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Dr. Steven N. Lipp, Ph.D.  
Vice-Principal (Research) and  
Chair, Senate Academic Research Committee

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*think* Queen's

September 16, 2011

Ms. Georgina Moore  
Secretary of the University

IAIN D. YOUNG, MD, CM, FRCP(c)  
VICE-DEAN, ACADEMIC  
FACULTY OF HEALTH SCIENCES

Macklem House, 18 Barrie Street



**Queen's Cancer Research Institute  
Faculty of Health Sciences  
Report of the Advisory Review Committee  
July 25, 2011**

*The Queen's Cancer Research Institute (QCRI) was established within the Faculty of Health*

**ORGANIZATIONAL STRUCTURE**

Cancer Biology and Genetics, Cancer Care and Epidemiology, and Cancer Clinical Trials. Having three strong independent Divisions, each of which has its own governance and research planning structures, is a great strength but presents a challenge in developing a strategic vision

### ADEQUACY OF FINANCIAL RESOURCES

The lack of infrastructure funding for the QCRI continues to be of concern. Each of the three Divisions generate their own funding from which each contributes to the administrative

operation of the Institute. In addition, each of the Divisions are taxed to support the maintenance and repair of the building's security system as well as some other maintenance costs. A small number of departments, in particular the Department of Pathology and Molecular Medicine, have provided some degree of financial assistance to the QCRI, but this is not a long-term solution. Withdrawal of some significant infrastructure/administrative funding

from Cancer Care Ontario (CCO) was a great disappointment. This was due to a province-wide change in CCO policy to discontinue funding for fundamental cancer research. This left QCRI

## RECOMMENDATIONS

### Authorization (Renewal) of the Centre

The QCRI is considered to be a tremendous asset to the University and the Advisory Review Committee recommends unanimously that it be authorized for renewal for a further five-year period.

The Advisory Review Committee endorses the proposed changes to the Constitution and

**The Cancer Research Institute**

**at**

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**Queen's University**

**Constitution**

***Proposed Revisions:  
April 2011***

**Name:**

The Cancer Research Institute at Queen's University

**Vision:**

To develop an outstanding research environment that is unique in Canada that fosters innovation and provides novel training opportunities for physicians and scientists

**Mission:**

Cancer research that spans the spectrum from "bench to bedside to boardroom" through cancer biology and etiology, to clinical trials, to outcomes research and policy development

**Objectives:**

The objectives of the Cancer Research Institute are to:

- Foster the development of emerging or expanding areas of research e.g. molecular epidemiology, environmental carcinogenesis and new drug development

Support the translation of basic research into clinical programs



**Membership:**

a. Classes of Membership:

There will be two types of Institute membership: Members (full members) and Associate Members

Eligibility for membership:

Institute Members will be individuals who have their primary research affiliation with one of the three Institute Divisions (see list Appendix III). Associate Members will be Queen's University researchers engaged in cancer research who are willing to contribute to the goals of the Institute. Since many of the members of the three proposed Divisions have well-developed research collaborations with investigators at other institutions, it is reasonable to predict that clinical and basic scientists at other institutions may also eventually wish to be affiliated with the Institute as Associate Members.

Voting Rights:

The Institute will be administered by the Director with the support of an Executive Management Committee (EMC).

**Executive Management Committee:**

The EMC will work with the Director to develop strategies and operational procedures that will ensure the long term sustainability of the Institute and the effective pursuit of Institute's vision and mission.

*i.* **Membership:**

The EMC will consist of the Director of the Institute as Chair and the Directors of the divisions of the Institute as ex officio voting members, plus a member of each division

Rationalization of the Institute resources to ensure consistency with research

priorities.

- Long-term planning to ensure sustainability of the Centre.

motion. In the case of a tie, the Chair of the Board is not entitled to cast a second vote and the motion shall be deemed not to carry.

**Term**

Board Members shall serve three-year terms and they shall be eligible for reappointment. Terms of appointment shall be staggered to maintain consistency.

**Financial Management**

Approves the Institute's annual operating and capital budgets

**Policies, Objectives and Plans**

- Exercises the power necessary to act as the governing body of the Institute within the limits defined by the constitution.
- Approves changes to the constitution. Changes approved by the Board are forwarded to the Queen's Senate for final approval and Constitutional amendment

**Conflict of Interest:**

[REDACTED]

Principal (Research), Queen's University and copies of the report will be provided to the Vice-Principal (Research) and the IAB.

**Closure:**

If circumstances are such that the Institute cannot continue to fulfill its mandate, Queen's

decision is taken to close down the operation of the Institute, any costs associated with dissolving the Institute shall be included in the Facility Plan for the final year of operation. The

**Appendix II: Cancer Research Institute Constitution**

1. Name: The Cancer Research Institute at Queen's University

2. Objectives:

The objectives of the Cancer Research Institute are to:

- Cover the range of cancer research from "bench to bedside to boardroom" through cancer biology and etiology, to clinical trials, to outcomes research and policy development
- Foster the development of emerging or expanding areas of research e.g. molecular epidemiology, environmental carcinogenesis and new drug development
- Support the translation of basic research into clinical programs
- Provide new interdisciplinary programs for graduate and professional trainees at Queen's University

At the level of patients and at

d. Founding Members: Investigators with a primary research association in one of the three

automatically be considered founding Members of the Institute.

e. Appointment of New Members:

- i. New Members will be investigators and scientists recruited to work primarily within one of the Research Divisions of the Institute. It will be the responsibility of the relevant Division Head to identify the criteria for recruiting and the funding for doing so within their Division. New Members may be identified from within the University community or recruited from outside. New recruits will be



Hospitals, the local Community, and agencies and bodies that support Cancer Research Funding.

d. Powers and Functions of the Director:

The Director will:

- i. Conduct a program of research within one of the Divisions of the Institute
- ii. Have overall administrative responsibility for ensuring the goals of the Institute are met. The Director will chair the Institute Management committee.
- iii. Represent the Institute within the University
- iv. Take a leadership role in advancing the profile of the Institute nationally and internationally
- v. Actively pursue new funding opportunities for the Institute and its programs.

e. Powers and Functions of the Management Committee. The Management Committee

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]