

SIMON FRASER UNIVERSITY

Office of the Vice-President, Academic

Memorandum

TO: Faculty with Interests in Health Research
FROM: John M. Munro
Vice President, Academic

RE: Proposal for an Institute for Health Research and Education
DATE: 26 April 2000

Attached is a final draft of the proposal to establish the Institute for Health Research and Education (IHRE) at Simon Fraser University. The Health Initiative Steering Committee (not to be confused with the to be established IHRE Steering Committee) has revised the proposal in response to the issues discussed at the two open meetings and other comments received. Also, responses to issues and concerns that cannot be directly addressed in the proposal are given below in this message.

It is our view that IHRE is the best way to bring health research to the same level of prominence and support that similar cross-disciplinary areas enjoy at Simon Fraser and that health enjoys at most other Canadian universities. It seems impossible that the concerns and interests of faculty members across over 15 Departments and Schools could be specifically addressed in this first step of creating IHRE. We believe the proposed structure will allow these issues to be addressed in the course of the evolution of health research and teaching at Simon Fraser. IHRE will be inclusive of all health research interests and will bring new levels of support and energy to our core areas. At the very least, its creation will signal significant institutional commitment to health research funding agencies.

We will not be scheduling further open meetings. Instead, we ask you to send an e-mail message to sue_roppe@sfu.ca indicating whether you agree that this proposal is the way for SFU to proceed at this time. Broad support for the Institute proposal will be necessary for it to achieve approval in Senate. We ask for your response no later than May 8th.

We have identified six important issues from the meetings last month. The issues, and our replies, follow.

1. The definition of "health" is too broad to be meaningful.

The definition is based on the underlying ideas of the Canadian Institutes for Health Research and, as well, it reflects the breadth of faculty interests at Simon Fraser. The broad definition of "health" in the Institute proposal is

intended to ensure that both core and non-core health research is developed at Simon Fraser. Core areas of research will be defined by IHRE. The Institute is, however, also designed to support non-core health research.

2. The University should commit new resources to established health research areas rather than dispersing it to undeveloped areas.

IHRE will support its core research areas through increased faculty resources, additional space and infrastructure. The organizational structure of IHRE will enable it to participate more effectively in resource allocation processes at Simon Fraser. IHRE will make Simon Fraser more competitive to external funding agencies by investing in core areas and by increasing the visibility of health research at the University. Since it is in part modeled on the sectoral classification of CIHR, IHRE should encourage opportunities for research collaborations that will be preferred by federal granting agencies.

3. The specific relationships between IHRE and Departments should be specified.

These relationships will occur according to existing University policies and practices. It would be undesirable to include an unnecessary level of detail in this proposal; IHRE is designed to work with Departments in the same ways that other extra-departmental initiatives have done. Maintaining flexibility is essential for the successful development of IHRE.

4. The Institute will do little for faculty members who already have research support from established funding sources such as the Medical Research Council of Canada.

IHRE's purpose is not just to improve research grant success. By increasing the visibility of Simon Fraser health research, however, it may prove to be very successful in this regard. Through research dissemination, support for grant applications, and development of workshop and seminar series, IHRE will provide new services, networking opportunities, and exposure to all its members.

5. The process for recruiting and appointing new faculty members under the joint auspices of IHRE and Departments should be specified.

Health research is dispersed across the university with combinations of Departmental concentrations and singular researchers within Departments. This organizational complexity can be accommodated so long as IHRE maintains its flexibility. Detailed recruiting and appointment procedures would prematurely constrain the flexibility required by IHRE to meet the needs of its various constituents and partners.

6. The administrative structure for IHRE will bring members with opposing views concerning the development of health research at Simon Fraser into close proximity in the governance and development of the Institute.

Any University-wide initiative runs this risk and for most of these the risk turns out to be slight. We hope that those who now hold opposing views will come to appreciate the advantages of working together for mutual benefit.

A handwritten signature in black ink, appearing to read "J. M. Deane". The signature is written in a cursive style with a large initial "J" and "M".

Attachments.

**Proposal for the
Institute for Health Research and Education
at Simon Fraser University**

25 April 2000

A. Preamble

The Institute for Health Research and Education is based on a broad conception of the term "health". The Institute will cover the whole spectrum of research approaches, methods of inquiry, levels of analysis and research perspectives that are employed by researchers engaged in exploring and understanding health and disease. Some of its researchers will investigate the social roots of disease, the organization and social dynamics of clinical practice, and the factors that control health-related institutions, systems, and policies. Research in association with the Institute will explore environmental aspects of health, the impacts of social policies and programs, the development of health policy, and the investigation of alternative approaches to disease prevention and health promotion. The Institute will support research directed to understanding biological, physiological, anatomical, biochemical, behavioural, biobehavioural, genetic and other phenomena that operate at the level of the molecule, cell, organ or individual. The Institute will promote research aimed at the application of health treatments and clinical interventions, technological innovations in support of discovery and understanding, health information systems, and the ways in which health services are administered, structured, and provided. The Institute has a comprehensive conceptualization of health research and it will invite all faculty engaged in health-related research to participate in its evolution.

The Institute will, over time, develop core strengths that will ensure it contributes significantly to Canadian health research. It will also be an incubator and promoter of health-related research outside of its core areas, providing researchers in these areas with the support necessary for their research agendas to flourish.

The Institute's proposed administrative structure will bring together health researchers from across the University and provide an environment to strengthen existing research and initiate and support opportunities for research that integrates researchers from across disciplines.

B. Purpose

The purpose of the Institute is to foster health-related research at Simon Fraser University through the development of internal research collaborations and partnerships with the external health community, the provision of structural and administrative support to SFU faculty engaged in health-related research, and the facilitation and dissemination of health-related research. The Institute will promote, stimulate and nourish research collaborations that bridge basic biomedical, clinical and social science sectors¹ and incorporate multiple health research perspectives. The Institute is also charged with the development and offering of innovative graduate programs in health.

C. Objectives

1. To encourage, coordinate and support applied, basic biomedical, and social scientific health research.
2. To stimulate dialogue and innovative thinking on emerging health issues in society among its members.
3. To create opportunities for internal health-related research collaborations which cross sectoral boundaries and which incorporate multiple research perspectives.
4. To support existing arrangements with the external health community and forge new partnerships.
5. To share expertise with individuals and communities around the world by seeking out research, education, and service opportunities for graduate students and faculty.
6. To evolve into an internationally respected Graduate School for Health Research and Education offering unique health-related graduate programming.

D. Vision

When fully developed, the Institute will bring together researchers from all sectors of health research in an environment that will promote and foster new cross-sectoral research collaborations in addition to strengthening outstanding existing health research within each sector. Innovative approaches to health problems will be generated by undertaking research from biological, individual, socio-cultural, and

¹ For the purposes of this document, health-related research will fall under at least one of the following sectors: (1) Basic Biomedical, (2) Clinical Interfaces, (3) Health Services and Systems, (4) Technology and Health, and (5) Societies, Cultures and the Health of Populations.

population-based perspectives. The Institute will facilitate important discoveries in the development and transfer of new technologies and treatments into the community, in basic biomedical research, and in the creation of new knowledge and understanding of health issues from population-based, individual and biological perspectives. The Institute will be one of the leading centres for dialogue on health problems, issues and discoveries in Canada among academics and the external health community. The Institute will achieve international recognition for the discovery of factors related to the maintenance of health and the conceptualization and treatment of disease in society. It will be known for excellence and innovation in graduate programming that provides students with a cross-sectoral and multi-perspective education in health.

E. Proposed Areas of Activity

(1) Promote and Facilitate Cross-Sectoral Health Research Collaborations

The Institute will provide a forum in which the research interests, activities and expertise of its members will be publicized and networks of researchers spanning sectoral boundaries will be developed and nurtured. With its coordinating focus, the Institute will provide members with information about cross-sectoral research and funding opportunities and will seek to facilitate research projects by stimulating dialogue across sectors.

(2) Develop Linkages to Existing Departments²

The Institute for Health Research and Education will work closely with Departments to promote and support existing health-related research at Simon Fraser University and to initiate opportunities for new research collaborations among Departments and the Institute.

(3) Develop Partnerships

The Institute will initiate partnerships with the external health community, including the private sector, community groups, the not-for-profit sector and government at all levels, extend relationships with other institutions carrying out health research, and seek international opportunities for research collaborations and project-based inquiries, educational exchange programs, and the sharing of health-related expertise. Initially, partnerships will be directed towards research but opportunities for health programming expansion will not be overlooked and will assume an increasing level of activity as the Institute evolves towards a Graduate School for Health Research and Education.

² The term "Departments" includes Schools and Programs.

(4) Establish a Unique Environment for Graduate Education in Health Research

The Institute will work with existing Departments and the Dean of Graduate Studies to develop innovative cross-sectoral graduate programs at the Masters and Doctoral levels that provide students with a strong foundation in the premises and possibilities of multiple approaches to health research and to enhance understanding of their inter-relationship. These multiple approaches will span the basic biomedical sciences, methodological techniques including biostatistics, clinical applications of health discoveries, and social, cultural, historical, and population-based perspectives on health and medical treatment. Its programs will provide graduate students with the expertise required to pursue careers as highly qualified health research personnel. New and existing faculty members will have opportunities to participate in the instructional activities of the Institute through instruction in courses within their Departments that augment or complement the curriculum of the Institute and through the development of collaborative partnerships with Departments that facilitate sharing of faculty resources between the Institute and Departments.

(5) Develop a Plan to Attract and Support Excellent Graduate Students

The Institute will work in partnership with the Dean of Graduate Studies to develop competitive recruitment strategies to attract the highest caliber of graduate students wishing to engage in cross-sectoral health research. The Institute will develop comprehensive scholarship and financial support packages for graduate students engaging in health research within the Institute.

(6) Build on the Interests of Existing Faculty Members

The Institute will be built around the interests of existing faculty members at SFU. Financial and administrative support mechanisms will be developed to facilitate existing faculty members' participation in the Institute. These will aim to facilitate, promote and expand existing faculty members' research programs and to provide opportunities for existing faculty members to significantly contribute to the direction of the Institute through graduate program development and the determination of the Institute's research priorities.

(7) Recruit New Faculty Members to the Institute

The Institute will develop a comprehensive and proactive recruitment strategy for new faculty members. The Institute will seek to recruit faculty members who complement the existing expertise of health researchers at Simon Fraser University and whose research programs will facilitate cross-sectoral research collaborations. Such positions will be identified in consultation with interested Departments. Faculty members recruited under the auspices of the Institute will have their responsibilities determined by agreement between the Institute and interested

Department(s). The Institute will support innovation and flexibility in these arrangements.

(8) Seek Additional Funding to Support the Activities of the Institute

The Institute will actively seek additional resources from both private and public partnerships in order to foster its mission to strive towards continued excellence and growth as one of Canada's leading Graduate Schools of Health Research and Education.

(9) Disseminate Research

The Institute will create mechanisms for disseminating research. The Institute will also develop various other informational and promotional materials to communicate the Institute's activities to the public, to raise awareness about health-related research at SFU, and to raise our profile as an institution committed to health research and education.

(10) Organize Health Research Workshops and Similar Events

The Institute will sponsor and coordinate workshops, seminars, speaker series, and other events on health-related topics to an audience of students, faculty and the external health community.

The programs and events will be designed to meet one of the following three objectives:

- To disseminate discoveries, new technological applications, and new understandings with the academic and external health communities and to stimulate dialogue and debate with the goal of generating innovative future research ideas;
- To facilitate interconnections among SFU researchers engaged in health research and foster partnerships with external researchers; and,
- To provide a forum for the public to discuss contemporary health issues.

(11) Facilitate Grant Applications to Research Funding Agencies

The Institute will work in partnership with the Office of Research Services to provide its members with information about grant and other funding opportunities and will assist faculty in preparing high quality, competitive applications to the Canadian Institutes for Health Research and other funding agencies.

F. Administrative Structure

(1) Positions

The Director of the Institute will be a full-time senior academic administrative appointment holding a faculty position in an appropriate unit and will report to the Vice-President, Academic. The initial appointment of the Director will be for a five-year term with the possibility of renewal for an additional five-year term. The Vice-President, Academic will convene and Chair a search committee for the selection of the Director.

The Associate Director of Basic Biomedical and Clinical Health Research will be an academic administrative appointment filled by a Simon Fraser University faculty member and will report to the Director of the Institute. The Associate Director of Basic Biomedical and Clinical Health Research will be appointed for a three-year term with the possibility of renewal. The Vice-President, Academic will convene and Chair a search committee for an internal faculty candidate.

The Associate Director of Social, Cultural and Population Health Research will be an academic administrative appointment filled by a Simon Fraser University faculty member and will report to the Director of the Institute. The Associate Director of Social, Cultural and Population Health Research will be appointed for a three year term with the possibility of renewal. The Vice-President, Academic, will convene and Chair a search committee for an internal faculty candidate.

(2) The Director shall have the following responsibilities:

- Chair the Steering Committee for Health Research and Education and maintain effective liaison with members of the Institute;
- In consultation with the Associate Directors, the Steering Committee for the Institute, and the members of the Institute, develop the Institute's strategic plan;
- Promote and facilitate cross-sectoral research collaborations;
- Promote and facilitate synergistic partnerships with Departments to meet the strategic planning objectives of both the Departments and the Institute;
- Develop, in collaboration with Departments, a comprehensive and proactive recruitment plan to attract health researchers;
- Develop financial and administrative arrangements to facilitate existing faculty members' research programs;
- Facilitate research grant applications;
- Organize health research workshops, seminars, and other events;
- Seek additional funding to support the activities of the Institute;
- Develop partnerships with the external health community;
- Extend relationships in health research with other post-secondary institutions;
- Seek opportunities for international collaborations and partnerships;

- Support the work of the Advisory Council on Health Research and Education; and,
 - Develop graduate programs and strategies to recruit graduate students.
- (3) The Associate Director of Basic Biomedical and Clinical Health Research shall have the following responsibilities:
- Promote, foster and facilitate research collaborations among researchers working in the Basic Biomedical and Clinical health sectors;
 - Work with the Associate Director of Social, Cultural and Population Health Research to coordinate and promote cross-sectoral research collaborations;
 - Represent the interests and needs of faculty members who are participating in research which falls within the Clinical and Basic Biomedical health sectors in the activities of the Institute;
 - Work with the Director to prepare a strategic plan for the Institute; and,
 - Work with the Director to develop innovative graduate programming.
- (4) The Associate Director of Social, Cultural and Population Health Research will have the following responsibilities:
- Promote and facilitate research collaborations among researchers addressing health issues from population-based, community-based, socio-cultural, and historical perspectives;
 - Work with the Associate Director of Basic Biomedical and Clinical Health Research to coordinate and promote cross-sectoral research collaborations;
 - Represent the interests and needs of faculty members who are participating in research which falls within the Social, Cultural and Population health disciplines in the activities of the Institute;
 - Work with the Director to prepare a strategic plan for the Institute; and,
 - Work with the Director to develop innovative graduate programming.

G. Governance and Reporting

- (1) Membership in the Institute will be open to all Simon Fraser University faculty who have an interest in the purposes of the Institute and who request membership.
- (2) The Director of the Institute will report to the Vice-President, Academic. An annual report on the Institute's activities, along with financial statements, will be prepared by the Director and submitted to the Vice-President, Academic by August 31st each year.
- (3) The Institute's activities will be conducted in accordance with all University policies.

- (4) A Steering Committee for Health Research and Education (SCHRE) will be established for the Institute. The SCHRE will consist of the Director, the Associate Director of Basic Biomedical and Clinical Health Research, the Associate Director of Social, Cultural and Population Health Research, the Vice-President, Research, and 10 elected faculty members (two each from the five health research sectors: Basic Biomedical, Clinical Interfaces, Health Services and Systems, Technology and Health, and Societies, Cultures and the Health of Populations). Faculty members seeking election to the SCHRE must be a member of the Institute and must identify which of the five health research sectors they are proposing to represent. All Institute members will vote in the election of each sectoral representative. Members elected to the SCHRE will serve a two-year term, with five of the initial appointments having a three-year term for continuity.

The Steering Committee for Health Research and Education will provide advice to the Director of the Institute on the activities of the Institute; assist the Director in the promotion and facilitation of cross-sectoral health research; and advise the Director in the development of a proposal for a Graduate School of Health Research and Education. The Steering Committee will also participate in the development and implementation of measures to encourage and facilitate excellence in health-related research by SFU faculty members.

- (5) An Advisory Council on Health Research and Education will be established to advise the Vice-President, Academic on the activities and evolution of the Institute, to promote the activities of the Institute in the broader community, and to assist in identifying resources and support for the Institute. The Advisory Council will have up to 20 members and will include representation from members of the Institute, active health researchers from British Columbia and elsewhere, health professionals, community health groups, the provincial government, the not-for-profit sector, and the private sector. The Director of the Institute, the Vice-President, Research, and the Vice-President, Academic will also be members of the Advisory Council.