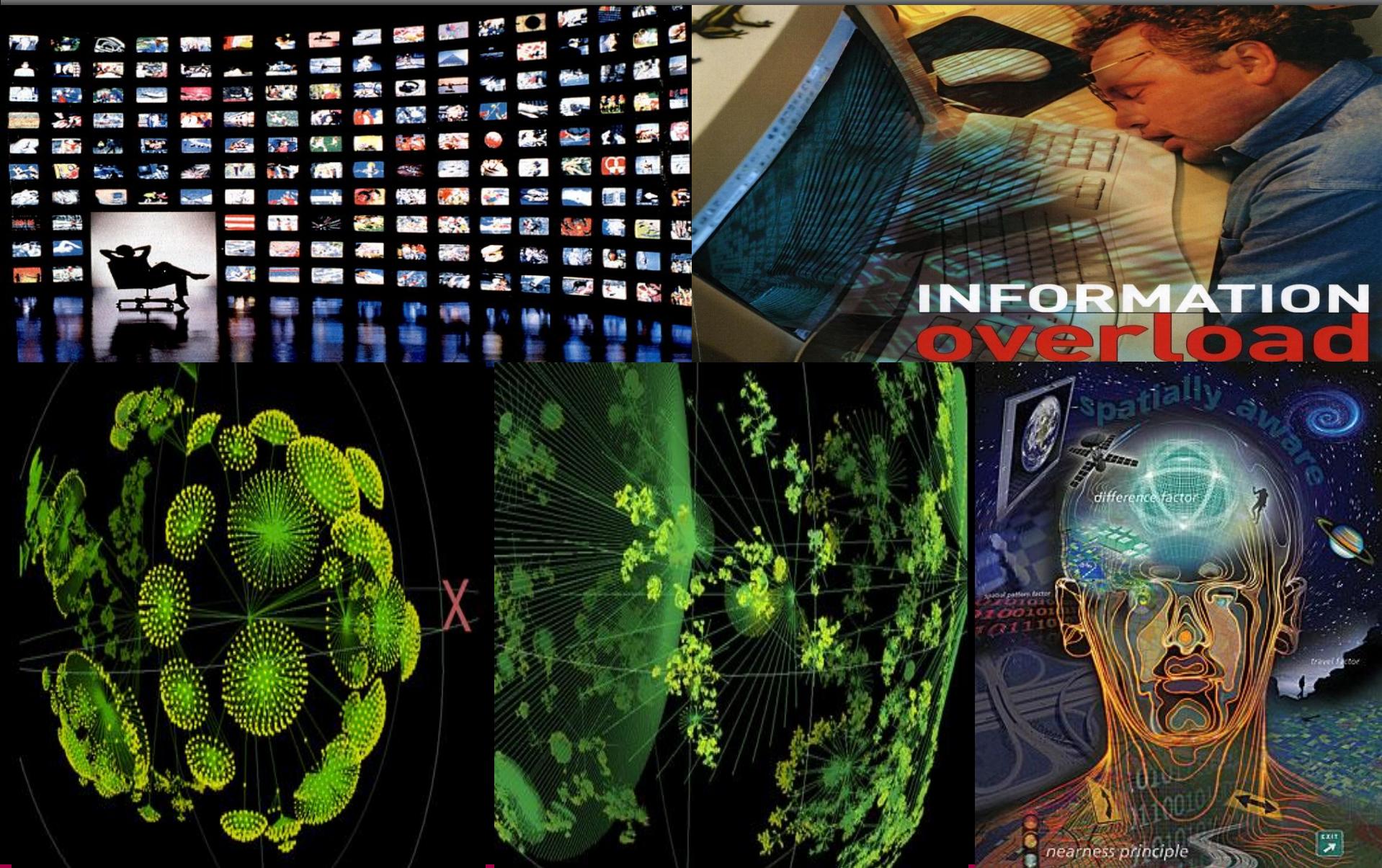
- 2010: 15 Petabits ( $10^{16}$ ) / \$250,000
- Human Genome: 10 Gigabits ( $10^{11}$ )

*For a few million dollars, one could store the complete genome of every American and European*

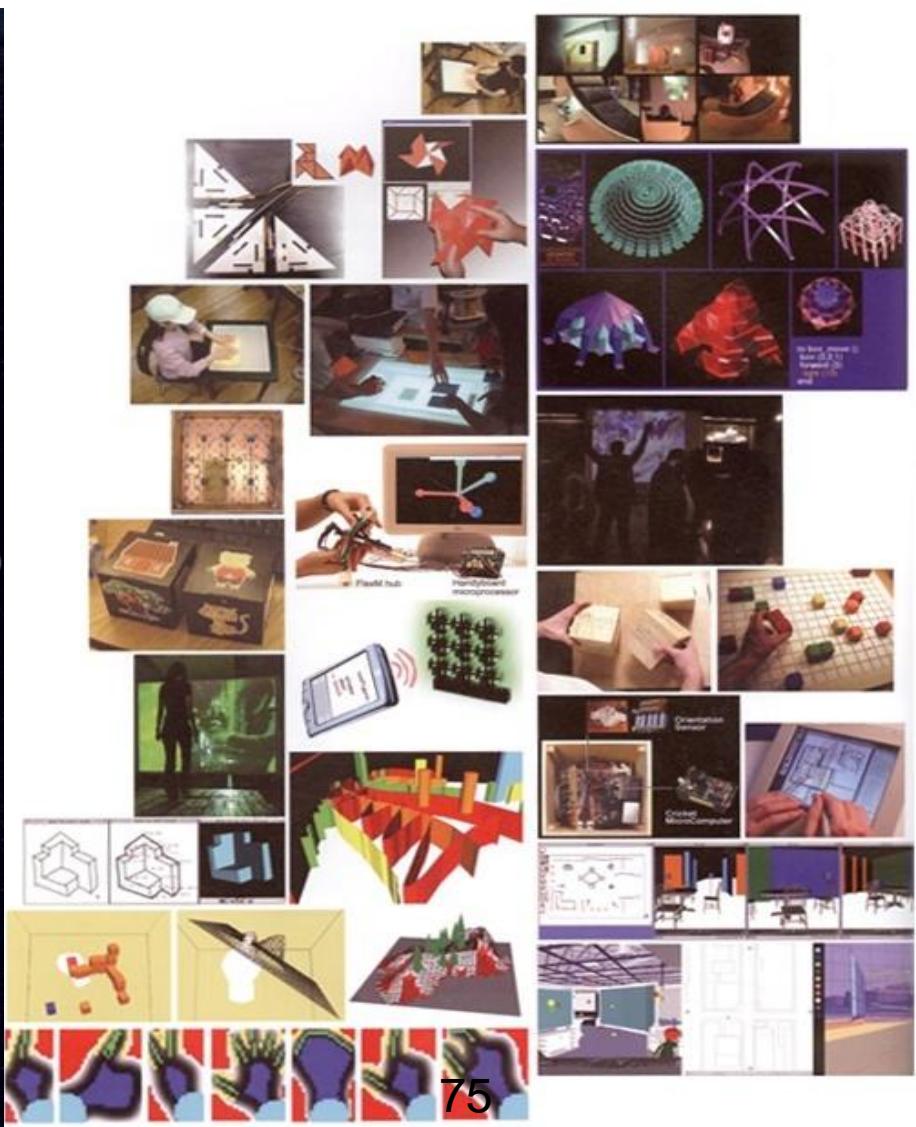
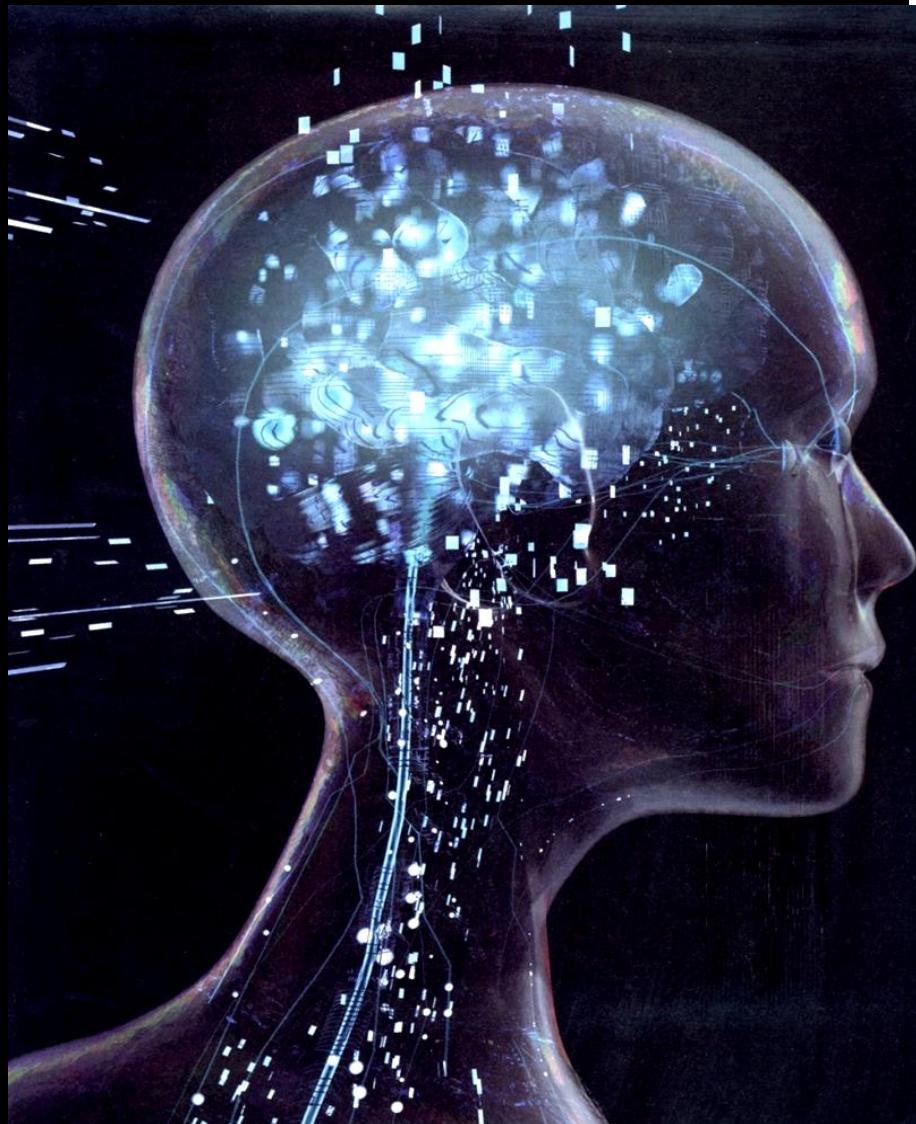
*...for several more, could add credit card records, telephone logs, travel history,...*



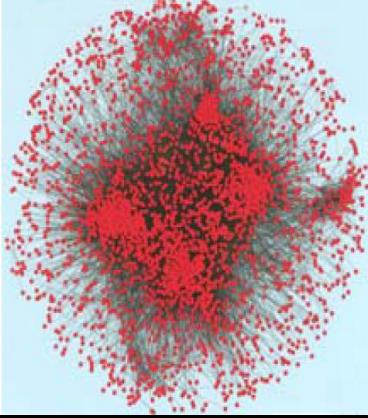
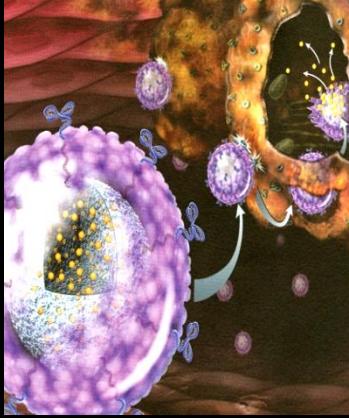
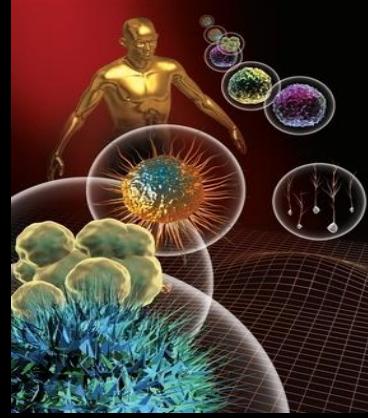
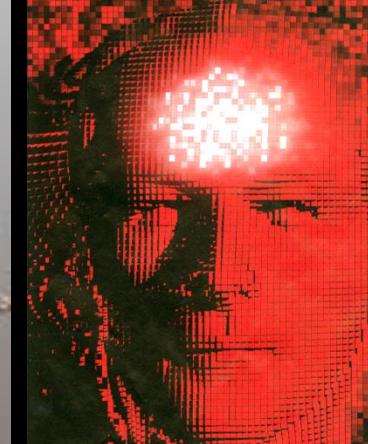
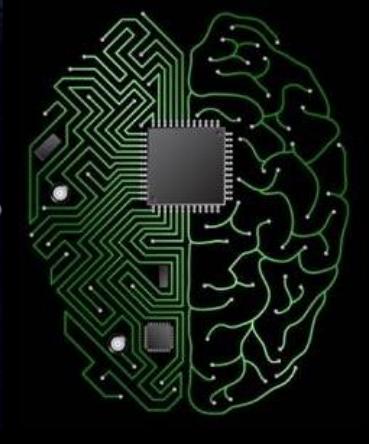
# Enhancing Human Capabilities to Use the Increased Volume, Diversity and Complexity of Information Flows



# Cognitive Biology, Customized Data Formats and Visualization for Improved Decision-Making

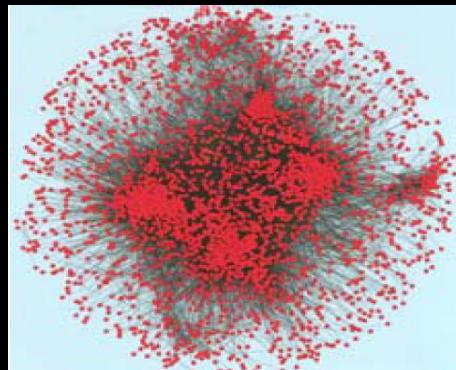


# Transcending Boundaries: Emergent Domains Arising from Technology Convergence

Systems and Synthetic Biology	Targeted Rx	Regenerative Medicine	HPO	Genetic Identity
				
Bio-Enhancement	Bionic-Enhancement	Cognitive Enhancement	Cogint	Brain-Machine Interactions
				

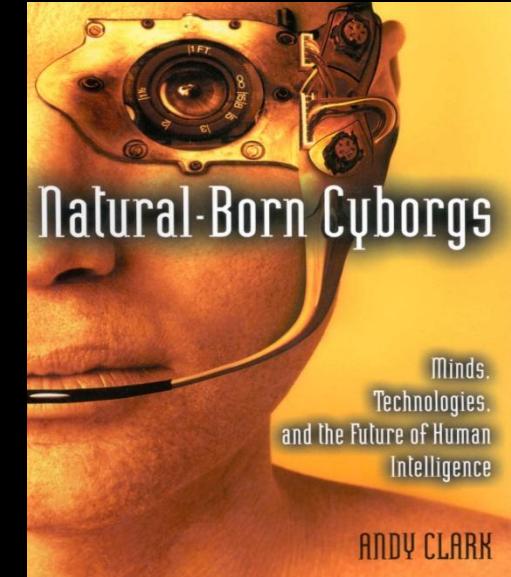
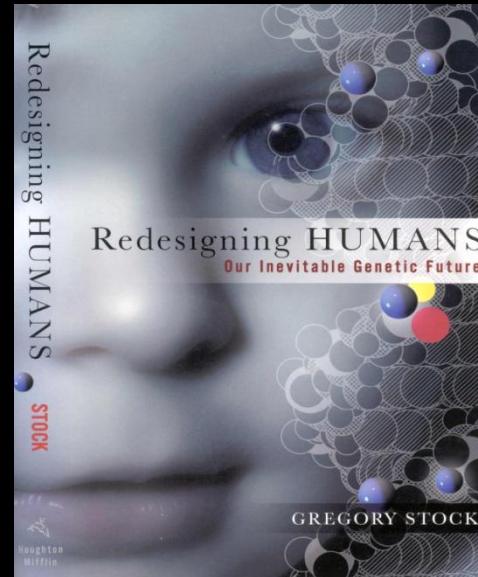
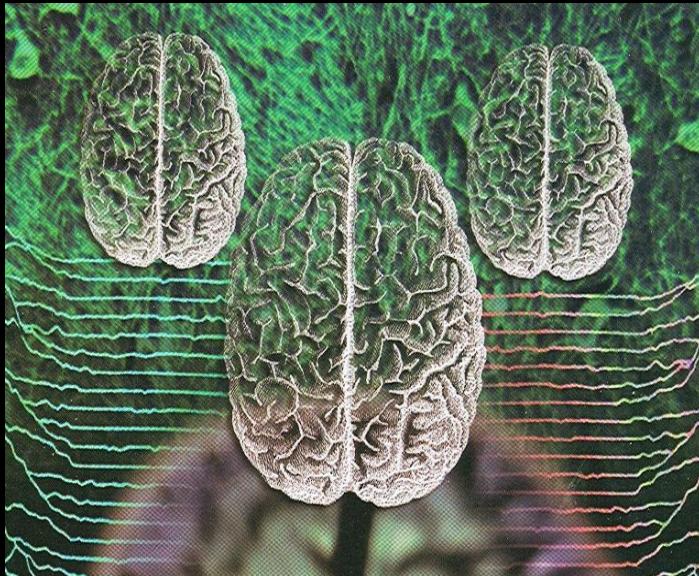
# Mapping Biological Control Circuits and the Expanded Dimension of the Chem-Bio (CB) Challenge

BIOHAZARD



- thinking beyond ‘bio’ as just infectious agents (bugs)
- systems biology
  - targeted disruption of ANY body function
  - novel CB threats
- synthetic biology
  - exploring biospace: designing new life forms
  - designer organisms to attack materials/infrastructure

# The Accelerating Convergence of Neurobiology with Advances In Engineering and Computing



- “**Brains on Target**”: Bio-Info-Cognitive (BIC) technologies
- “**Borg Drift**”: On-Body/In-Body (OBIB) devices and brain: computer interface technologies

# New Strategic Technology ‘Spaces’ Created by Technology Acceleration and Convergence

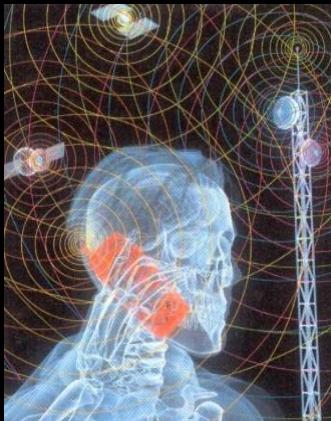
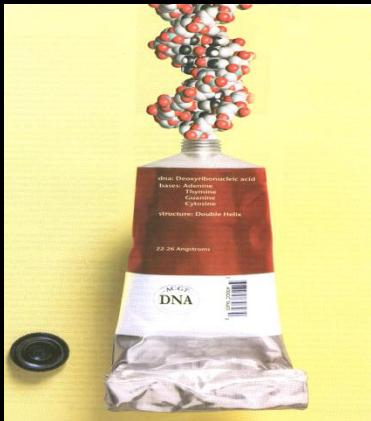
Systems  
and  
Synthetic  
Biology

Ubiquitous  
Sensing

Infocosm  
and the  
Metaverse

Dual-Use  
Technologies

Education  
and  
Research



“Bio-Space”

“Monitored  
Space”

“Networked  
Space”

“Controlled  
Space”

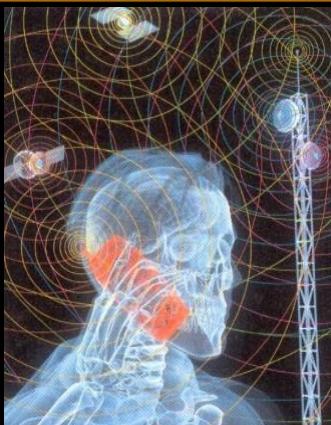
“Aspirational  
Space”

# New Strategic Technology ‘Spaces’ Created by Technology Acceleration and Convergence

## Systems and Synthetic Biology



## Ubiquitous Sensing



## Infocosm and the Metaverse



## Dual-Use Technologies



## Education and Research



“Bio-Space”

“Monitored Space”

“Networked Space”

“Controlled Space”

“Aspirational Space”

Rapidly Changing and Evolving  
Multi-dimensional Matrices of  
Knowledge Ecologies

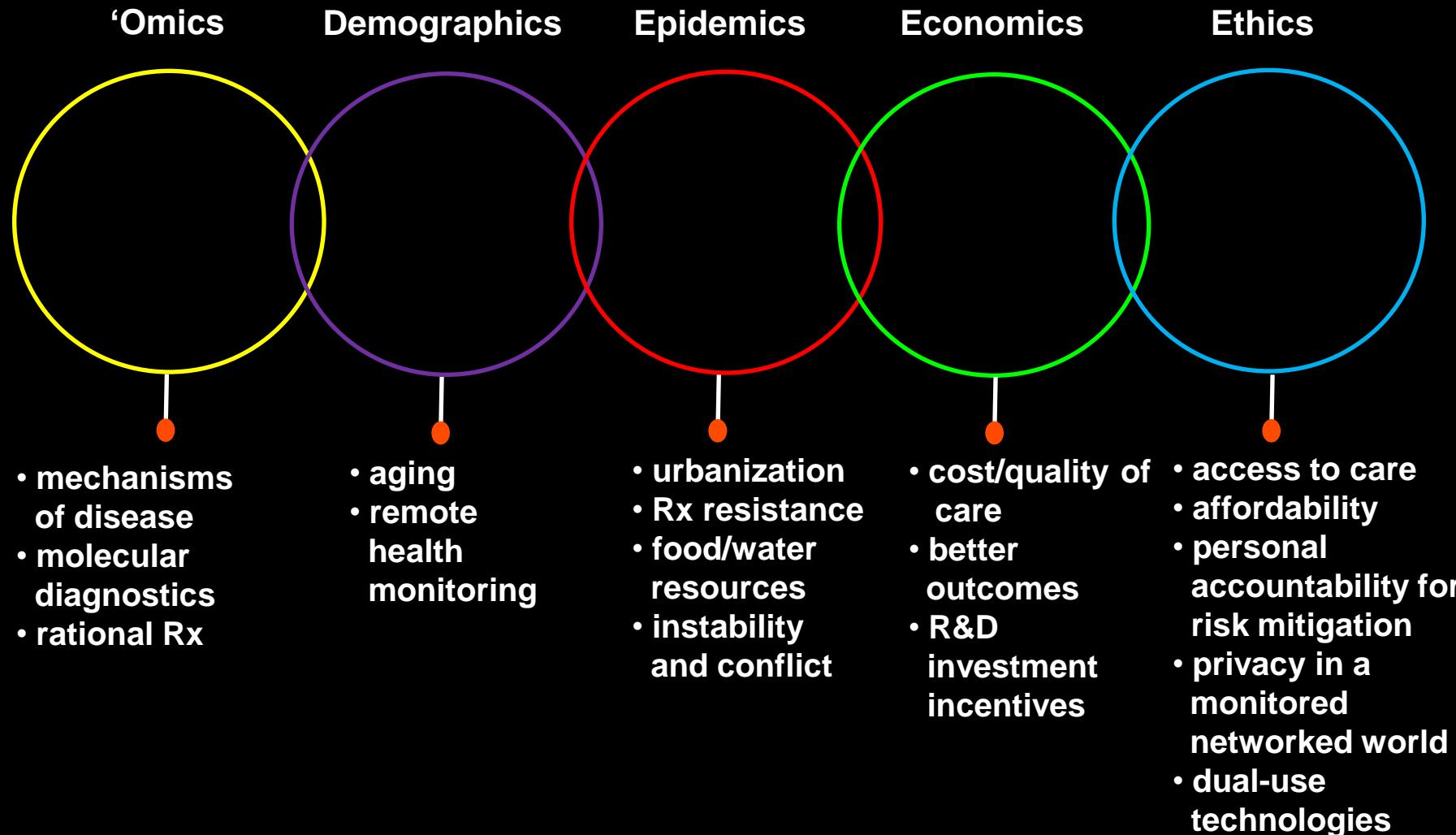
Innovation  
Systems

Organization  
of Research

# Dangerous Assumptions

- **the future will be similar to the recent past**
- **policy makers understand the forces that are driving ever-faster disruptive changes**
- **national governance institutions, laws and regulations are adapting to the accelerating pace of discovery and globalization of technology**

# The Complex Inter-Relationships Shaping the Future of Healthcare



personalized medicine

m.Health

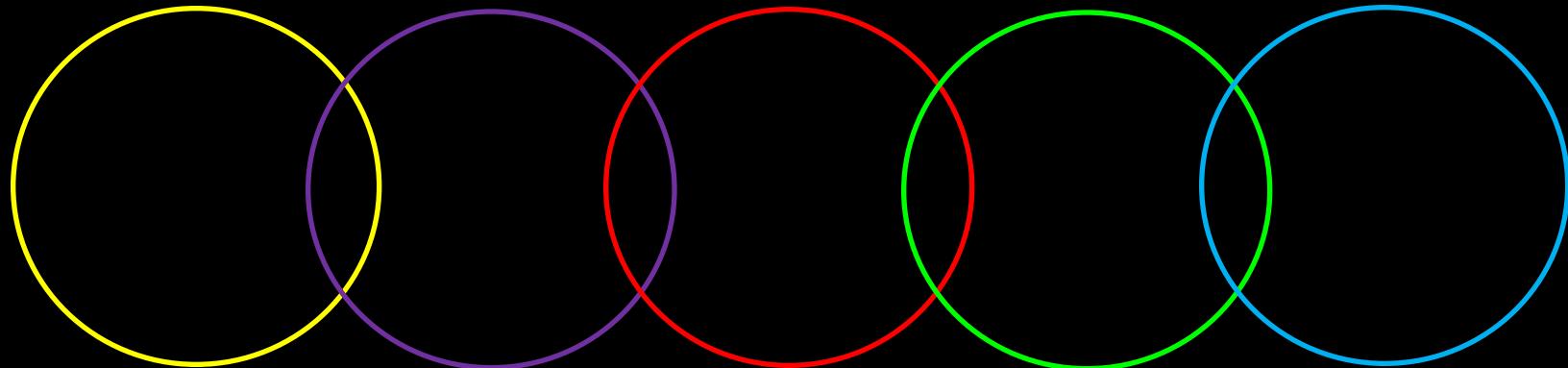
Global Public Health

outcomes

values

# The Complex Inter-Relationships Shaping the Future of Healthcare

'Omics      Demographics      Epidemics      Economics      Ethics



**wellness: predict and prevent disease versus diagnose and treat**

**sustainable health: wellness + economic thresholds for acceptable 'outcomes'**

**reducing risk: remote health monitoring + personal accountability**

**knowledge networks: distributed information systems for smarter decisions and better use of scarce/expensive resources**

# The Future of Academic Biomedical Research: Adaptive Agility or Denialism and Decline?

- myriad inefficiencies arising from the organization and performance of academy and its funders
- single discipline specialization creates isolated silos
- hubris of dangerous belief in perceived competency in an era of dramatic change
- reward systems (internal promotion, external funding) weighted to individual versus team performance
- scale, cost and logistical complexity of multidimensional
- multidisciplinary projects and funding policies
- proficient translation of academic discoveries to productive use requires expanded academy-industry interactions
- imperative for new cross-disciplinary curricula and training

