

Faculty Council Update on HMS IPCIs

INITIATIVES, PROGRAMS, CENTERS, INSTITUTES

JANUARY 14, 2015

Phillip M. Boiselle, MD
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”

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

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



**Phil Boisselle,
MD (Chair)**



**Nathalie
Apchin**



**Gretchen
Brodnicki**



**Maureen
Connelly, MD**



**John
Czajkowski**



Susan Dale



Bill Dec, MD



**Jules
Dienstag, MD**



**David Golan,
MD, PhD**



**Darren E.
Higgins, PhD**



**Peter Howley,
MD**



Sarah E. Lewis



Rob Millar



**Lisa Muto,
PhD**



**Nancy J.
Tarbell, MD**

Overview:

- Policies and principles
- New oversight committee
- **Application and review**

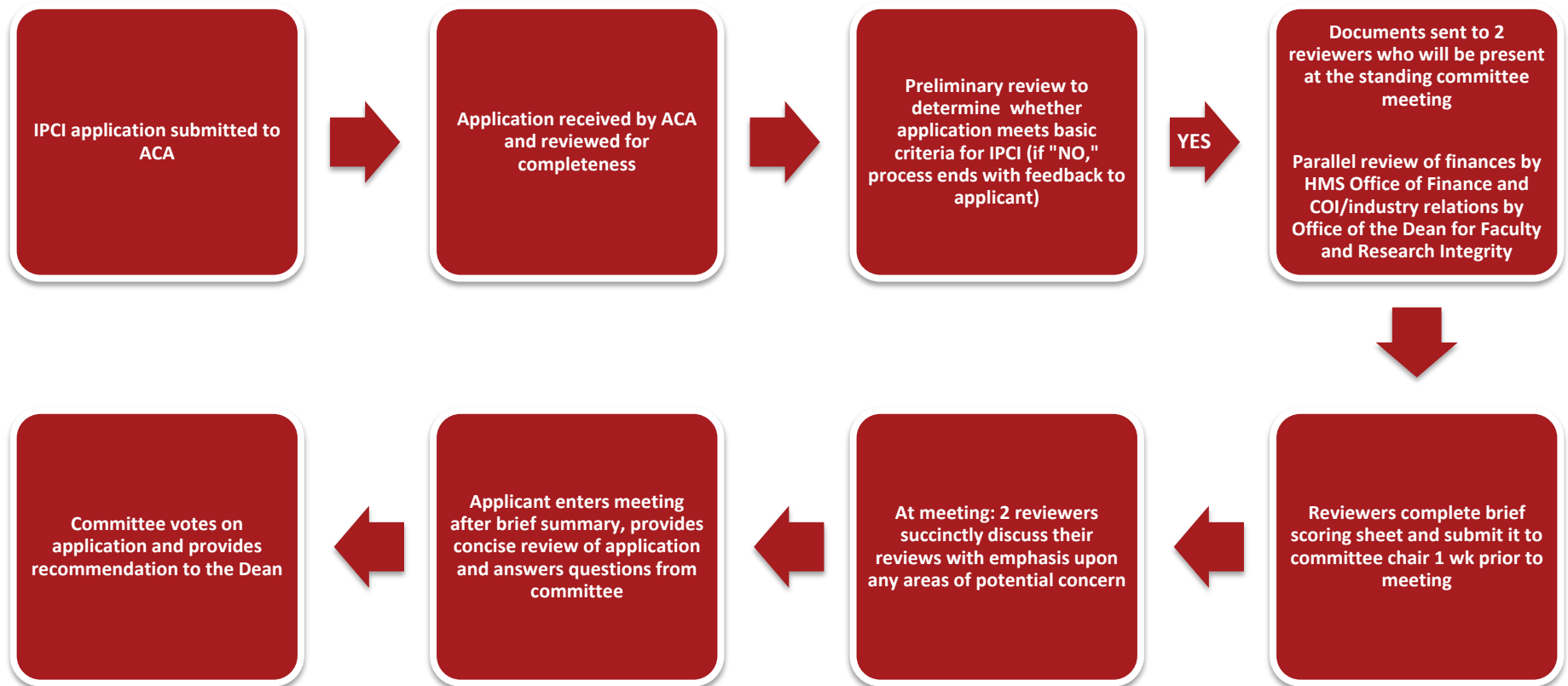


Application for New IPCIs

- 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

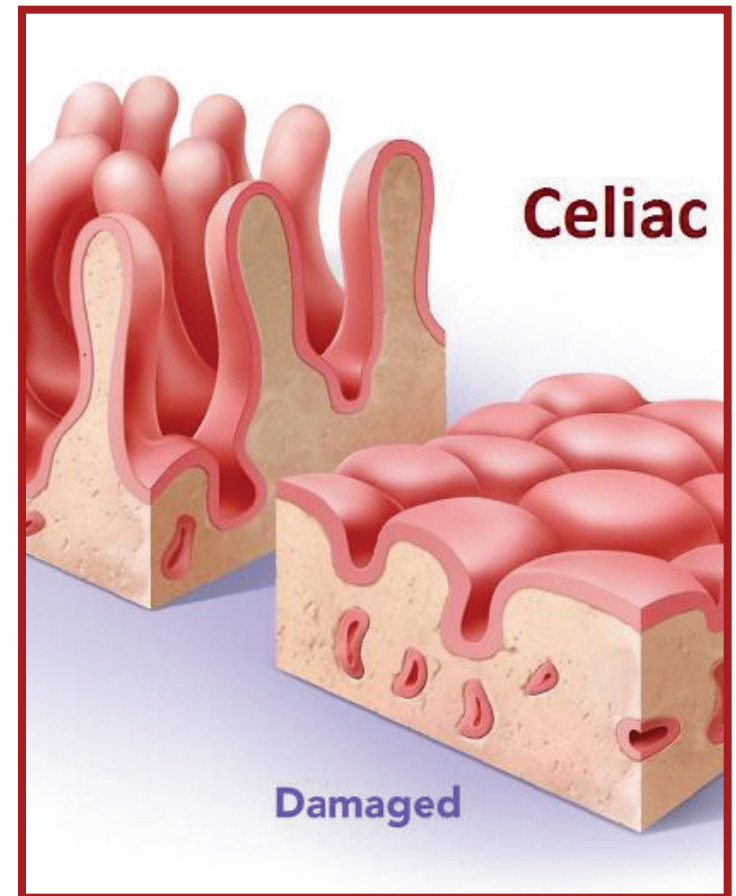


Review Process New Application



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

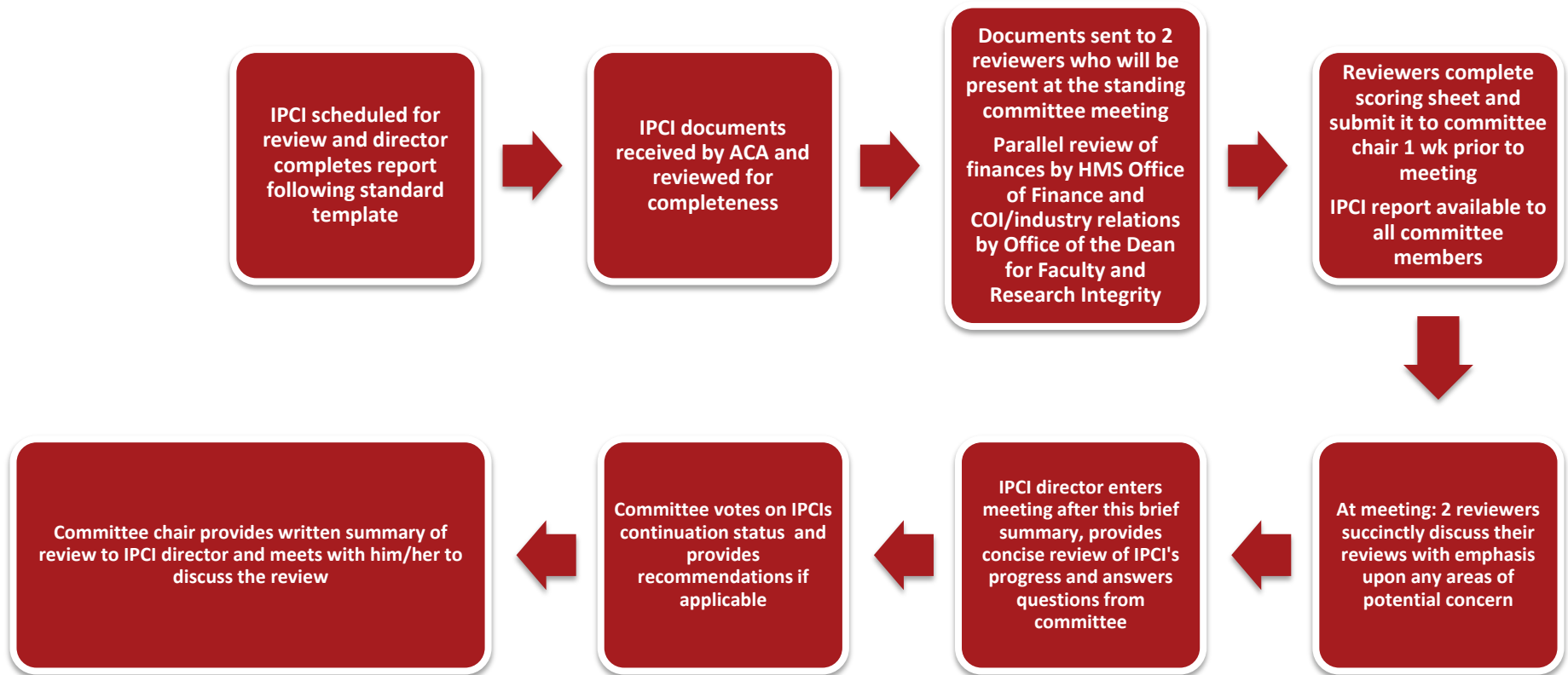


Review of Existing IPCIs

- 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



Review Process Existing IPCI



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](#)

For more information please contact:

Sarah Lewis
 Harvard Medical School
 Dean's Office for Academic and Clinical Affairs
 25 Shattuck St. Boston, MA 02115
 617-432-6928
Sarah_Lewis@hms.harvard.edu

Fostering Collaboration



Partnership illustrates synergies possible through collaborative research.

[Read the story »](#)