



a place of mind
THE UNIVERSITY OF BRITISH COLUMBIA

Provost and Vice President Academic
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MEMORANDUM

August 30, 2011

To: Senate, Vancouver
c/o Lisa Collins, Manager of Secretariat Services

From: David H. Farrar
Provost and Vice President Academic

A handwritten signature in black ink, appearing to read 'DAF', followed by a horizontal line.

Re: **Senate Approval of UBC Research Institutes**

Recommendation:

That Senate establish the Life Sciences Institute in the Faculties of Medicine and Science and;

That Senate establish the Child and Family Research Institute, the Providence Health Care Research Institute and the Vancouver Coastal Health Research Institute, in the Faculty of Medicine.

The Life Sciences Institute (LSI) has been jointly approved by both the Faculties of Science and Medicine. The Child and Family Research Institute (CRFI), The Providence Health Care Research Institute (PHCRI), and The Vancouver Coastal Health Research Institute (VCHRI) were officially designated as "Faculty of Medicine Research Institutes" by Faculty of Medicine Executive on November 16, 2010.

Attachments:

1. Memorandum, dated July 20, 2011, from Dr. Gavin Stuart, Dean, Faculty of Medicine and Vice Provost Health
2. Academic Units in the Faculty of Medicine
3. The Life Sciences Institute – Senate Approval Proposal
4. The Child and Family Research Institute – Senate Approval Proposal
5. The Providence Health Care Research Institute – Senate Approval Proposal
6. The Vancouver Coastal Health Research Institute – Senate Approval Proposal



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THE UNIVERSITY OF BRITISH COLUMBIA

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MEMO

Date : July 20, 2011

To : David Farrar
Provost and Vice President Academic

From : Gavin Stuart
Dean, Faculty of Medicine and Vice Provost, Health

Re : **Senate Approval of UBC Research Institutes**

On behalf of the Faculty of Medicine, I request that you to bring the following motion to Senate for approval:

"That Senate approve the following academic units as UBC Research Institutes:

- The Life Sciences Institute
- The Child and Family Research Institute
- The Providence Health Care Research Institute
- The Vancouver Coastal Health Research Institute"

The first has been jointly approved by both the Faculties of Science and Medicine. The other three were officially designated as "Faculty of Medicine Research Institutes" by Faculty of Medicine Executive on November 16, 2010.

Background:

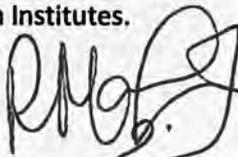
Until recently there was no clear definition of Institutes and Centres, nor a clear delineation of Senate-approved and non Senate-approved Centres, either within the Faculty or University wide. With the support of the Provost, the Executive Associate Dean Research was able to provide clarity and structure on this issue for the Faculty of Medicine. A document entitled "Academic Units in the Faculty of Medicine" was created with the purpose of providing definitions of Institutes/Centres/Research Programmes within the Faculty of Medicine, UBC and to provide guidelines for their review and renewal of leadership. This document expands upon the UBC Senate Academic policy recommendations of 2001 on the status of Institutes and Centres. The document, "Academic Units in the Faculty of Medicine", was accepted at Faculty Executive on February 16, 2011, and the motion to adopt the guidelines into practice was approved. To advance this process, four Research Institutes (LSI, CFRI, PHCRI, VCHRI) have been approved to date by Faculty Executive under the designation "Faculty of Medicine Institute". A proposal to create "The BC Cancer Agency Research Institute" is in preparation.

In the "Academic Units" document mentioned above, Institutes/Centres/Research Programmes are not intended to be permanent academic structures. Rather, such units provide organizational infrastructure to support cross-disciplinary research and scholarship that enhances the academic goals of the Faculty of Medicine and UBC. These units have a primary focus on research and do not offer undergraduate or graduate degree programmes. Those that are no longer productive or are no longer aligned with the strategic goals of the Faculty of Medicine and UBC would normally be phased out after an appropriate review process.

Research Institutes are normally associated with a single geographic location or an integrated network with a common administrative structure. Institutes may have a dual reporting relationship to UBC and a Health Authority. An Institute is composed of a number of Centres and Research Groups/Programmes covering a wide range of research areas and types of scholarship. Membership is typically >50 investigators crossing Departments/Schools/Centres and Faculties with additional affiliated investigators. An Institute does not normally hold faculty positions; all members are appointed in or jointly with academic Departments/Schools. Appointments to Institutes/Centres should be term appointments normally renewed at 5 year intervals. Financial resources for Institutes are normally provided by sources other than core UBC funding. Institutes may have members from more than one BC University.

The Institute Director is normally appointed for a term that may be renewed once. Where appropriate, such appointments will be made jointly with a Health Authority. Institutes will normally be reviewed prior to the re-appointment of the Director and at not less than 9 year intervals to monitor progress, productivity and relevance to the strategic plans of the participating Faculties and UBC. The format of the review will be broadly similar to that of Departments and Schools with primary emphasis on effective interdisciplinary research and the environment for research trainees. The Director will receive advice from a Steering Committee on the strategic directions and management of the Institute and will normally have an external Advisory Committee or Board.

Thank you for your consideration of the motion to approve the aforementioned academic units as UBC Research Institutes.

 (Vice Dean)

 Gavin C.E. Stuart, MD, FRCSC
Dean, Faculty of Medicine
Vice Provost, Health, UBC

Attachments:

1. Academic Units in the Faculty of Medicine
2. The Life Sciences Institute – Senate Approval Proposal
3. The Child and Family Research Institute - Senate Approval Proposal
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5. The Vancouver Coastal Health Research Institute - Senate Approval Proposal



FACULTY OF MEDICINE

Academic Units in the Faculty of Medicine

The purpose of this document is to provide definitions of Institutes/Centres/Research Programmes within the Faculty of Medicine, UBC and to provide guidelines for their review and renewal of leadership. This document expands upon the UBC Senate Academic policy recommendations of 2001 on the Status of Institutes and Centres. This document will not affect current UBC policies with respect to the structure, review and leadership of Departments and Schools within the Faculty. It is recognized that some established units have designations that do not conform to these definitions. These will not be automatically changed. However, designations of new units will follow the definitions outlined below.

The academic Departments and Schools form the permanent structure of the Faculty.

Departments/Schools form the disciplinary backbone of the Faculty of Medicine. Schools are distinct from Departments in that the curriculum is accredited by an external regulatory body and may have additional autonomy within the University. Normally, all F-slots are assigned to these academic units. The educational mandate of the Departments/Schools is delivered through undergraduate education and graduate and post-graduate programmes, both disciplinary-based and cross-disciplinary/inter-professional. The research mission of a Department/School is delivered through both disciplinary and cross-disciplinary individuals/teams either located in Departmental/School or Research Institute/Centre space.

Departments/Schools may form *Divisions* to focus on specific recognized areas of expertise in the academic or service mandate. When these are based on sub-specialty disciplines recognized externally and subject to accreditation, they are approved at the Faculty Executive level. Normally, all F-slots in Divisions are assigned at the Departmental level. Divisions are responsible for the educational mandate of post-graduate programmes and participate in the undergraduate and graduate teaching of the Department as above. The research mission of a Division is delivered through both disciplinary and interdisciplinary individuals/teams either located in Departmental or Research Institute space. It should be noted that Divisions are not recognized at the level of Senate at UBC.

Institutes/Centres/Research Programmes are not intended to be permanent academic structures. These units provide infrastructure designed to support cross-disciplinary research and scholarship that enhances the academic goals of the Faculty of Medicine and UBC. These units have a primary focus on research and do not offer undergraduate or graduate degree programmes. Those that are no longer productive or are no longer aligned with the strategic goals of the Faculty of Medicine and UBC would normally be phased out after an appropriate review process.

Research Institutes are normally associated with a single geographic location or an integrated network with a common administrative structure. Institutes may have a dual reporting relationship to UBC and a Health Authority. An Institute is made up of a number of Centres and Research Groups/Programmes covering a wide range of research areas and types of scholarship. Membership is typically >50 investigators crossing Departments/Schools/Centres and Faculties with additional affiliated investigators. An Institute does not normally hold faculty positions; all researchers are appointed in or jointly with academic Departments/Schools, appointments to Institutes/Centres should be term appointments normally renewed at 5 year intervals. Institutes are normally funded by sources other than core UBC funding. Institutes may have members from more than one BC University.



FACULTY OF MEDICINE

The Institute Director is normally appointed for a term not exceeding renewable once. These appointments, where appropriate, will be a joint appointment with a Health Authority. Normally Institutes will be reviewed prior to the re-appointment of the Director and not less than a 9 year interval to monitor progress, productivity and relevance to the strategic vision of the Faculty of Medicine and UBC. The format of the review will be broadly similar to that of Departments and Schools with an increased emphasis on effective interdisciplinary research and will not be expected to engage directly in undergraduate student curriculum delivery. The Director will receive advice from a Steering Committee on the strategic directions and management of the Institute and will normally have an external Advisory Committee or Board.

Centres are predominantly research and scholarship focused units with membership crossing Departmental/School and Faculty boundaries. A Center usually has a cohesive programmatic research and scholarship focus, most often disease or organ specific and will incorporate one of more research themes e.g. education scholarship, discovery, clinical, population health and health services. The educational mandate of Centres is typically focused on Graduate and Post-graduate training. Centres do not normally have F-slots; all faculty are appointed in or jointly with academic Departments/Schools and are expected to be involved in curriculum development and to deliver undergraduate teaching as assigned by their home Department or School. Centres are funded mainly from sources external to UBC core budget. Centres typically have 10 – 25 core investigators with additional affiliated investigators some may be members from Universities other than UBC.

The Director of a Centre will be reviewed at 5 years with the opportunity for renewal for a second term if appropriate. Normally, Centres will be reviewed prior to the re-appointment of the Director at not less than 9 year intervals to monitor progress, productivity and relevance to the strategic vision of the Faculty of Medicine and UBC. The format of the review will be broadly similar to that of Departments and Schools with an increased emphasis on effective cross-disciplinary research while the Centre will not be expected to engage directly in undergraduate student curriculum delivery evidence that faculty members are meeting the requirements of their home Department/School will be expected. The Director will receive input from an Advisory Committee on the strategic directions and management of the Centre.

Research Groups and Programmes are informal small semi-permanent research groupings of 5 – 10 investigators usually in a single location with a single research and scholarship based theme. These units may be within a single discipline or across Departments/Divisions on that site and will not be formally approved or reviewed by the Faculty of Medicine.

Research Clusters should have a critical mass of researchers, a common goal, joint publications and grants and a track record of collaborative research. The members of the cluster should have a clear mission and vision for their expanded research area. Members of the cluster should be drawn from at least 3 Faculty of Medicine campuses and involve at least one Health Authority as a major partner. The cluster should be inclusive of researchers in the relevant area and need not be limited to those with primary appointments within the Faculty of Medicine. The investigators must hold team grants involving investigators from more than one campus. Research clusters are recognized as high priority research themes for UBC although these clusters will not be formally approved or reviewed by the Faculty of Medicine.



FACULTY OF MEDICINE

Process for Approval of Research Centres

Faculty considering the formation of a new Research Centre are encouraged early in the planning process to consult with Department Heads/School Directors of faculty to be involved in the Centre and the Executive Associate Dean, Research, and if appropriate, the relevant Associate Dean(s), Research of the Health Authority Research Institute(s) involved.

The proposed Centre should provide a document to the office of the Executive Associate Dean, Research outlining the following:

- 1 – The vision, goals and specific objectives of the proposed Centre.
- 2 – The proposed research, scholarship, education and where appropriate community service activities to be undertaken in the first 5 years.
- 3 – Impact of the new Centre on existing academic units, especially those Departments and Schools with proposed faculty participating in the Centre. This should include any impact on undergraduate education delivery in these units and who these effects will be mitigated.
- 4 – Identify the participating faculty and demonstrate the interdisciplinary nature of the proposed Centre.
- 5 – Identify the proposed Director of the Centre.
- 6 - Define the Advisory Committee and the proposed terms of reference for the committee.
- 7 – Define the resources available to the Centre with respect to space and staff and any anticipated needs and how these will be addressed.
- 8 – Provide the current level of funding available to the Centre and anticipated sources of funding for the first 5 years.
- 9 – Provide letters of support from the Department Heads/School Directors with faculty involved in the proposed Centre and the appropriate Health Authority Research Institute(s).
- 10 – Identify the processes for performance evaluation and appointment, reappointment, tenure and promotion reviews, which will need to follow appropriate procedures relating to interdisciplinary activities.



FACULTY OF MEDICINE

Levels of Approval

For the Faculty of Medicine: the document provided by the proposed Centre will be discussed and approved by:

Committee of Department Heads and School Directors
Research Council
Faculty Executive Committee

At this time, the approval process will involve the Faculty of Medicine and Health Authority Research Institutes; the process to be followed by additional Faculties at UBC and the UBC Senate awaits clarification.

Closure of Research Centres

If the result of an in-depth, external review of a Research Centre demonstrates either or both lack of productivity or lack of academic relevance, the Dean and Executive Associate Dean, Research will work with the unit to initiate a phase-out process. Examples of challenges that could lead to closure are loss of a critical mass of researchers in a Centre and/or inability to attract sufficient funding to support the Centre. The closure process will involve an orderly transition, with appropriate guidance from the relevant Department Heads\School Directors and the Executive Associate Dean, Research, of research personnel, staff, and remaining research grants to appropriate Departments, Schools and Research Centres. If there are full-time faculty in the Centre who do not have a home Department, the Dean and Executive Associate Dean, Research will work with the faculty member and academic units in FoM to identify an appropriate location. The Director and faculty in the Centre will be encouraged to provide a proposal(s) to Executive Associate Dean, Research to provide optimal transition for members of the unit. It is anticipated that the closure process should be accomplished in the year following the decision to close the unit.



The Life Sciences Institute – *a place of discovery*

Executive Summary

Mission: The Life Sciences Institute (LSI) (<http://lsi.ubc.ca/>) is dedicated to discovering the fundamental biological mechanisms underlying health and disease in an environment designed to catalyze innovative, interdisciplinary research ideas and interests.

Rationale: Officially opened in 2005 as the research component of the Life Sciences Centre (<http://www.publicaffairs.ubc.ca/ubcreports/2005/05mar03/life.html>), the LSI is the largest UBC research unit to be jointly governed by the Faculties of Medicine and Science. Since its' opening, the LSI has been viewed as a research institute and thus it is timely that it be officially recognized as such by UBC.

The interdisciplinarity of the research in the LSI is reflected in the mandate of its Research Groups, which cross departments and foster the sharing of research ideas, expertise, resources, infrastructure and joint efforts in the programs that train graduate and undergraduate students, as well as postdoctoral fellows. One goal of the LSI is to facilitate partnerships and innovative initiatives that individual labs and departments cannot achieve alone.

The LSI also provides an exceptional and unique environment for graduate and undergraduate student training (<http://grad.lsi.ubc.ca/>) at a much larger scale than other institutes at UBC, being home to over 250 graduate students in 10 different UBC graduate programs in the Faculties of Science, Medicine and the College for Interdisciplinary Studies (CFIS). In addition, over 100 undergraduate students are provided with “enriched educational experiences (E3)” doing independent research projects (Departmental 448, 449 courses, co-ops, summer projects) in LSI labs that are supported by over 50 permanent research staff.

In fulfilling part of its mandate, the LSI also sponsors a number of innovative initiatives including public outreach through the Café Scientifique (<http://www2.lsi.ubc.ca/cafeScientifique.php>) and CSI @ the LSI (<http://grad.lsi.ubc.ca/lisiga/csi/>; published in *Journal of Microbiology and Biology Education*, December 2010), an over-arching Graduate Recruiting Initiative, LSI-Graduate Student Association and Postdoc Research Day, Special Seminars, Workshops, and Symposia, Visiting Scientist and Trainee awards, as well as supporting topical research events and programs that enhance the research environment.

Research Background:



Within the LSI there are currently 86 faculty members from life sciences Departments in Medicine and Science, conducting vibrant, biomedical-based research in three overarching research themes (Fig. 1). See **Appendix 1** for list of members and description of their research interests.

Fig. 1

LSI research focuses on *fundamental biological mechanisms* in the biomedical sciences aimed at identifying, characterizing and understanding the molecular mechanisms that govern gene expression, protein structure-function and environmental microbiology. This is aimed at *understanding the processes of*

disease and infection, namely how key cellular and developmental processes go awry in human disease, how pathogens usurp normal cellular function and how the host’s immune system responds to these assaults. This knowledge is critical for the third goal of translating basic research into the *development of therapeutics*.

LSI research is supported by operating, infrastructure and salary grants from the Tri-council funding agencies (CIHR and NSERC), Genome BC, private disease based foundations, Canadian Foundation for Innovation:BC Knowledge Development Fund, Canada Research Chairs, the Michael Smith Foundation for Health Research, the US National Institutes of Health, and others. Departments, individual grant funded researchers and the LSI work in partnership to support the enhancement of research capabilities, including infrastructure support, funding of seminars, special events and symposia, the development of websites and social media, enhancing publicity, as well as facilitating the physical operations of the research environment.

Research Funding for last 5 years <i>NOTE - underestimate as the numbers are from RISE and are lacking key entries</i>					
Year	Tri-council	Peer-Review other	Contract	CFI/BCKDF	Non Peer-Review
2005-06	13,276,414	7,128,671	1,615,820	4,891,781	2,080,901
2006-07	13,758,726	7,984,986	1,191,030	4,833,019	990,675
2007-08	14,760,891	9,022,926	1,580,993	2,475,311	1,252,752
2008-09	19,843,242	10,161,963	1,182,996	4,313,407	1,220,401
2009-10	14,467,689	11,720,363	2,341,928	13,101,947	1,265,401

The **goals of the Life Sciences Institute** are priorities that align with the Strategic Plans of Research for UBC, the Faculty of Medicine and the Faculty of Science: specifically the 3 identified UBC Research Priority Clusters: Biotechnology & Genomics, Human Health & Genomics, and Neuroscience & Cognitive Systems. The mandate of the LSI fosters linkages between these Clusters. This is in line with the UBC priority of encouraging and establishing interdisciplinary approaches to research.

The membership of the LSI includes Investigators from 10 departments in the Faculties of Medicine and Science, organized into 8 interdisciplinary, interdepartmental Research Groups (RG), as well as in newly organized and emerging theme-based research clusters that capitalize on timely opportunities to address issues important to the health of Canadians. The LSI's focus on research is captured on the home page, where the links to the research groups are shown as buttons below rotating images of papers published in high profile journals (see **Appendix 2**). These research foci include studies on how Bacterial Regulatory Networks result in infection, human disease and environmental impact (BARN RG - <http://barn.lsi.ubc.ca/>), the newly organized Centre for Tuberculosis Research (CTBR- www.microbiology.ubc.ca/CTBR) and the emerging, CFI funded Advanced Structural Biology in Re-emerging Infectious Diseases (ASTRID). Microbiology-based research is counter-balanced by a RG that focuses on host responses to Infection, Inflammation and Immune responses and the molecular under-pinnings of the functioning of the immune system (I-cubed RG - <http://iii.lsi.ubc.ca/>). Research into the cellular processes that control fundamental events within cells and among cells during development is the focus of the Cell and Developmental Biology RG (CELL - <http://celldevelopment.ubc.ca/>), with many researchers studying neurobiology as well as cancer biology. The Chemical Biology of Disease RG (CBD - <http://cbd.lsi.ubc.ca/>) studies the components of disease processes at the protein ultra-structural and molecular level. The Diabetes RG (<http://diabetes.ubc.ca/>) focuses on the etiology of all forms of this disease. The Cardiovascular RG (<http://crg.lsi.ubc.ca/>) studies heart disease and stroke, with a focus on channel proteins, essential mediators of proper function. Researchers in the Molecular Epigenetics RG (MEG - <http://meg.lsi.ubc.ca/>) study gene regulation of human disease, focusing on epigenetic mechanisms. The Centre for Blood Research (CBR - <http://www.cbr.ubc.ca/>) explores blood related processes, and includes a Vancouver-wide base of researchers. The total number of research and support staff in the LSI is more than 850 (including 280 graduate students, 110 postdoctoral fellows, 55 research associates, 147 research staff and over 115 undergraduate students).

The unique design of the Life Sciences Centre building allows LSI researchers to work in open-concept labs, facilitating cooperative interactions among PIs, trainees and staff. This has promoted an increase in collaborative projects, increased communication across disciplines, economical use of shared equipment and the establishment of shared infrastructure and core facilities. The LSI contains the internationally known *C. elegans* Knockout Facility (www.zoology.ubc.ca/~dgmweb), a central *Drosophila* Lab that facilitates the use of fly genetics, a node of the UBC Flow Cytometry Facility (FACS), jointly supported with the Biomedical Research Centre - <http://www.ubcflow.ca/>), a distinct cohort of microscopes that support LSI Imaging (http://www2.lsi.ubc.ca/LSI_Imaging/index.php) and tissue processing, as well as Proteomics, partnered with the CBR (http://www.cbr.ubc.ca/mass_spec.htm), Biomedical Research Centre and the UBC Proteomics initiative.

LSI researchers deliver formal educational sessions to medical, dental and health professional students, and half of LSI researchers' primary teaching commitment is to the undergraduate life sciences programs at UBC (Biology, Microbiology & Immunology, Biochemistry & Molecular Biology, Physiology, Anatomy and Medical Genetics). The graduate students in the LSI belong to over 10 different graduate programs and the LSI is the home for the interdisciplinary CFIS program in Cell and Developmental Biology (www.cell.ubc.ca). This combination of teaching and research makes the LSI an excellent interdisciplinary life sciences training environment,

offering interdepartmental and interdisciplinary experiences and expertise in Science and Medicine unique at UBC.

Governance Structure:

The LSI currently contains the research labs and supporting infrastructure for 86 faculty members from life sciences departments in Medicine and Science, organized into 7 inter-Faculty and inter-departmental Research Groups, 1 UBC recognized Centre (The Centre for Blood Research; CBR) and several newly forming research clusters. The Director of the LSI (C. Naus, Faculty of Medicine) reports directly to the Deans of Medicine and Science, and works closely with the Associate Director (L. Matsuuchi, Faculty of Science) in all areas of governance, administration and research. Key advisory input is received from the LSI Steering Committee (Fig. 2), which consists of the Heads of the five main Departments (Biochemistry & Molecular Biology-BMB, Cellular and Physiological Sciences-CPS, Medical Genetics-MG, Microbiology and Immunology-M&I, Zoology-ZOOL), Leaders from seven Research Groups, the Director of the CBR, LSI Administration, representatives from the Graduate Student Association and the Postdoctoral Fellows, the LSC Operations Manager and the Safety Advisor. The Steering Committee meets monthly and also holds an annual strategic planning retreat.

LSI Governance

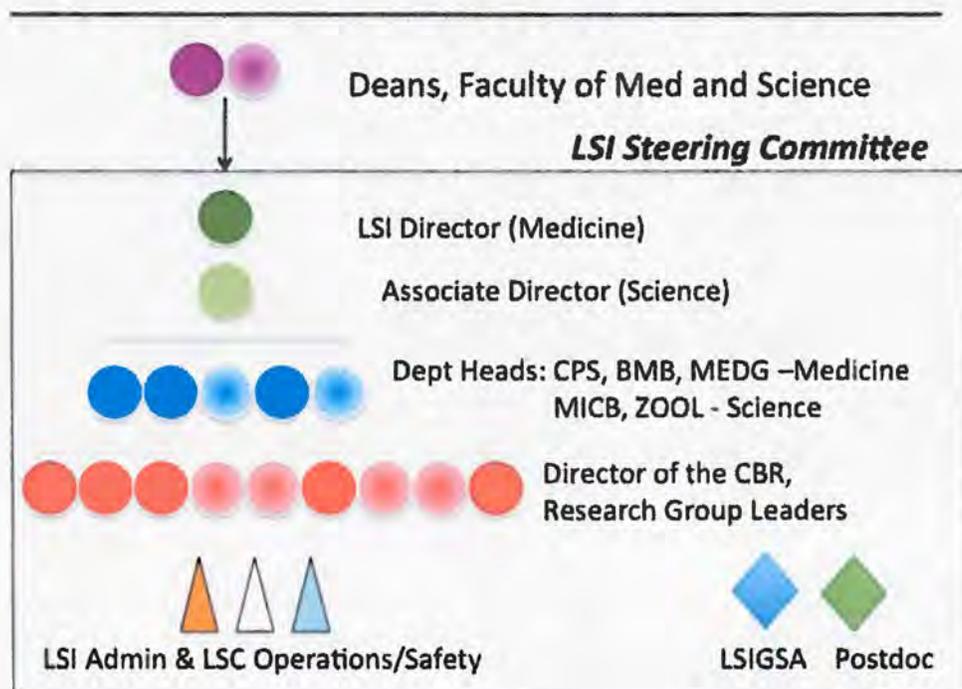


Fig. 2

When the LSI was first established, an External Advisory Committee (EAC) was formed to provide advice and recommendations for governance, membership and budget. As the LSI

moves forward, a new EAC will be established to provide advice and recommendations on strategic initiatives and opportunities.

Funding Details:

The LSI budget is jointly funded by UBC Finance, the Provost, and the Faculties of Medicine and Science. The budget is used to enhance the research of the LSI members, through direct and shared support to Research Groups, research infrastructure maintenance, administrative support and many special research initiatives.

The total funding for FY2010-11 is \$719,794, received for from the following source:

Recurring General Purpose Operating (GPO) from SPF	\$256,794
Supplementary support from Provost	\$250,000
Matching funds from Faculty of Medicine (ended on June 30, 2013)	\$ 25,000
Matching funds from Faculty of Science (ended on June 30, 2013)	\$ 25,000
Recurring ICR support from Faculty of Medicine	\$ 61,500
Recurring ICR support from Faculty of Science	\$ 61,500
Revenue generated from rental of space (average per annum)	\$ 40,000

Vision/Goals for upcoming 5 years:

The Vision of the LSI is focused on *partnering to make a difference through interdisciplinary research and training*. Through strategic partnerships we will pursue the following goals.

1. Facilitate Outstanding Research: to provide support and resources to broaden the scope and impact of our research.

Specific objectives include:

- Strategic research group (RG) support for innovative projects and proposals; support of Department initiatives that are aligned with LSI goals.
- Establish "Strategic Novel Additive Partnership" (SNAP) grants to support innovative research and 'seed' money to pursue future external funding.
- Annual Visiting Scientist and Visiting Trainee awards in theme-based research areas
- Support seminars, workshops, symposium, Research Group events
- Partner with departments to recruit the best new researchers and support their development during the pre-tenure period.

2. Provide an Exceptional Training Environment: to recruit the best trainees to provide them with access to UBC's leading research programs in the LSI.

Specific objectives include:

- Targeted Grad Student and Postdoc Recruitment Initiative –Grad coordinator to oversee increased participation in recruitment events; support of grad student and undergrad research event during Celebrate Research Week, undergrad tours and opportunities, enhanced web-based and social media (facebook) presence regarding opportunities for potential trainees (<http://grad.lsi.ubc.ca/>).
- Supporting applications for training grants (eg. NSERC CREATE, CIHR STIR)

- LSI Trainee Awards and LSI Undergraduate Research Awards to cultivate outstanding research potential
- Partner with College for Interdisciplinary Studies, Faculty of Grad Studies, VPRI office on special initiatives (eg. Rising Stars, Recruitment Fairs, information sessions)

3. Establish and Maintain Leading Edge Facilities: to enhance affordable access to equipment and resources needed for leading-edge discovery research.

Specific objectives include:

- Support current and establish new Core infrastructure (eg. new infrastructure for Tissue Processing)
- Partner with Departments for matching-fund initiatives (purchase, repair & maintenance contracts, support of technical expertise based workshops)
- Strategically pursue equipment and research funding, including Workstations for data analysis (eg. Imaging, proteomics, gene expression, etc)
- Partner with Core facilities and departments to write grants to support them (through CFI, NSERC, CIHR, MSFHR)
- Develop central Gene Knockdown/Expression Library Resource (partnering with CDRD and Other Units)
- Partner, facilitate and mediate, with other units and departments whenever challenging issues develop in establishing shared infrastructure.

4. Communicating Excellence through Professional and Public Avenues: to tell the success stories of our researchers and trainees.

Specific Objectives include:

- Promote LSI research achievements through the LSI website, other social media and those of UBC Public Affairs, Faculty of Medicine and Faculty of Science. Increase LSI research presence in print publications
- Promotion with Funding Agencies through newsletters, community media, science fairs, open houses
- Further develop the LSI Café Scientifique (recently supported by CIHR, MSFHR, FoM, FoS and continuing in 2011 with support from MSFHR)
- Support the Grad Student Association outreach initiatives to high schools (eg. CSI@LSI) and develop new initiatives with other units (eg. MITACS).

5. Pursuit of fundraising opportunities: to provide the needed resources to take our research to the next level.

Specific objectives include:

- Develop specific targeted funding campaigns with the Faculty of Medicine and Faculty of Science Development Office staff, the UBC Annual Giving Office and the Alumni Office
- Specific outreach opportunities targeted for fundraising (eg. Alumni events and tours, Donor Tours)

EXECUTIVE SUMMARY

The Child and Family Research Institute (CFRI) is dedicated to world-class research spanning a wide range of children's and women's health concerns. Incorporated in 1995, it is the largest research institute of its kind in Western Canada, and the second largest Canada-wide.

The CFRI's facilities afford easy access to leading-edge health care organizations that serve children, women and families from around the province. BC Children's Hospital is Canada's largest full-service child health centre and BC Women's Hospital & Health Centre is Canada's largest and busiest maternity hospital. Integration with these hospitals and working with the children and families served by them puts CFRI investigators at the forefront of translational research in children's and women's health.

As one of the four hospital-based research institutes affiliated of the UBC Faculty of Medicine, the CFRI has an integral working relationship with The University of British Columbia. The Institute has close partnerships with agencies of the with Provincial Health Services Authority, particularly the BC Children's Hospital and Sunny Hill Health Centre for Children, BC Women's Hospital & Health Centre, and BC Mental Health & Addiction Services. The Institute has active partnerships with the BC Children's Hospital Foundation and Sunny Hill Children's Foundation. It also maintains important relationships with BC's five regional health authorities and academic institutions: Simon Fraser University, the University of Victoria, the University of Northern British Columbia and the British Columbia Institute of Technology.

Mission

The Child and Family Research Institute conducts discovery research to benefit the health of children and families.

Vision

Science making miracles

We passionately pursue discovery, knowing our achievements have the capacity to transform lives.

Values

We work in an environment that values

- Integrity
- Excellence
- Transformation
- Interaction
- Openness



Research Excellence

CFRI's research focuses on the causes and cures for illness affecting children and families. We foster a multi-disciplinary, collaborative environment for our community of health researchers and their groups. The Institute's research foci are represented by **seven research clusters**, each headed by one or two internationally-known researchers:

- Childhood Cancer & Blood Research
- Developmental Neurosciences & Child Health
- Diabetes, Nutrition & Metabolism
- Genetics & Health
- Immunity in Health & Disease
- Innovations in Acute Care & Technology
- Reproduction & Health Pregnancy

In addition, CFRI houses and supports a world-renowned research partner, the Centre for Molecular Medicine and Therapeutics.

CFRI has more than 200 faculty members who include the holders of one Canada Excellence Research Chair, 13 Canada Research Chairs, 4 BC Leadership Chairs and numerous other national Chair or Investigatorship award holders. There are more than 260 trainees, including undergraduate, Master's and PhD students, clinical trainees and postdoctoral fellows.

In 2009/10, CFRI members:

- Received \$62.8 million in external research grants and \$16.4 million in infrastructure grants
- Produced 590 publications
- Filed 28 invention disclosures, patents or licensing agreements
- Lead or participated in 118 sponsored clinical trials

The Child & Family Research Institute occupies 230,000 square feet of state-of-the-art research space in five Institute buildings and 40,000 square feet in hospital buildings on the campus of the Children's & Women's Health Centre of BC. A new 2-storey, 20,000 square foot Clinical Support Building will open in 2012. The Governance Structure, Organization/Management and Financial Summary are shown below.

Alignment with University Strategic Plans

The Institute supports excellence in research and training that contributes directly to assisting both UBC and the Faculty of Medicine to achieve their strategic research goals. CFRI members come from several Faculty departments, including three housed at C&W (Pediatrics, Medical Genetics, and Obstetrics & Gynaecology); others are Anesthesiology, Pharmacology & Therapeutics; Dermatology; Family Practice; Medicine; Occupational Sciences & Therapy; Ophthalmology; Orthopedics; Pathology; Physical Therapy; Psychiatry; Radiology; and Surgery; and the School of Population & Public Health. CFRI also includes faculty from the UBC faculties of Applied Sciences, Dentistry, Land & Food Systems, and Science. Other CFRI researchers are affiliated with Simon Fraser University.

CFRI research clusters align directly with all **four Life & Health Sciences target areas** (Biotechnology & Genomics; Human Health & Genomics; Neuroscience & Cognitive Systems; Population Health & Human Development); the international partnerships for health research address Society in Global Context; and children's environmental health aligns with Sustainability/Environment.

The excellence of CFRI researchers and the fit of their research with the UBC Strategic Research Plan are clearly demonstrated by:

- CFRI's research funding (\$54M in peer-reviewed funding in 2009/10; ~11.7% of UBC and ~24% of Faculty of Medicine funding in that year)
- CFRI members include 14 research Chairs (CERC, CRC, BC Leading Edge Endowment Fund, CIHR) and 45 investigators who hold other external salary awards
- CFRI hosts major infrastructure projects (CFI/BCKDF Innovation/New Initiatives Fund, Leaders Opportunities Fund) and networks including the NeuroDevNet Network of Centres of Excellence
- CFRI members lead several provincial and national research platforms, such as the BC Clinical Genomics Network, Child Health BC, and national networks such as MICRYN and CPNDS for pharmacogenomics
- CFRI's 300 trainees benefit from an excellent Research Education Program; they hold many external scholarships and fellowships
- CFRI has pioneered its Mini-Med School as a research-focused public outreach forum that also provides training experiences for high school students
- CFRI research includes numerous high-profile community-partnered programs, including the FASDNetwork, Healthy Buddies, Action Schools! and provincial Shaken Baby Syndrome initiative
- International maternal and child health research is prominent, and includes WHO-partnered research on better medicines for children, a major Gates foundation project on pre-eclampsia, and work on HIV and infectious disease prevention. CFRI member C Larson heads the Centre for International Child Health.

CFRI's overall research structure and direction also accord nearly perfectly with the foci articulated in the draft Strategic Plan of the UBC Faculty of Medicine:

- The Institute's Core Research & Training Support Units, Core Facilities, Advanced Technology Platforms and Clinical Research Support Program – funded by CFRI operating budget and by external grants from MSFHR, CIHR etc – “improve the research environment and infrastructure to significantly increase opportunities”

- CFRI researchers have outstanding "success in team/interprofessional projects across the full spectrum", including MSFHR, CIHR and NSERC-funded multidisciplinary team research programs across all health research pillars. CFRI member M Ansermino recently awarded NSERC Brockhouse Prize for interdisciplinary research.
- CFRI members "facilitate and advocate for health research in BC" by playing central roles at the MSFHR and with the province (via PHSA and the Ministries) and by heading provincial research platforms and networks. As major teaching environments, C&W and CFRI are key to establishment of the Academic Health Sciences model in BC
- CFRI places specific emphasis on excellence in research training, from high school to undergraduate, graduate, postgraduate clinical and postdoctoral levels, and thereby "invests in the future."
- CFRI "promotes utilization of new knowledge from health research and demonstrate effectiveness" via active focus on public outreach, integrated KT, technology transfer and leadership roles in development of new policy and practice.

ESTABLISHMENT, GROWTH AND GOALS FOR 2011-2016

During its 15-year history, CFRI has evolved to be responsive to the changing landscape of child health research in BC, Canada and the world, and to take full advantage of innovations in health research methods, application of novel advanced technologies, and waves of sociocultural change. As the landscape has changed, so too has CFRI.

CFRI was established in 1995 as the BC Research Institute for Child & Family Health, with 20-30 members housed in one research building. In line with the hospital integration, the Institute's name was changed to The BC Research Institute for Children's & Women's Health in 1997/8. In 2005, with the advent of a Women's Health Research Institute at BC Women's Hospital, we took on the current name: The Child & Family Research Institute. There has been exceptional growth over the past several years, and the Institute has doubled its size since 2002.

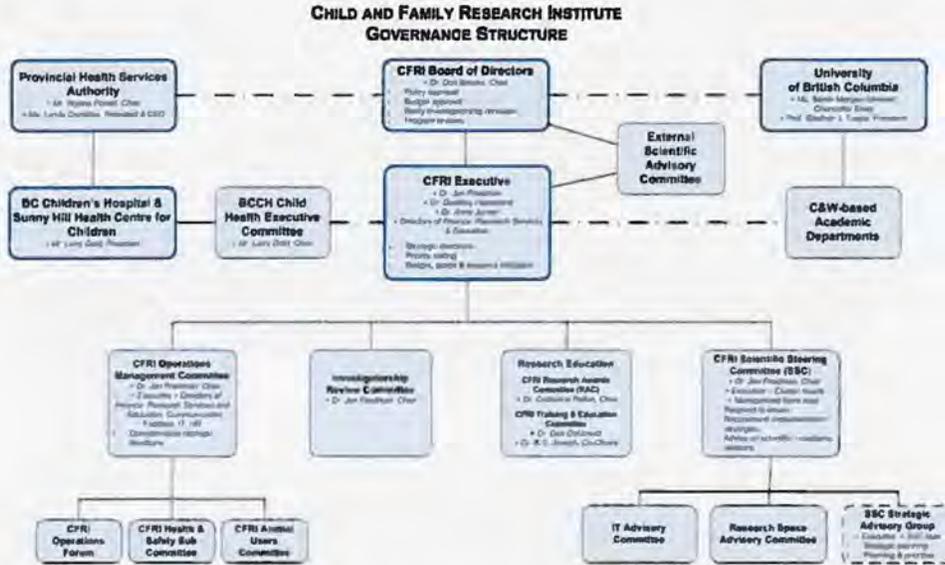
The Institute's vision for the next 5 years builds on this remarkably strong foundation, created and sustained over the past 15 years by the leadership and membership. The Institute's primary partner organizations (PHSA, BCCCH and UBC) have very recently developed (or are still in the process of developing) new strategic plans and strategic research plans. It is essential that CFRI remain poised to align these with its own plans for the next 5 years.

GOVERNANCE STRUCTURE

Governance / Accountability

The Child & Family Research Institute is a non-profit society registered under the Society Act of British Columbia. The primary objective of CFRI is to provide leadership in setting and promoting child and family health research in BC. The CFRI Board of Directors works with its principal partners to develop business, administrative and advocacy plans that will meet the strategic research objectives approved by CFRI for the mutual benefit of the principal partners. The Board is responsible for appointing the Executive Director (ED) of the CFRI.

The ED is the Institute's administrative head. S/he provides leadership to ensure that CFRI programs, services and policies are coordinated with and reflect the strategic priorities of CFRI and the principal partners with respect to research for children and families. The ED is responsible for administering the operations and business of CFRI, and for providing leadership, general supervision, budgetary oversight, management and control of the operations of CFRI on a day-to-day basis. The ED also holds the position of Associate Dean, Research, for the UBC Faculty of Medicine and is accountable to the UBC Dean of Medicine through UBC Medicine's Executive Associate Dean, Research.



The Institute executive is supported by an internal Scientific Steering Committee (SSC) that is chaired by the ED and includes the Deputy Director; the Associate Director, Clinical; the UBC Faculty of Medicine Executive Associate Dean (Research); the CFRI Senior Research Development Facilitator; and the Heads of CFRI's seven research clusters and of CFRI research partner, the Centre for Molecular Medicine & Therapeutics. The leadership and SSC are further supported by several committees for Operations/Management; Research Education; Investigatorships; and IT Advisory. Finally, as an outcome of the Institute's external review in 2009, the CFRI Board of Directors has appointed an external Scientific Advisory Committee (SAC) to advise the Board and Executive. The SAC is made up of national and international leaders in child health research.

Administration / Management

The CFRI provides an organizational and administrative framework for support of researchers based on the Oak Street C&W campus who are associated with UBC and other affiliated academic institutions. The purpose of CFRI is to serve as a liaison and interface among these groups for setting and promoting child and family research priorities. The primary work of the CFRI administration is to support and facilitate research activities on the C&W campus.



The Executive Director (Dr. Jan Friedman, Acting ED) is supported by the Deputy Director (Dr. Geoffrey Hammond), who is responsible for providing scientific direction, oversight of Facilities, IM/IT and the Research & Technology Development Office, and by Dr. Anne Junker (Associate Director, Clinical Research), who provides leadership in clinical research and oversees the Clinical Research Support Unit.

The Institute's leadership is supported by a senior management team which includes the Directors of Communications, Finance, and Research & Education Services, the Senior Research Development Facilitator, and the Managers of Facilities, IM/IT and HR.

FUNDING OVERVIEW

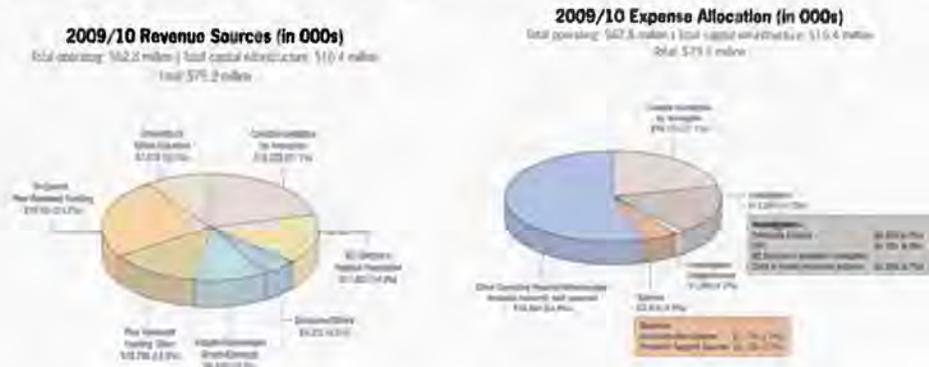
CFRI research is paid for by the federal granting councils and many international, national, provincial, foundation and other research granting agencies. The core funding that supports this research at CFRI is provided by the BC Children’s Hospital Foundation, the Sunny Hill Foundation for Children, the Children’s & Women’s Health Centre of British Columbia Branch, the University of British Columbia (support includes Tri-council indirect funding), research contract overhead and other miscellaneous revenues (see Figure below).

The CFRI receives most of its core infrastructure funding from the BC Children’s Hospital Foundation. In fiscal year 2009/10, the CFRI received \$9,348,000 from the annual Foundation grant (~15% of CFRI’s total annual revenue). This grant is used to provide clinical research support, infrastructure support, investigators’ salary awards, operational support for the research clusters and core facilities, investigators’ recruitment (also called “establishment awards”) and capital improvements.

The Foundation’s 2009/2010 grant to CFRI was allocated as follows (see Figure below):

Clinical Research	\$ 1,700,000
Institute Infrastructure	\$ 3,084,000
Research Clusters/Platforms	\$ 3,664,000
Investigator Recruitment	\$ 800,000
Capital	\$ 100,000
Total	\$ 9,348,000

This essential support from the Children’s Hospital Foundation enables CFRI investigators to compete, with high success rates, for the external research grants, awards and contracts that make up the other 85% of CFRI’s revenue. In 2009/2010, CFRI investigators received external salary awards and operating grants totalling \$62.8 million and capital infrastructure grants of \$16.4 million. More than 180 organizations provided funding for CFRI research.



Recruiting top scientists to solve complex child health issues is a competitive endeavour. The best and the brightest investigators often have job opportunities at more than one university or research institute and choose among them on the basis of multiple factors that include salary, academic appointment, ability to collaborate with excellent colleagues and trainees, state-of-the-art facilities and research equipment, administrative and technical support, and establishment awards.

CFRI offers multi-year CFRI Investigator Salary Awards (up to 5 years) and CFRI Establishment Awards (up to 3 years) to new investigators. Once recruited, investigators are expected to apply for and accept external salary awards. If an investigator is successful in obtaining an external salary award, then this will fund the investigator’s salary in place of CFRI funding; however, CFRI still has a commitment to fund the investigator for the original period of the award once the external funding expires. As the investigators receive external funding, the current year funding is used to build up a reserve that will fund the investigators’ salary once the external award expires for the balance of the initial award period.

Institute Infrastructure - \$3,084,000

Infrastructure includes the core services and facilities that are essential for facilitating investigators' research projects and allowing investigators to maximize their time on research activities. CFRI's core infrastructure includes:

- Communications
- Financial and contract management
- Information management / technology
- Research and technology development
- Research education and training
- Research facilities management
- Research grant administration and management

Research Clusters & Platforms - \$3,664,000

As noted above, CFRI is organized into seven research clusters and one research partner. There are also two core research platforms: the Advanced Technology Platform and the Translational Research Platform. The clusters provide a framework within which investigators collaborate, while the platforms provide core clinical, technical and high technology support that spans across clusters. The majority of funds allocated to the research clusters and platforms are used to support investigators' salaries in the form of CFRI Investigator Salary Awards.

Operational support is provided to CFRI's clusters and platforms towards the operation of core equipment and administrative assistance to complement their members' research activities. This operational support is based on a formula that is tied to performance of the research cluster membership. The clusters use the funds strategically to further research activities; for example, for scientific talks, research days, and to partially offset the cost of the core facilities.

Clinical Research - \$1,700,000

The funding for clinical research includes salary support to:

- Clinician scientists for their protected research time;
- Clinical research coordinators, who support clinical research activities within the hospital, such as recruiting patients to clinical studies;
- Support personnel in hospital and research regulatory affairs to improve the efficiency and quality of the clinical research activities;
- Technical support to data management for clinical studies.

Recruitment / Establishment - \$800,000

Recruitment expenditures are sometimes referred to as Establishment Awards. These are one-time awards to new investigators to cover the costs of relocating and commencing research activities at CFRI, purchasing equipment and training staff. These awards are for a two to three year period and are normally processed through the University.

Capital - \$100,000

Core equipment is essential for research programs related to children's health and disease. In 2009/2010, capital equipment was purchased that included data capture and storage systems and servers to support massive amounts of electronic research data and images. Video conferencing systems reduced travel costs while enabling CFRI investigators to collaborate with other investigators throughout the province, nation and world. Laboratory renovations updated older facilities for increased efficiency and effectiveness. Total capital purchases amounted to \$371K. As the needs for capital were higher than originally budgeted, infrastructure expenditures were reduced to accommodate the capital purchases.



UBC Senate Approval Proposal - Providence Health Care Research Institute

April, 2011

Background:

The Providence Health Care Research Institute (PHCRI) was established in 2005 as the research arm of Providence Health Care (PHC), one of Canada's largest faith-based health care organizations, operating 14 health care facilities in Greater Vancouver. The largest site, St. Paul's Hospital, is an adult acute care teaching hospital and home to the Providence Health Care Research Institute. Providence Health Care is affiliated with the University of British Columbia.

PHCRI was created to promote the tremendous research being done across Providence Health Care as well as to oversee the research programs and to provide better support services for our investigators and their teams. Currently, close to 150 researchers contribute to the research community at Providence and about 40 per cent of researchers also have clinical responsibilities. These dual roles of scientist and caregiver ensure the benefits of research translate more quickly into better patient care. All of the investigators, save two, have faculty appointments at UBC.

PHCRI aims to create a broad-based culture of inquiry and to promote evidence-based care across PHC's programs, which includes strengthening research conducted by all health professionals including physicians, nurses, pharmacists, psychologists, social workers, physiotherapists, occupational therapists and other members of the patient and resident care teams.

Another principal goal of the Research Institute is to further partnerships and collaborative ventures with external organizations and stakeholders.

PHCRI Executive Summary

Vision

At the Providence Health Care Research Institute our vision is to dramatically improve the treatment and overall health of patients and residents at Providence Health Care and beyond, through relevant, ethical and inspired health research.

Mission

The PHC research community finds solutions to questions that arise from PHC care settings using high quality research. We acknowledge the rapidly changing health care environment and embrace the challenges it provides. We prioritize prevention, treatment and outcomes research questions that are relevant to PHC's populations of emphasis. We mentor and train new researchers. We encourage novel research ideas such as inter-disciplinary and inter-professional collaborations, knowledge transfer, and partnerships with patients and communities.

Rationale

Research at Providence is directly aligned with the priority care programs of Providence Health Care: heart, lung and blood vessels; kidney; HIV/AIDS; aging and elder care; urban health; and mental health. Providence has active clinical research programs running across many therapeutic areas and is home to several hospital research centres.

Research Community

- **UBC James Hogg Research Centre** (name in transition, formerly the iCAPTURE Centre for Cardiovascular and Pulmonary Research)
Based at St. Paul's Hospital, the UBC James Hogg Research Centre, a UBC Senate-approved centre, is unique in British Columbia. The Centre is supported collaboratively by the Faculty of Medicine of UBC and the Providence Health Care Research Institute. Built on a 30-year history of research excellence, the Centre was created in 2000 with the infusion of \$21 million of infrastructure funding from the Canada Foundation for Innovation and its partners. It is home to over 250 personnel working towards solving the problems of heart, lung and blood vessel diseases.
- **BC Centre for Excellence in HIV/AIDS**
The BC Centre for Excellence in HIV/AIDS is housed at St. Paul's Hospital and is Canada's largest HIV/AIDS research and treatment facility. The rapid incorporation of research results into clinic practice ensures that its patients receive a continually evolving standard of evidence-based care. The Centre distributes antiretroviral therapy to the province of British Columbia and monitors HIV-related outcomes as part of its mandate.
- **Centre for Health Evaluation and Outcome Sciences**
The Centre for Health Evaluation and Outcome Sciences (CHÉOS) has become one of Canada's foremost health outcomes research organizations. CHÉOS scientists examine determinants in Vancouver's most marginalized populations including those with various addictions, aboriginal and women's health. Canada's largest study of Aboriginal people with addiction to injection drugs is being conducted from St. Paul's Hospital. CHÉOS also serves the greater research community by providing services to clinician scientists.
- **Centre for Healthy Aging at Providence**
The Centre for Healthy Aging at Providence (CHAP) is a catalyst for improving the lives of older British Columbians. Based within a health care setting, CHAP understands real-life issues in care delivery and uses a practical approach to resolve them. The Centre is located at the Honoria Conway site.
- **Centre for Practitioner Renewal**
The Centre for Practitioner Renewal focuses its research on understanding the nature and effects of risk and resilience factors in the health care workplace. CPR bases its research on the belief that unbalanced health care providers are unable to provide high quality patient care.

In addition to the hospital research centres, Providence is also home to two national research programs and a unique cardiovascular/lung institute. PHCRI provides support to these initiatives.

- **CIHR Canadian HIV Trials Network**
Since 1993, the headquarters of the national and provincial offices of the CIHR Canadian HIV Trials Network (CTN) have been housed at St. Paul's Hospital. The CTN facilitates clinical trials and runs an expanded access program for antiretroviral drugs across Canada.
- **Centre of Excellence for the Prevention of Organ Failure**
Established in 2008, the PROOF Centre is a National Centre for the Commercialization of Research. PROOF is leading the way in finding practical, yet profitable solutions to the expanding burden that vital organ failure imposes on Canadian society. The PROOF team is researching disease risks, the development of biomarkers of occurrence, severity and progression to organ failure, and an accelerated, personalized approach by targeting disease mechanisms.

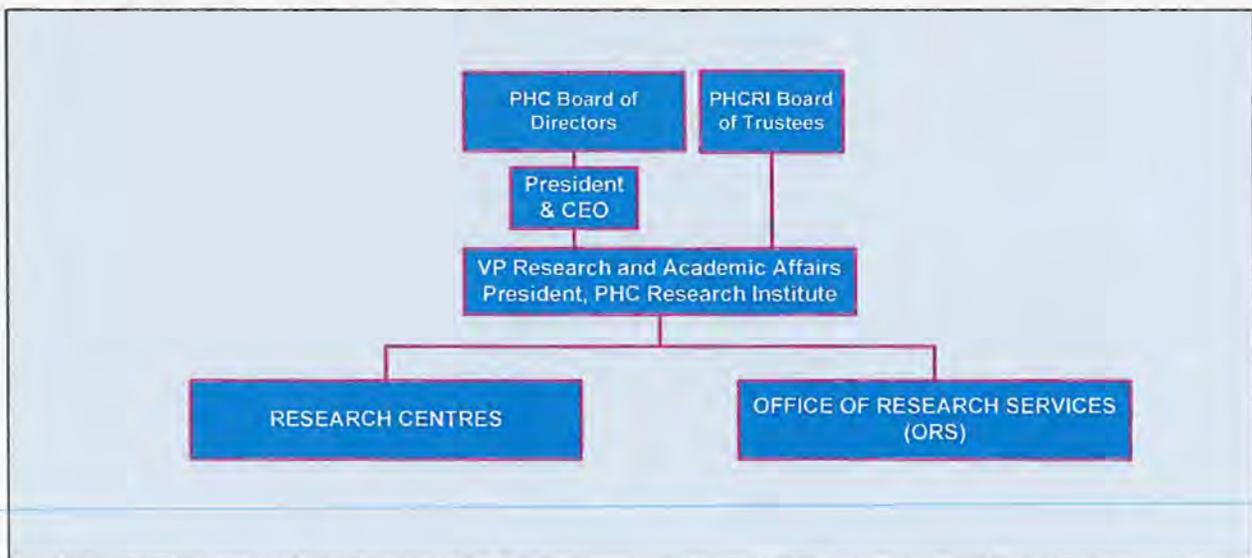
- **The Providence Heart + Lung Institute at St. Paul's Hospital**
PHCRI was a driving force behind the creation of this Institute. Launched in 2007, the Providence Heart + Lung Institute at St. Paul's Hospital (HLI) merges and integrates all of PHC's heart and lung research, education and care programs under one umbrella at St. Paul's Hospital. Through integration and collaboration across laboratories, wards, disciplines, clinics and communities, HLI ensures that new discoveries transfer more rapidly into new care solutions to benefit heart and lung patients throughout the province. HLI has spearheaded the formation of a provincial Institute for Heart and Lung Health.

These research programs are central to the success of the PHC Research Institute. In addition to conducting outstanding research, our scientists work towards excellence in teaching and mentoring students, trainees and post-doctoral fellows. With active education programs across the Research Centres and a Clinical Research Network, the continuum of care, education and research is part of the culture at Providence Health Care.

Office of Research Services

Research support services at the Providence Health Care Research Institute (PHCRI) are organized in the PHCRI Office of the Vice President, Research & Academic Affairs, PHC and the Office of Research Services (ORS). These offices provide services to all researchers at Providence Health Care and are accountable for Providence Health Care's compliance with the complex ethical, legal and regulatory framework of research on human subjects. Research is conducted under policies set out by the University of British Columbia and the Providence Health Care Research Institute. All research involving human subjects at Providence must be reviewed and approved by the UBC PHC Research Ethics Board (REB). The Research Institute is responsible for the management of all sponsored research arrangements including research chairs, grants, clinical trials and research contracts for researchers at all PHC hospitals. This includes **negotiating and managing all industry-sponsored clinical trial agreements**, as well as agreements with government and other academic institutions. In addition to the regulatory and ethical services, the Office of Research Services provides **financial services, human resources, research development, communications and education to support research at Providence Health Care.**

PHCRI Governance Structure



Strategic Alignment with UBC and the Faculty of Medicine

1. The Centres of PHCRI fit with the identified priorities of the Faculty of Medicine:
 - i. The James Hogg Centre focuses on Lung and Heart Health;
 - ii. The Centre for Excellence in HIV/AIDS focus on Infections is aligned with Infection & Immunity;
 - iii. The Centre for Health Evaluation and Outcomes Sciences focuses on addiction which considers brain health and populations which span the priority initiatives;
 - iv. The Centre for Healthy Aging at Providence focuses on a segment of the Healthy Lifecycle;
 - v. The Centre for Practitioner Renewal focuses on Brain Health.
2. One of PHCRI's strategic directions is to improve the research capacity of investigators by providing responsive research infrastructure in Ethics, Contracts, Grants, Human Resources, Financial Services and Communications. Another is to promote interprofessionalism. The Institute has spearheaded the formation of the Task Force on Interdisciplinary/Interprofessional Education and Research and has worked with the Faculty of Medicine's Department of Rehabilitation Sciences to jointly recruit Clinician Scientists.
3. PHCRI is actively engaged in promoting the development of the BC Health Strategy and is a partner in discussions about the creation of a Vancouver-based Academic Health Sciences Network.
4.
 - i. PHCRI helps sponsor events aimed at enhancing the graduate and post-graduate training, such as the James Hogg Summer Student Program, and the Heart and Lung Fest.
 - ii. PHCRI has actively supported health care professionals to undertake Masters and Ph.D. studies and has helped recruit them into positions as health care professionals in which they would be able to conduct research.
 - iii. PHCRI supports undergraduate students in summer programs throughout the different centres.
5. PHCRI has several communication vehicles which help communicate the health research conducted at PHC both internally to all stakeholders and externally. PHCRI publishes a monthly newsletter and a weekly electronic alert about funding and new discoveries and reports to the Medical Advisory Committee, the Professional Practice Council and the Board of Directors of PHC. PHCRI also supports the salaries of communications personnel in the Heart and Lung Institute and supports the work of the Communications department at PHC, both of which concentrate their efforts on disseminating information about research discoveries and breakthroughs.
6. PHCRI is intentional about the need to work collaboratively locally, provincially, nationally and internationally and is involved in a host of collaborative initiatives, most notably the HIV Clinical Trials Network and Genome BC multi-stakeholder funds.
7. PHCRI has offered to be a beta site for new performance metrics which will be established by the Faculty of Medicine and the University of British Columbia and has brought forward work in this area to the attention of its Board of Trustees and the Quality Committee of Providence Health Care's Board of Directors.
8. PHCRI has contributed to the environmental scan of current activities in the establishment of International Health Research Programs. Its investigators are already engaged in projects in Africa and China and are in the process of development of programs in India, Hong Kong and Singapore.

Funding Details

The funding trend in research over the past few years shows steady growth. Research project funding does not come from hospital operating budgets; research projects are self-funded through successful government grant applications, collaborating with industry companies on fundamental research projects or sponsored clinical trials. Research funding has grown close to 200% from \$11.1 million in fiscal year 1999/2000.

Budget Details

2009/10 Fiscal Year	
REVENUE	
Total External Research Revenue	32,692,120
UBC Scientist Salary Support & Benefits	3,196,734
Total Indirect Research Revenue	2,482,717
Total Direct PHC Support	3,214,744
Total SPH Foundation Support	1,968,928
Total Research Revenue	43,555,243
EXPENSES	
Total External Research Expenses	32,692,120
UBC Salary & Benefits Support	3,196,734
Total Indirect Research Expenses	2,372,400
Total Direct Operating Expenses	3,214,744
Total SPH Foundation Support	1,968,928
Total Research Expenses	43,444,926
NET SURPLUS/(LOSS)	110,317



Senate Approval Proposal - Vancouver Coastal Health Research Institute March 30, 2011

Vancouver Coastal Health Research Institute (VCHRI) is seeking University of British Columbia Senate approval as an Institute. This document outlines the rationale, scope and governance of VCHRI.

VCHRI is the research body of the Vancouver Coastal Health Authority (VCH), and is a partnership between VCH and the University of British Columbia (UBC).

Mission

VISION: Healthier Lives through Discovery

MISSION: Research at VCHRI leads and excels in the generation of health knowledge through discovery, education, application and evaluation.

VALUES: These statements about our values are intended to guide our decision-making as we work to realize our Research Vision and Mission.

- We value relevance
- We value synergy and teamwork
- We value excellence
- We value high ethical standards and scholarly integrity

STRATEGIC PRIORITIES: Strategic Priorities and Action Steps have been established to guide initiatives aimed at realizing our Research Vision and achieving our Mission. Our areas of highest priority are:

- **People and Infrastructure:** Our goal is to develop a critical mass of people, space and infrastructure to achieve the VCHRI Research Mission.
- **Culture of Research:** Our goal is to foster a positive culture of research throughout the organization to support the generation and application of health knowledge.
- **Integration with Health Care Delivery:** Our goal is to integrate research and health care delivery at VCH to enhance research productivity and improve patient outcomes.
- **Funding and Partners:** Our goal is to establish a stable base for research funding.
- **External Relations:** Our goal is to promote health authority research activities and achievements to potential public and private sector partners and to the community, in order to develop co-operative ventures that support research.

Rational

Vancouver Coastal Health Research Institute (VCHRI) is committed to supporting and developing research and innovation, with a particular focus on translational research that informs care and decision making. VCHRI is one of Canada's top funded health research institutes receiving approximately \$80 - 100 million annually in research funding. VCHRI was officially formed in June 2003, and for dozens of years, in academic partnership with the UBC and philanthropic partnership with VGH and UBC Hospital Foundation, research and innovation have been an integral part of the fabric of Vancouver General Hospital and UBC hospital. With the official formation of VCHRI in 2003, our mandate expanded to foster and promote research and innovation across the entire Vancouver Coastal Health Authority. VCHRI is one of Canada's largest teaching and research health centres, attracting more research dollars and talent every year. In addition to the multi-million dollar awards received over the years from the Canada Foundation for Innovation, millions more dollars are invested in research chairs and funding grants aimed at recruiting the world's brightest minds.

VCHRI has expanded its Trainee Program to provide support and networking opportunities as well as celebration of successes through various channels. VCHRI partners with the UBC Faculty of Medicine and other health research institutes in Vancouver to provide collaborative educational opportunities to trainees and clinical research staff; as well, the VCHRI education program offers learning opportunities on research topics to VCH health care staff. We provide rigorous peer-reviewed research funding opportunities to both VCH staff and VCHRI investigators. VCHRI requires that all research conducted at a VCH site obtain all relevant regulatory approvals and through its affiliation with UBC utilizes the UBC regulatory review processes for ethics, biosafety and animal care. VCHRI also utilizes UBC RISE for tracking all grants, awards, and regulatory approvals. Furthermore, there is a requirement for VCH organizational approval for all human subjects research conducted at a VCH site.

Health research changes lives. The physicians, nurses allied health professionals and investigators from all health related disciplines at Vancouver Coastal Health are offering hope, time and a better quality of life to people and their families suffering from the burden of illness.

Research Background

VCHRI is the research arm of Vancouver Coastal Health and a research institute in the UBC Faculty of Medicine. It is a large and diverse organization that aims to support research activity amongst multidisciplinary health care professionals. VCHRI includes BC's largest academic and teaching health sciences centres - Vancouver General Hospital, UBC Hospital, GF Strong Rehabilitation Centre and community hospitals and health centres on the North Shore, Richmond, the Sea-to-Sky Highway, Sunshine Coast, Bella Bella, Bella Coola, the Central Coast and the surrounding areas. VCHRI's major research centres, programs and evolving research areas include, but are not limited to, the following:

Research Centres

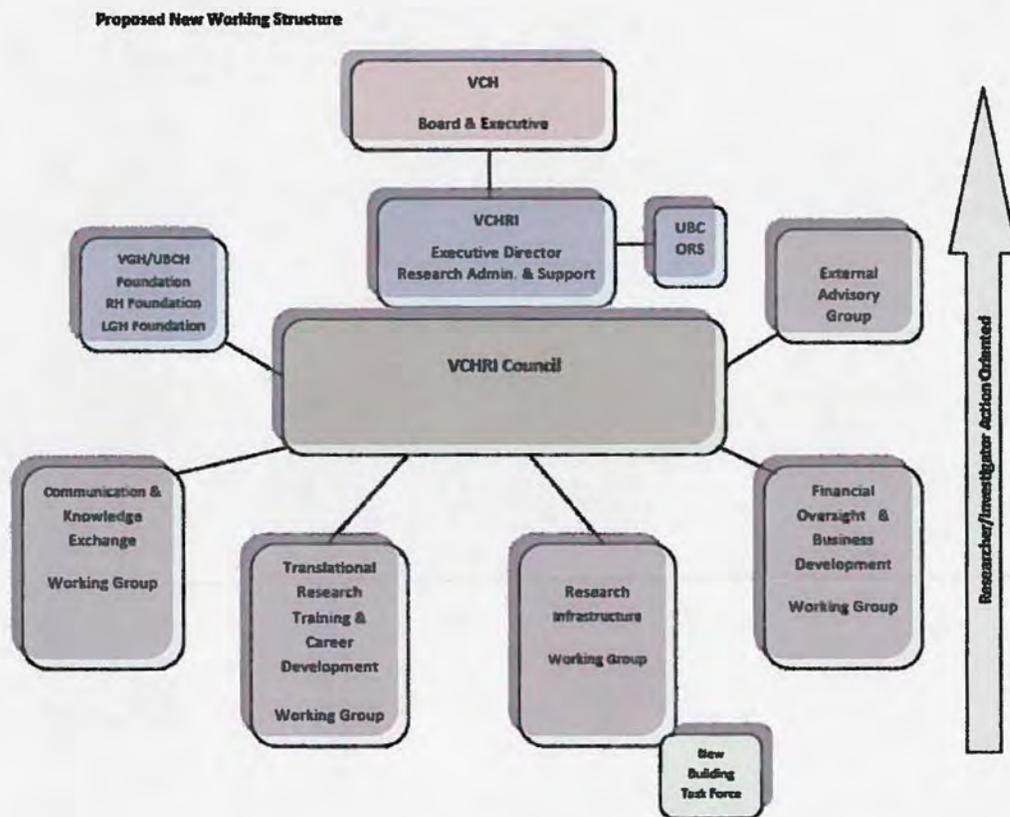
- Brain Research Centre
- Vancouver Prostate Centre
- Centre for Hip Health & Mobility
- Immunity and Infection Research Centre (Transplantation & Infectious Diseases)
- ICORD: International Collaboration on Repair (spinal cord) Discoveries
- Centre for Clinical Epidemiology & Evaluation (C2E2)
- Centre for Respiratory, Cardiology & Critical Care Medicine

Research Programs

- Anaesthesiology
- Burn & Wound Healing
- Diabetes & Islet Cell Transplantation
- Emergency Medicine
- Hematology – Bone Marrow Transplantation
- Macular Degeneration & Vision
- Ovarian Cancer Research (OvCare)
- Radiology
- Rural Health
- Skin Sciences
- Stroke & Stroke Rehabilitation
- Urologic Sciences

<i>VCH Research Institute Primary Investigators and New Invention Disclosures -2009/10</i>		
<i>People</i>	VCHRI investigators holding funding	278
	VCHRI investigators with peer-reviewed funding	181
	Research trainees (Masters, PhD, Post-doc) at VCH sites	394
<i>Research Output</i>	New invention disclosures	15

Governance Structure

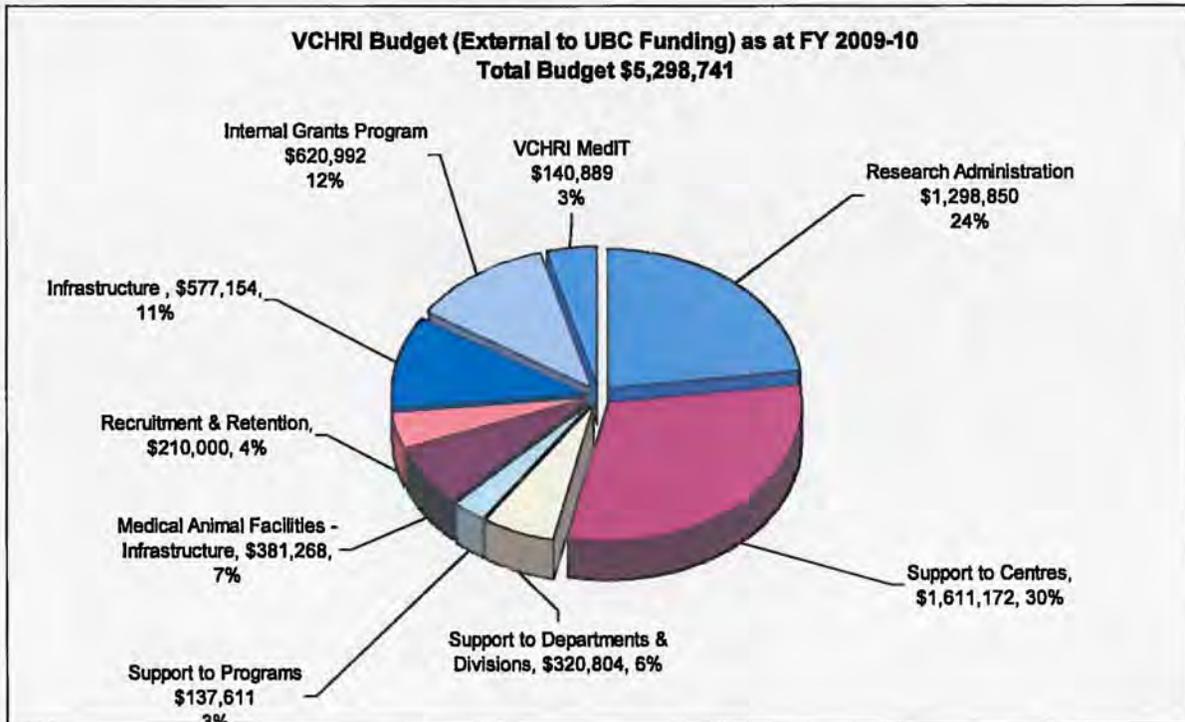


Funding Details

<i>VCH Research Institute – 2009/10 Funding</i>	
Total research dollars	\$82,358,441
% of total research dollars held by UBC affiliated academic health sites	32%
Total industry sponsored funding	15,080,801
Total funding from sources external to VCH, UBC or affiliates	68,611,072

Budget Details

VCHRI oversees approximately 248,000 square feet (net) of research space within VCH. VCHRI has an overall budget of over \$5 million per year from a number of sources including Vancouver Coastal Health, Vancouver General Hospital/UBC Hospital Foundation, all external to the University of British Columbia. The following graph shows the distribution of the budget in support of research at VCHRI.



Summary

VCHRI plays an integral role in providing UBC faculty members and trainees with the multidisciplinary health environment required to conduct clinical and basic science research. This includes state of the art facilities, access to clinical study participants, research services and financial support. Clinician and bench scientists based at VCHRI sites have made many advances in translational research and knowledge exchange, bringing improved health outcomes to patients in the clinical setting.

VCHRI is a vibrant, dynamic part of BC's life sciences sector that attracts millions of dollars in funding from out of province, creates better health outcomes, and generates employment and biotech spinoff through its research activities and clinical and commercial output.

The productive academic relationship that exists between VCHRI and UBC positions both as leaders in translational health research. As a recognized institute of the University of British Columbia, VCHRI will contribute in an enduring way to innovation and collaboration with members of the University community within the different areas of translational research.