Faculty Council Update on HMS IPCIs

INITIATIVES, PROGRAMS, CENTERS, INSTITUTES

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Associate Dean for Academic & Clinical Affairs
Harvard Medical School
Overview:

• Policies and principles
• Oversight committee
• Application and review
Harvard Policy on Centers

• Facilitate work on problems or in fields that are not adequately treated by discipline-based departments.

• Flexible organizational forms that can be launched and grown, eliminated or absorbed, or crystallized into more permanent forms, depending on the ebb & flow of intellectual opportunity and change.

• When appropriately designed, ably led, regularly reviewed, and carefully integrated with a school’s core mission, they can make essential and powerful contributions to Harvard’s academic life.

• On the other hand, centers can also create serious administrative, fiscal, and intellectual problems for the faculties and the University.
HMS Principles for Centers

- Facilitate interdisciplinary, interdepartmental and inter-institutional collaboration and innovation
- Contribute to the teaching, research, and/or training missions
- Mission and activities should not duplicate existing dept or center
- Ideally affiliated with a department as a “home base”
- Directed by 1 to 3 senior faculty members with a 3-year term
- Financially independent with costs supported by external funding
- In-depth review by HMS at a minimum of every 3 years to provide supportive guidance and minimize risk
HMS Principles

- Apply to all efforts for which HMS is asked to incorporate its name within the name of a “center”
- IPCI designations correspond to academic scope and funding level
  - Initiative: exploratory
  - Program
  - Center
  - Institute
- Funding sources: research & training grants from governmental and private sources, such as federal agencies, philanthropic gifts, industry, foundations and hospitals
## HMS “Centers”

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<thead>
<tr>
<th>HMS Program in Celiac Research</th>
<th>HMS Division of Sleep Medicine</th>
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<tr>
<td>Center for Integration of Medicine and Innovative Technology (CIMIT)</td>
<td>MIT/HMS Center for Magnetic Resonance</td>
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<td>Harvard Clinical Research Institute</td>
<td>Center for Neurofibromatosis</td>
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<td>Harvard Medical Center for Hereditary Deafness</td>
<td>HMS Center for Palliative Care</td>
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<td>HMS Center for Bioethics</td>
<td>HMS Orthopedic Trauma Initiative</td>
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<td>BWH-HMS Osher Center for Integrative Medicine</td>
<td>Division of Nutrition</td>
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Overview:

- Policies and principles
- Oversight committee
- Application and review
HMS IPCI Oversight Committee

• Administrative & academic deans and faculty representatives

• Major roles:
  ◦ Review new center proposals and forward recommendation to the Dean
  ◦ Conduct detailed evaluations of existing centers and provide recommendation regarding continuation
### Committee Members & Contributors

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<tr>
<th>Name</th>
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<tr>
<td>Phil Boiselle, MD</td>
<td>Chair</td>
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<td>Nathalie Apchin</td>
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<td>Gretchen Brodnicki</td>
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<td>Maureen Connelly, MD</td>
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<td>John Czajkowski</td>
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<td>Susan Dale</td>
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<td>Bill Dec, MD</td>
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<td>Jules Dienstag, MD</td>
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<td>David Golan, MD, PhD</td>
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<td>Darren E. Higgins, PhD</td>
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<td>Peter Howley, MD</td>
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<td>Sarah E. Lewis</td>
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<td>Rob Millar</td>
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<td>Lisa Muto, PhD</td>
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<td>Nancy J. Tarbell, MD</td>
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Overview:

- Policies and principles
- New oversight committee
- Application and review
Application for New IPCIs

• Purpose/mission
• Needs assessment
• Governance
• Goals
• Proposed research/education/training
• Collaborative nature
• Organizational & operational plans
• Proposed funding & financial plan
• Industry collaboration
• Metrics for measuring success
Review Process New Application

IPCI application submitted to ACA

Application received by ACA and reviewed for completeness

Preliminary review to determine whether application meets basic criteria for IPCI (if “NO,” process ends with feedback to applicant)

YES

Documents sent to 2 reviewers who will be present at the standing committee meeting

Parallel review of finances by HMS Office of Finance and COI/industry relations by Office of the Dean for Faculty and Research Integrity

Committee votes on application and provides recommendation to the Dean

Applicant enters meeting after brief summary, provides concise review of application and answers questions from committee

At meeting: 2 reviewers succinctly discuss their reviews with emphasis upon any areas of potential concern

Reviewers complete brief scoring sheet and submit it to committee chair 1 wk prior to meeting
HMS Celiac Research Program

- Brings together nationally recognized celiac disease centers at BCH, BIDMC and MGH to facilitate collaborative work on novel research and educational initiatives devoted to gluten-related disorders
- Membership from 5 HMS affiliates with representation from an array of disciplines
Why do some applications fail?

- Vague goals
- Lack of collaboration and/or innovation
- Lack of alignment with HMS mission
- Unrealistic budget
- Work can be facilitated through existing departmental or other organizational structures
Review of Existing IPCIs

- Updated purpose/mission/goals
- Summary of accomplishments
- Challenges and/or problems
- Future plans
- Organizational & operational plans
- Current funding & 5-year financial plan
- Industry collaboration
- Metrics for measuring future success
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Review Process Existing IPCI

IPCI scheduled for review and director completes report following standard template

IPCI documents received by ACA and reviewed for completeness

Documents sent to 2 reviewers who will be present at the standing committee meeting

Parallel review of finances by HMS Office of Finance and COI/industry relations by Office of the Dean for Faculty and Research Integrity

Reviewers complete scoring sheet and submit it to committee chair 1 wk prior to meeting

IPCI report available to all committee members

Committee chair provides written summary of review to IPCI director and meets with him/her to discuss the review

Committee votes on IPCIs continuation status and provides recommendations if applicable

IPCI director enters meeting after this brief summary, provides concise review of IPCI’s progress and answers questions from committee

At meeting: 2 reviewers succinctly discuss their reviews with emphasis upon any areas of potential concern

Committee votes on IPCIs continuation status  and provides recommendations if applicable

Committee chair provides written summary of review to IPCI director and meets with him/her to discuss the review
Examples of Committee Feedback

- Greater attention to diversity
- Expansion of leadership roles for women faculty
- More collaboration across HMS quad and affiliates
- Expanded avenues of support
- Succession leadership plan
- Clearly define membership
- Define metrics for success
Summary:

• Policies and principles
• New oversight committee
• Application and review
HMS Initiatives, Programs, Centers and Institutes (IPCI)

HMS has a strong interest in promoting new and established Initiatives, Programs, Centers and Institutes (hereafter referred to as Centers) in order to foster a culture of collaboration and innovation that is essential to its mission. HMS is also committed to supporting select, exploratory initiatives which have the potential to develop into larger entities over time.

Centers are organizational structures created to facilitate interdisciplinary, interdepartmental, and inter-institutional collaboration for the purposes of research and education. The various designations correspond to academic scope and funding level.

The Principles and Guidelines document for HMS Initiatives, Programs, Centers, and Institutes is designed to provide HMS faculty with transparent and supportable guidelines for the organization and governance of research and education involving interdisciplinary, interdepartmental and inter-institutional work.

Principles and Guidelines Document

Application-New IPCI

Report Template-Existing IPCI

Sample Financial Template

Faculty Council Presentation, 10-17-12

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Partnership illustrates synergies possible through collaborative research.
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