

# THE UNIVERSITY OF BRITISH COLUMBIA



Vice President Academic and Provost

6328 Memorial Road

Vancouver, B.C. Canada V6T 1Z2

Tel: (604) 822-4948

Fax: (604) 822-3134

## MEMORANDUM

April 25, 2006

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

From: Lorne A. Whitehead  
Vice President Academic and Provost

A handwritten signature in blue ink, appearing to be 'L. Whitehead'.

Re: **Proposal to Create the Department of Urologic Sciences, Faculty of Medicine**

### Recommendation:

**I recommend that Senate approve the creation of the Department of Urologic Sciences, in the Faculty of Medicine, effective July 1, 2006**

### Background:

The background and rationale for the proposal are provided in the attached document, submitted by Dr. Larry Goldenberg, Head, Division of Urology, Faculty of Medicine. The proposal has the support of Dr. Gavin Stuart, Dean of the Faculty Medicine; it was approved by the Faculty Executive on February 21, 2006; and it is anticipated it will be approved by the full Faculty Council at its meeting on May 11, 2006.

The formation of the new Department will not require new funding from either the Faculty of Medicine, or the University of British Columbia.

/cp

Attachment: Proposal for the Creation of a UBC Department of Urologic Sciences,  
May 11, 2006



# Proposal for the Creation of a UBC Department of Urologic Sciences

## SUMMARY

**Submitted by: S. Larry Goldenberg, MD, FRCSC, FACS**  
**Head, Division of Urology, UBC**  
**May 11, 2006**

UBC and Vancouver are becoming leaders in the world of biologic sciences and biotechnology. In the past decade, the Division of Urology has demonstrated rapid programmatic growth, which in conjunction with translational initiatives, has allowed congruent progress on both the academic and clinical care delivery trajectories. A unique window of opportunity exists today as the division of Urology is poised to expand into more areas of biologic excellence within the academic context of the University of British Columbia Medical School and the Research Institutes of Vancouver Coastal Health, Providence Health Care and Children's and Women's.

In the current climate of restructuring and resources associated with many new initiatives, we believe the creation of the Department of Urologic Sciences will strengthen the entire Faculty of Medicine and the University of British Columbia by building on its community prestige and strengthening its status as a centre of excellence in clinical care, teaching and research. A high profile Department of Urologic Sciences will have control over its own destiny with increased visibility and networking abilities, increased self-determination, self-governance and increased UBC-wide recognition. This will result in the ability to grow and adapt without compromise and in an increased competitiveness to attract world-class academics, high quality teachers, the best students and extramural funding.

With a more direct linkage to the Dean, Faculty Executive and important administrative committees, Department status would strengthen Section leaders' ability to develop the academic and clinical aspects of paediatric/congenital illnesses, adolescent urology, genitourinary trauma and reconstruction, minimally invasive surgery and robotics, stone disease and endourology, renal transplantation, non-prostate genitourinary cancer, Men's Health (prevention, education, andrology, aging male issues, benign prostate illness, infertility and sexual dysfunction), and advanced genitourinary imaging (diagnostic and therapeutic). Over the next five years, a Department of Urologic Sciences will develop world-class multidisciplinary research and educational areas of emphasis in 1) bladder care, 2) laparoscopic surgery/robotics and renal transplantation 3) stones, biophotonics, laser science and nanotechnologies, and 4) Mens' Health. Strategic plans for these areas of excellence include aggressive recruitment, fundraising and large grant submissions, in the 'momentum slipstream' created by the prostate group. A significant Graduate training curriculum will be developed to provide state of the art education of PhD and Masters students within the construct of a formal Faculty of Medicine Translational Sciences Graduate Program. All of this will be more readily achievable in a high profile, independent Department.

A UBC Department of Urologic Sciences will benefit greater UBC, the people of BC, Canada and, indeed, the international community by becoming the hub of a transdisciplinary programmatic and translational approach to research, education and healthcare delivery.

The following summarize some of the important reasons for this proposed change in status:

**Programmatic Growth:** The construct of a Department of Urology will significantly increase the research, teaching and clinical service productivity of its fulltime and clinical faculty and its multidisciplinary teams within all 6 proposed Sections and it would release immense growth potential amongst all, both in Vancouver and at the distributed medical school sites. The status of a Department will act as a 'lightning rod' for recruitment of the best clinicians and scientists. A critical mass of faculty will be available to support the academic mission. The appointed leaders of each section will be given the opportunity and resources to develop and champion their areas of clinical and research excellence.

**Profile:** The Division has established a profile within the academic community and lay public for its successes in prostate research and education. The potential to achieve similar success in several other key foci will be facilitated by a more direct relationship with the Faculty. It is this profile that underlines all other areas of achievement.

**Complexity:** The Division of Urology is frankly too complex to be managed as a division. It requires a management structure to allow organized, efficient functioning at a Department level, with strong Sections and at least 3 strong, well-funded foci of academic excellence.

**Diversity:** The Division of Urology has become quite independent of the Department of Surgery over the past few years. It has little in common with the other divisions and acts as a very specific functional unit – its own recruitment funding, space, Centres of Excellence and disproportionate contribution of research dollars. Despite this, we do not have control over our own destiny.

**Fundraising:** A dynamic fundraising platform will become even more successful as donors will be able to recognize the foci of emphasis that are well-defined in this Programmatic, Translational Department matrix.

**Linkages:** As a Department, Urology will gain increased visibility of its research and clinical activities within the general academic communities of UBC and SFU/UVIC/UNBC. A Department of Urologic Sciences will reach outside of the walls of its hospital-based institutes and develop further partnerships across these campuses – physics, science, biology, zoology, pharmaceutical sciences, computer science, materials science, engineering, etc. We believe that a Department will collaborate with other surgical and medical groups throughout the institution for valuable strategic planning, administrative decisions and cross-fertilization.

**Management:** Having to go through an 'extra' layer of bureaucracy adds significant complexities to everyday management, financial issues and recruitment procedures. A Department will have a stronger chance of successfully negotiating an Academic Service Contract with the Health Authority and obtaining hospital-based resources for program expansion. A new Department structure will allow several younger members an opportunity to assume leadership positions, gaining valuable administrative opportunity and experience.

**Prestige:** Becoming a self-sufficient department will lead to significant prestige for its members. This will facilitate recruitment, retention and overall productivity. The success of our teaching and research programmes will increase the morale and overall job satisfaction of our faculty and staff.

The Division of Urology's proposed change to independent Department status will only strengthen the profile and reputation of an already outstanding, nationally recognized urologic program and enhance the academic distinction of UBC, and the medical school in particular. Additionally, the proposed change will serve as a magnet to attract the highest caliber of new physicians seeking to matriculate into the Urology Residency Program as well as superior faculty to train them. The Division of Urology has been in an era of substantial growth over the past ten years which is expected to continue for the foreseeable future. A Department of Urologic Sciences will result in very significant scholarly gains in basic, clinical and educational venues.

**Mission:** To achieve and maintain excellence in urologic research, teaching and patient care.

**Goals:** The Department of Urologic Sciences will strive to:

- Support and strengthen the pillars of UBC's Trek 2010 vision: people, learning, community service, research and internationalization
- Provide a provincial hub for health research and education and policy making; Focus on health as well as illness.
- Identify, design, conduct, analyze and report research relevant to the diseases of the genitourinary tract (prostate, kidneys, bladder, genitals)
- Translate basic science research evidence directly to clinical research and eventually improve clinical care, elevating these functions to an internationally superior level
- Provide state of the art, evidence-based healthcare delivery to the regional, provincial, national and international communities through an integrated, interprofessional team
- Implement multidisciplinary and transdisciplinary partnerships within UBC, other universities, hospitals and all levels of government, to facilitate the mission.
- Become a sought-after destination for clinical and research trainees and scientists committed to the study and management of genitourinary diseases.
- To provide comprehensive undergraduate, graduate, postgraduate and continuing health education
- Strengthen the entire Faculty of Medicine through its overall mission