

# Latin American Brain Health Institute Annual STRATEGIC PLAN 2021



BrainLat  
INSTITUTE



Revised version | August 2021



# BrainLat 2021 Annual Strategic Plan

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# Index

**01.**

**SUMMARY**

*Pag. 7*

**02.**

**WORK TEAM**

*Pag. 8*

**03.**

**PROJECTS (Grants)**

*Pag. 11*

**04.**

**PUBLICATIONS**

*Pag. 12*

**05.**

**EDUCATIONAL  
CURRICULUM**

*Pag. 12*

**06.**

**PARTNERSHIPS  
& AGREEMENTS**

*Pag. 13*

**07.**

**EVENTS &  
VISIBILITY**

*Pag. 15*

**08.**

**SPACE &  
INFRASTRUCTURE**

*Pag. 16*

**09.**

**2022 GOALS  
PROGRESS**

*Pag. 19*



# 01.

## SUMMARY

This document outlines the proposed Annual Strategic Plan (2021) for the Latin American Brain Health Institute (BrainLat). The plan has been prepared by the institute's director and reviewed by the co-director and dean of the School of Psychology and director of the institute's executive committee. This document assesses the activities, indicators, and expected results regarding the formation of the work team, application to domestic and international projects (grants), expected scientific production in terms of publications and other indicators, preparation of the institute's educational curriculum, formation of domestic and international partnerships and agreements, organization of events and visibility actions, planned and required space and infrastructure, and progress and expected goals for the second year (2022). The annual plan is split into two periods (1: March-June 2021; 2: July-December 2021), and actions are defined as confirmed (C), to be confirmed (TBC), or to be determined (TBD). The annual plan, already approved by the Chancellor of the Universidad Adolfo Ibáñez, is expected to serve as a guide to set impact indicators, identify the strengths and weaknesses of the institutional plan, and prepare the annual report for the first year (2021).



# 02.

## WORK TEAM

The Latin American Brain Health Institute (BrainLat: <https://brainlat.uai.cl>) aims to empower innovative brain health research leaders across Latin America, in full integration with leading centers worldwide. BrainLat seeks to transcend disciplinary boundaries, forge groundbreaking investigation, and reduce the regional impact of dementia. This mission benefits from a partnership with the Global Brain Health Institute (GBHI), at the University of California, San Francisco (UCSF), and Trinity College Dublin (TCD).

### Our Values

- Translation and commitment: We develop research-based projects geared towards capacity building and implementation science.
- Multidisciplinary innovation: We assess how overlooked converging factors impact brain health to develop innovative approaches to research and capacity building.
- Local ideas in a global landscape: We merge bottom-up regional initiatives into a single landscape via win-win collaborations between high- and low/middle-income countries, facing local needs from a local-global perspective.
- Transforming challenges into opportunities. We aim to turn typical regional problems (e.g., cultural differences between high- and low/middle-income countries, underrepresented populations, lack of trust among teams, isolationist practices, poor multicenter funding) into opportunities to make greater changes

### Our Goals

To further brain health by (a) boosting local, regional, and international multidisciplinary research; (b) increasing prevention, interventions, and multidisciplinary developments; and (c) generating postgraduate programs as well as training platforms for the next generation of regional leaders in brain health.

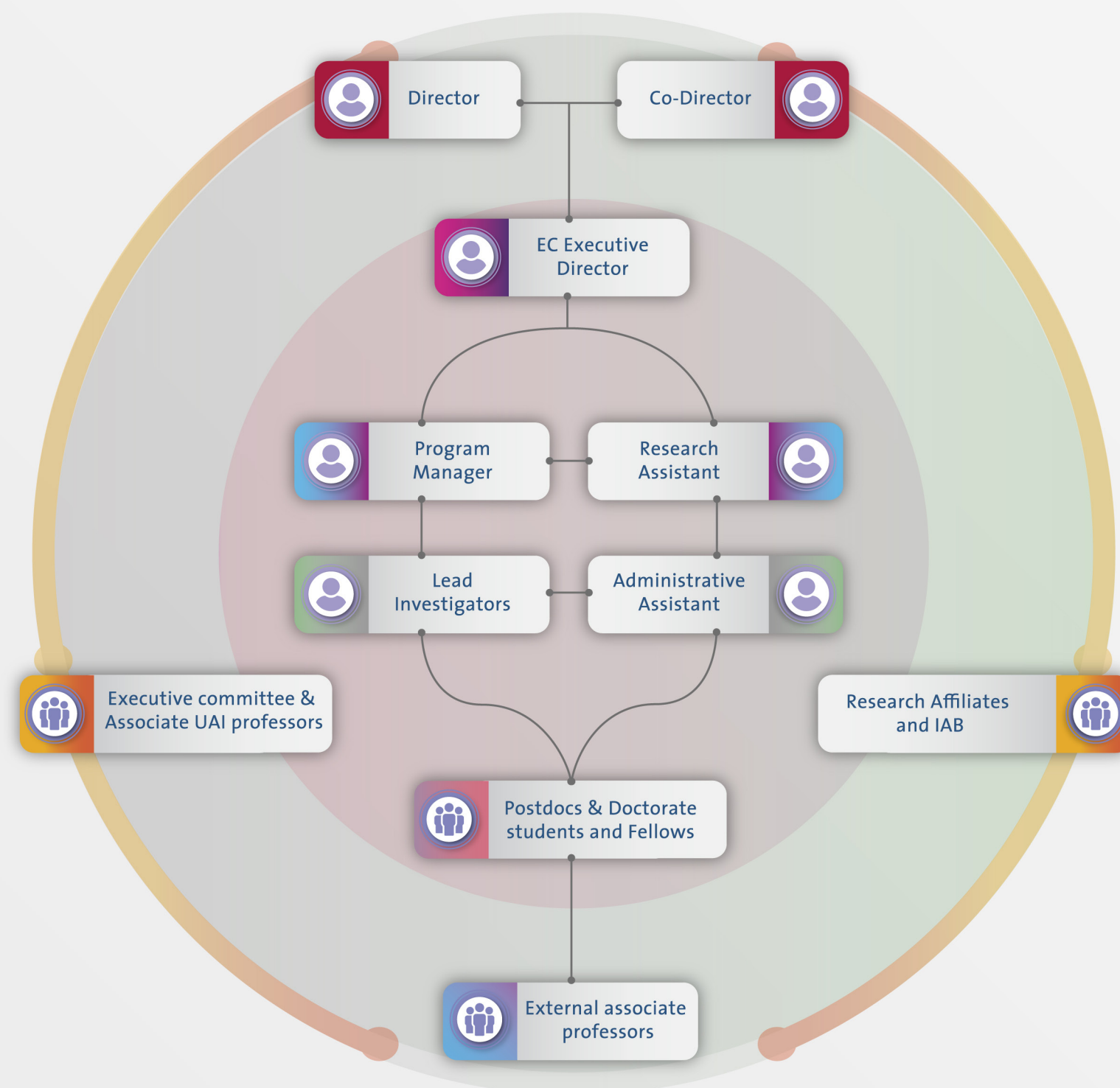
- To connect leadership, education, research, implementation science, and capacity building for brain health and dementia research, care, and related actions across Latin America.

- To develop a multidisciplinary hub for brain health centered in the Universidad Adolfo Ibáñez and expanded via strong local and international networking.

### 2.A Preparation stage prior to the strategic plan

Between October 2020 and February 2021, the manager, director, and co-director worked on various critical aspects of BrainLat to ensure the proper execution of the Strategic Plan and the team structure (see Organization Chart). The activities conducted include (a) the proposal for budget adjustments and project viability presented to the Chancellor; (b) the preparation of the rules and applications for positions, postdocs, seed grants, and creation of a preliminary BrainLat website; (c) the call, selection, and hiring of the program manager (Rodrigo Ortega); (d) the call, selection and appointment of the scholars hired in 2021; (e) the hiring of an international expert to provide advice and training for international calls for funding and to register Universidad Adolfo Ibáñez (UAI) on grant application platforms (i.e., DUNS, eRA Commons, SAM, grants.gov, and the international endorsement for the Ethics committee); (f) the management of (ongoing) partnership agreements with the Global Brain Health Institute (GBHI), Universidad de Chile, and other legal documents; (g) the preparation of the launch event, including the creation of the logo designed by UAI and approved by GBHI, the basic structure of the website, the event organization, the domestic and international invitations, and creation of a mailing list.

## TEAM STRUCTURE & ORGANIZATION CHART



## 2.B Initial group formation and work dynamics

During Period 1, work will be focused on forming the work team, communication channels and promoting the understanding of BrainLat's mission by its members. The work team will be organized as follows:

**1. Management core:** Formed by the director (Agustín Ibáñez), the co-director (Claudia Duran-Aniotz), the dean of Psychology and director of the executive committee (Jorge Sanhueza), the program manager (Rodrigo Ortega), a research assistant, and other HR (TBD, covered with projects).

**2. Lead Researchers:** Researcher 1 (Enzo Tagliazucchi, senior, TBD), Researcher 2 (Pavel Prado, junior, TBD), Associate Researcher 1 (Graciela Muniz, TBD). Given the high profile of the institute's general goals, and as approved by the Chancellor, the institute's researchers must be full-time, including the research and publication of articles, application to domestic and international projects, scientific dissemination, and involvement in the institute's strategic plan. Teaching activities will be included when organized by the institute (courses, workshops, potential degree/doctorate, and fellowship curriculum to be prepared with GBHI). Exceptionally, other teaching activities may be considered if they do not interfere with the institutional plan and are agreed to by the dean, the director, the co-director, and the professor involved.

**3. Postdocs:** Postdoc 1 (Cecilia López, TBD), Postdoc 2 (Josefina Cruzat), Postdoc 3 (Agustina Birba/Ruben Herzog, Takeda project), Postdoc 4 (Natalia Ogonowski), Postdoc 5-6 (2022). The corresponding contracts must be signed with each postdoc in order to manage payments and the required visas (when applicable).

**4. PhD students:** Raúl González, Joaquín Migeot, Paulina Orellana.

**5. Associate UAI professors:** Psychology (David Huepe), Engineering (Rolando de la Cruz García), Government (TBD), Business (TBD). In order to promote inter-university collaboration and applications with a cross-disciplinary impact and to increase human resources, there must be at least one associate professor for each associated school/faculty. The specific commitments of associate professors will be: 1) collaboration in developing lines of research to apply for funding on Brain Health issues to be (later) included on the fellowship program; 2) application to cross-disciplinary projects, 3) participation in the EC (1 member per school), 3) referencing (dual affiliation) the institute as a secondary affiliation in their production. The benefits

for associate professors will be: 1) application to the institute's seed funds, 2) affiliation with GBHI, 4) access to the international network that includes stakeholders and experts in Brain Health; 5) boosting of school/faculty topics of interest for the institute, 6) cross-disciplinary project application support in topics covered by the institute, 7) mentorship of fellows, 8) access to GBHI training, 9) participation in EC decisions (one member per school/faculty). The director of each school/faculty will be presented with a plan to assess partnering with researchers with the most appropriate profiles and complementarity with BrainLat's mission. Similarly, a plan will be developed with the University's Research Directorate for the dissemination of BrainLat's work through the research directors of each academic unit in order to invite researchers related to our work. Finally, our dissemination activities will be shared with the leaders of each faculty.

**6. Executive Committee (EC):** Formed by Jorge Sanhueza (EC director), Claudia Duran-Aniotz (co-director), Andrea Slachevsky (U. de Chile), Ian Robertson (GBHI), David Huepe (Psychology, UAI), Rolando de la Cruz (Engineering and Sciences, UAI), TBD (Government, UAI), TBD (Business, UAI), and Agustín Ibáñez (director). The EC will be BrainLat's decision-making body and operate by the majority vote of its members. Monthly meetings are expected to begin in April 2021. The BrainLat EC will be the institute's management and decision-making body, and it will guarantee the implementation of the strategic plan, approve applications to funds (educational, research, and outreach), internal regulations, and other strategic decisions. The EC will define the institute's long-term goals, oversee ongoing projects, set milestones and timelines, coordinate core activities, set the institute's practices, receive and approve periodic reports by the institute's director, and provide scientific, logistical, and administrative governance for the other researchers.

**7. Research Affiliates:** Research affiliates are those involved in a project with an explicit research-collaboration agreement with BrainLat. They include (to date): Universidad de Chile (Andrea Slachevsky); the Center for Cognitive Neurosciences of Universidad de San Andrés, Argentina (UDESA: Sebastián Moguilner, postdoc; Sol Fittipaldi, Ph.D.; Adolfo García, researcher, others TBD); the Consciousness, Culture, and Complexity Lab of Universidad de Buenos Aires, Argentina (Cocucolab, UBA: TBD); the Global Brain Health Institute (GBHI) at the US and Ireland (TBD); and Seed Grants Principal Investigators (TBD).

**8. International Advisory Board:** (IAB, 62 renowned members). During periods 1 and 2, international collaborators will be invited as advisors, collaborators, or facilitators for various BrainLat

projects. IAB members will receive an annual report from the institute and will be asked for feedback.

**9. Clarifications about international collaborations:** In accordance with the proposal approved by the Chancellor, during the first two years (2021-2022) or until the 10 full-time positions are filled, the director will prepare a strategy for applying to regional and international funds with the GBHI (at Trinity College Dublin). Attached to this plan is the director's work proposal with TCD/GBHI that creates a partnership with BrainLat and clearly defines the benefits for the latter. During this period, the director must be in Chile for at least 20% of the year. Nevertheless, the director will perform their duties continuously, in coordination with the executive director, the director of the executive committee, and the researchers. Additionally, Dr. Tagliazucchi will be responsible for the scientific collaboration with both associated labs in Argentina (UBA and UDESA) and must conduct in-person activities at BrainLat for 1-2 months a year during his contract. The work of Dr. Tagliazucchi in coordination with the labs in Argentina is critical for BrainLat's development. As with all contracts, and as established under section 2.E (internal organization plan), the scholars who join the project must submit an annual work plan that considers goals for publications, awarded projects, dissemination, and outreach activities. This plan will provide indicators to assess individual performance and BrainLat's crosscutting goals.

For more details, see: <https://brainlat.uai.cl/we/members/>

## 2.C Project application organization plan (grants)

A support plan will be developed for grant applications focused on administration and finance aspects (during periods 1 and 2). Rodrigo Ortega (BrainLat Program Manager) will be in charge of this plan, supervised by Eugenia Godoy (ReDLat Program Manager). It must include the inputs of the University's financial and administrative teams. A seed grant is also expected to be allocated to boost the preparation, application, execution, and financial reporting mechanisms of the University and BrainLat's associated centers.

## 2.D 2022 Calls (periods 1 and 2)

From July to December 2021, there will be calls for three full-time senior professors, two postdocs, and four seed grants. See: <https://brainlat.uai.cl/we/work-with-us/>

## 2.E Internal organization plan

The internal organization plan includes

communications, budget management, research regulations, code of conduct, monthly meetings, and EC meetings. At the same time, a model document with indicators of impact, production, visibility, outreach, application for grants, and other commitments for each researcher will be created. Once the management group for 2021 is created, it will prepare its internal organization plan during Period 2. BrainLat researchers must always (a) mention BrainLat in press releases and outreach (affiliation: BrainLat, Universidad Adolfo Ibáñez); (b) prioritize their affiliation in publications (1st affiliation: "Latin American Brain Health Institute (BrainLat), Universidad Adolfo Ibáñez, Santiago, Chile"); (c) prioritize BrainLat affiliation when applying for grants (except for international grants where Chile cannot be a direct beneficiary). Similarly, as of the second half of the year, the visibility of publications, partnerships, and projects awarded to BrainLat will be boosted.

## 2.F BrainLat Sponsorship

In order for BrainLat to act as UAI's sponsor for projects awarded by the Chilean Research and Development Agency (ANID), a request will be made to include BrainLat as a unit associated with the University.

# 03. PROJECTS (grants)

For detailed descriptions of ongoing grants and networking initiatives, please see <https://brainlat.uai.cl/research-and-networking-projects/>. The projects that will be implemented by BrainLat in 2021 and predetermined applications for funds are described below.

## 3.A Implemented as of Period 1

**Internal:** 6 BrainLat Seed Grants (TBD). BrainLat Seed Grants invites eligible researchers to submit projects that prioritize activities demonstrating the potential to lead to larger projects with an emphasis on Latin American communities. Different seed initiatives (e.g., preliminary study, extended project planning, focused networking, or impact-based proposal) will be supported to identify, change or



improve outcomes around age, cognitive related cognitive loss, and dementia. See more here: <https://brainlat.uai.cl/seed-grants/>

**National:** 1 FONDEF/ANID (PI, Co-I), 2 FONDECYT/ANID (PI), 3 FONDECYT/ANID (Co-I), 1 Pilot Alzheimer's Association -GBHI (PI), 1 Pilot Alzheimer's Association -GBHI (Mentor), 1 Takeda (PI), 6 BrainLat Seed Grants (TBD).

**External and International:** ReDLat (PI/TBD), includes NIH/NIA, AA, Tau Consortium, GBHI), FONDAP Gero/ANID (Co-I), Regalías-Colciencias (Colombia, Co-I).

### 3.B In preparation during periods 1 and 2:

**Internal/National/External and International:** 3 FONDEF/ANID (Co-I), 3 Postdoctoral FONDECYT/ANID, 3 Postdoctoral AA Grants, 1 Pilot AA (PI), R01 (Biomarkers, site PI), R01 (Natural speech, PI), Takeda (TBD), Core (Rolando de la Cruz), 1 FONDECYT/ANID (Enzo Tagliazucchi), curriculum GBHI Ireland (TBD) and 1 Pfizer 2021.

## 04. PUBLICATIONS

During periods 1 and 2, a minimum of 30 and a maximum of 50 publications are expected to be produced, depending on the productivity and incorporation time of researchers and postdocs. About 80% of the publications are expected to be Q1, and more than 70% are to be led by the BrainLat team. Publications during periods 1 and 2 will be sent to the BrainLat community in an organized manner per scientific area and investigator.

BrainLat is committed to Open Science practices when possible. We will support public data sharing when there are no IRB restrictions. BrainLat also prompts the Pre-registration on Open Science Framework, Data depository on Open Science Framework (when there are no IRB restrictions), and the posting of manuscript and/or preprints (e.g., PsyArchive, Biorxiv). Any Open Science initiative from BrainLat should have first assured the agreement with Universities/Governments/ Grant regulation. The list of BrainLat publications is available at: <https://brainlat.uai.cl/publications-2/>

## 05. EDUCATION CURRICULUM

BrainLat will develop a Fellows program in association with the GBHI, starting in 2023, as well as other educational initiatives. The preparation of educational curriculum to be carried out throughout both periods includes: (a) preparation of the fellowship program contents, formation of the BrainLat-GBHI work team, and identification of educational funds; (b) planning teachers' training in Brain Health curriculum, and; (c) definition and feasibility assessment of a doctorate in Brain Health.

### 5.A Period 1

#### Fellowship Curriculum:

Organization of the GBHI-BrainLat team and definition of the work plan.  
Coordination with UCSF and TCD teams.  
Identification of BrainLat /LAC-CD members who want to participate.

### 5.B Period 2

#### Fellowship Curriculum:

Definition of GBHI faculty participation.  
Organization of the GBHI-BrainLat team.  
Preparation of the curriculum in Spanish and English.  
Application to BrainLat Faculty training 2022 at UCSF, Trinity, and online.  
Definition of fellowship organizational structure in Chile.  
Identification of stakeholders to apply for the educational grant in 2022.

### PhD Program:

Definition of a Brain Health project to be prepared and managed in 2022.

A curriculum will be proposed to develop scientific competences that will be the basis of a Bachelor's Degree in Behavioral Sciences (or similar) or a set of fellowships in labs to attract the best students. The feasibility of a research fellowship or an innovation experience offer to attract advanced students will be assessed. We intend to develop new innovative curricular experiences that do not replicate traditional modes of study. The curricula will be based in a Latin American fellowship based on the Atlantic Fellows program: <https://www.gbhi.org/about-program>.



## 06. PARTNERSHIPS & AGREEMENTS

The partnerships, agreements, and accords expected to be reached throughout 2021 are described in this section. Under the supervision of Agustín Ibáñez and Eugenia Godoy, Rodrigo Ortega will work on a general agreement model compatible with both the University's and GBHI regulations and a specific agreement model for each case.

### 6.A Period 1:

- GBHI (dual affiliation)
- Universidad de Chile (Gero - CMYN: partnership)
- Argentina (UBA and UdeSA: international partnership, academic exchange, collaboration)
- Colombia (Javeriana, del Valle, Los Andes, Icesi: academic exchange, collaboration)
- Peru (IPN, Arequipa: academic exchange, collaboration)
- Brazil (São Paulo, TBD: academic exchange,

collaboration)

- LAC-CD (international partnership, academic exchange, collaboration)

### 6.B Period 2:

- UCSF (dual affiliation)
- Trinity (TBD, partnership)
- TBD: Alzheimer's Association, Universities of Bologna, Cambridge, California Santa Barbara, Leipzig, La Laguna, Sydney, Edinburgh, Chicago, Harvard. Others (collaboration): University of Pittsburgh, UTherapy, Universidad de Málaga, International Neuropsychological Society

For more details, see: <https://brainlat.uai.cl/we/institutions/>



# 07.

## EVENTS & VISIBILITY

This section describes the planned and expected events (all virtual or hybrid, for now), as well as the institute's visibility actions.

### 7.A Outstanding events

#### Period 1:

- BrainLat Launch (April 6, 2021)
- Monthly presentations of faculty/postdocs/Ph.D. students of BrainLat
- Monthly presentations CSCN/BrainLat

#### Period 2:

- Annual BrainLat conference: presentation of seed grants + UCSF/Trinity faculty (a combined event with ReDLat + GBHI). Tentative agenda: November 2021
- Monthly presentations of faculty/postdocs/ PhD students
- Monthly presentations CSCN/BrainLat
- Annual poster presentation for Ph.D. students and postdoc

Multiple dissemination activities will be conducted (seminars, workshops, and talks). A course proposal has been submitted to the Chilean International Cooperation Agency (AGCID) with current BrainLat professors. During the first year, dissemination seminars and immersion workshops will be held to assess potential collaborators. In the second year, the new doctorate will be assessed and planned (see section 5). Other outreach activities will be promoted, such as the Neuroscience Week, a workshop for entrepreneurs in Brain Health, or applications of Neurosciences in socially relevant areas. Finally, we will build partnerships with various professional institutions (such as the Chilean Alzheimer's and Dementia Professional Corporation COPRAD [www.coprad.cl](http://www.coprad.cl)) to increase BrainLat's visibility.

### 7.B Visibility

#### Period 1:

- Website (April), logo (March), social media (TW, FB, IG, LinkedIn), news + mailing-list (April)
- LAC-CD AA's ISTAART webinars (2 events with BrainLat as a guest)

#### Period 2:

- Production of International Advisory Board videos/ phrases about BrainLat for dissemination
- Dissemination and recording of BrainLat's conference
- LAC-CD AA's ISTAART webinars (2 events with BrainLat as a guest)

For more information about events and news, see: <https://brainlat.uai.cl/news/>



# 08.

## SPACE & INFRASTRUCTURE

The minimum required and planned space is described below, as well as the use of infrastructure and equipment.

### 8.A Period 1

Offices (x4), lab, modules (x8 equipped with computers for the program manager, postdocs, and doctorates), and computers for BrainLat HR are required as of March-April. The designated lab space is 12 m<sup>2</sup> and should expand to 30 m<sup>2</sup> for Period 2. The venue for this space must be defined in March..

### 8.B Periods 1 and 2

Definition of an integrated and final space and infrastructure plan for 2022 that includes space for the entire BrainLat + Basic Lab + TMS Lab + EEG Lab + Center for Social and Cognitive Neuroscience + Doctorate(s). The venue for this space must be defined during periods 1 and 2 in 2021.

### 8.C Partnership with the Center for Social and Cognitive Neuroscience (CSCN, Psychology UAI)

Although the CSCN will be an associate lab of BrainLat, it will also be autonomous, guaranteeing both bilateral synergy (production, projects, partnerships) and independence in terms of governance and institutional goals. BrainLat will be able to access CSCN's EEG, TMS, and eye-tracker to conduct research. Similarly, BrainLat members will be able to direct Social and Cognitive Neuroscience doctoral students from the School of Psychology. The CSCN's director (BrainLat's associate researcher) and BrainLat directors must ensure synergy between members of both teams. If a second doctorate (in Brain Health) is created, it will share a base with CSCN's doctorate. BrainLat will organize monthly seminars as of May 2021, to which the CSCN community will be invited. In turn, CSCN will update its strategic plan regarding its linkage with BrainLat. The planning of the translational lab includes its use by members of both centers. The dean of the School of Psychology will be asked to create specific coordination mechanisms between CSCN and BrainLat.





# 09.

## 2022 GOALS PROGRESS

Finally, the expected goals for the second annual period are described here, which must be adjusted in accordance with the 2021 plan report. Pre-planned activities, achievements, and goals for 2022 are provided in this section.

**A. Work team:** + 3 faculty + 2 postdocs + fellows + HR hired through grants.

**B. Projects (grants):** one large local project and one external, curricular/educational project, faculty training preparation.

**C. Publications:** 40-50, depending on the incorporation of researchers.

**D. Educational curriculum:** preparation of the fellowship plan, faculty training, opening of applications to fellowships, preparation of and application to the doctorate.

**E. Partnerships and agreements:** consolidation of 2021 agreements, exploring agreements with local government organizations (ministries) and international organizations (PAHO, Latin American Institutes, ADI).

**F. Events and visibility:** Annual BrainLat meeting, annual ReDLat meeting (TBD), events with AA + GBHI, Atlantic Philanthropies, events for companies.

**G. Space and infrastructure:** inauguration of a space that encompasses the entire BrainLat + Basic Lab + TMS Lab + EEG Lab + CSCN + Doctorate(s).



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