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April 3, 2012

Ms. Georgina Moore  
Secretary of the University  
University Secretariat  
Queen's University  
Kingston, ON K7L 3N6

Dear Ms. Moore:

**Re: Cancer Research Institute**

I am pleased to report that at its meeting of December 8, 2011, the Senate Advisory Research Committee reviewed the five-year review report of the Cancer Research Institute completed by the Advisory Review Committee. The Senate Advisory Research Committee agreed that the Cancer Research Institute be authorized for a further period of five years with the recommendation that a search for a new Director commence immediately. Dr. Roger Deeley will continue as Director until a replacement is found.

**The Senate Advisory Research Committee recommends that Senate approve the renewal of the Cancer Research Institute for an additional period of five years, effective December 8, 2011, subject to ratification by the Board of Trustees.**

Should you have any questions or comments on the Committee's recommendation, I would be pleased to meet with you at your earliest convenience.

Sincerely yours,

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

*think* Research  
*think* Queen's



September 16, 2011

Ms. Georgina Moore  
Secretary of the University  
University Secretariat  
153 Richardson Hall  
Queen's University

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Re: **Five-Year Review of the Queen's Cancer Research Institute**

Dear Ms. Moore:

Enclosed please find the report from the Advisory Review Committee on the Queen's Cancer Research Institute. This report, which was submitted to me by Dr. Bruce Hutchinson on behalf of the Review Committee, has been sent to Faculty Board for review, comment and approval. All comments received were highly supportive of the continuation of the Institute and the recommendations of the Committee.

I concur with the report and its recommendations and I fully endorse the renewal of the Queen's Cancer Research Institute for a further five-year period.

The Institute is very important to the University, the Health Sciences Centre, and cancer research in Canada. The Faculty is proud of the work being done by Dr. Roger Deeley and his colleagues and looks forward to their on-going success in the future.

Yours sincerely,

Richard, K. Reznick, MD, MEd, FRCSC, FACS  
Dean, Faculty of Health Sciences  
CEO, Southeastern Ontario Medical Organization

Encl.

c.c. Mr. D.R. Edgar, Secretary to Faculty Board  
Dr. B.J. Hutchinson, Chair, Advisory Review Committee  
Dr. R.G. Deeley, Director, Cancer Research Institute

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QUEEN'S UNIVERSITY



**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 Sciences in 2001 for an initial period of five years following approval by Senate and ratification by the Board of Trustees. A review of the QCRI was conducted in 2005/06 which resulted in its renewal for a further five-year period from 2006 to 2011. In accordance with the Senate Policy on the "Procedures Governing the Establishment, Reporting and Review of Research Centres, Institutes and Other Entities at Queen's University" as last revised in June 2010, a Review Committee was appointed to provide advice on the viability of the Institute and to recommend whether it should be authorized for a further period of up to five years or be phased out of existence. The Committee is also tasked to review the organizational structure of the Institute, to assess its accomplishments, to make recommendations that will strengthen its operations, and to make a recommendation concerning the renewal of the Director.

The membership of the Committee included:

- John Bell                                      Senior Scientist, Ottawa Hospital Research Institute
- James J. Biagi                               Assistant Professor and Acting Head, Oncology
- Bruce J. Hutchinson (chair)           former Associate Vice-Principal (Research)
- Susan M. Marlin                           Associate Vice-Principal (Research)
- Graeme N. Smith                         Professor, Obstetrics and Gynaecology
- Victor A. Tron                              Professor and Head, Pathology and Molecular Medicine

Administrative support was provided by Gail Knutson, Senior Staffing Officer in the Faculty of Health Sciences.

Documents provided to the Committee by Roger Deeley, Director of the QCRI, included the Institute's constitution, annual reports and meeting notes, a summary of the highlights from the past five years, data on research funding and publications, an overview of the Institute's academic contributions and research plans, and a summary of the status of the Transdisciplinary Training Program in Cancer Research. The Committee also requested that Dr. Deeley provide a five-year budget for the Institute, a plan describing the goals and objectives for the Institute as a whole over the next five years, and a copy of his *curriculum vitae*.

## **ORGANIZATIONAL STRUCTURE**

The QCRI houses three strong divisions, each with their own unique research programs – 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 and governance structure for the QCRI as a whole. The current Advisory Board, including membership from outside Queen's University, has not met for several years. It is recognized the Constitution, which was approved when the QCRI was initially established in 2001, requires revision. An amended Constitution has recently been drafted to include an Institute Advisory Board consisting of the Director and the Division Heads, the Dean of the Faculty of Health Sciences (or delegate), the Vice-Principal Research for Queen's (or delegate), the Assistant Dean for Operations and Finance for the Faculty of Health Sciences, one trainee who could be a graduate student, postdoctoral MD or PhD fellow, and two members who are external to Queen's. There is also an issue that needs to be resolved with regard to a specific governance structure between the Canadian Cancer Society Research Institute and the Clinical Trials Group. The Management Committee will continue to consist of the three Division Heads plus one additional member from each of the Divisions.

## **ACCOMPLISHMENTS OF THE QCRI**

There is no doubt that the existence of the QCRI has increased the visibility of cancer research at Queen's. The facility itself is not only a great physical environment in which to expand and develop further collaborations with the Clinical Trials Group, it has provided dedicated research space to attract students and researchers; in fact, the recruitment of a number of highly skilled faculty to Queen's would not have been successful without the existence of the Institute and the facility. The physical proximity of the three units has produced a link that has made it possible for a very successful integrated approach to postgraduate education programs that involves clinicians, basic scientists, statisticians, and others.

Over the past five years, a significant number of the QCRI members have received national recognition for their contributions to research. These include Level 1 and Level 2 Cancer Care Ontario Chairs, Tier 1 and 2 Canada Research Chairs, a Kingston General Hospital Research Chair, New Investigator Awards from the Canadian Institutes of Health Research, a variety of endowed chairs, and many other awards and acknowledgements for outstanding accomplishments.

The QCRI has two training programs– the Transdisciplinary Training Program in Cancer Research and the Collaborative Graduate Program in Cancer Research. The former has recently been successful in renewing its funding with support from the Terry Fox Foundation in partnership with the Canadian Institutes of Health Research. The latter is a relatively new graduate program, approved by the Ontario Council on Graduate Studies, that involves seven participating departments. These cross-disciplinary graduate training programs are a major achievement and benefit derived from the existence of QCRI.

### **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 without a source for 'seed' funding, administrative support, and emergency funds that are critical to maintaining a vibrant and interactive research program. Despite this, the QCRI used a combination of innovative financing and 'good will' to thrive and build. While the Advisory Review Committee acknowledges the excellent progress that the QCRI has made, there is a strong sense of unrealized potential. The Institute could be an even greater asset to Queen's University and achieve a stronger international profile if it received support similar to that which comparable groups across the country have access.

### **ADEQUACY OF HUMAN RESOURCES**

With regard to funding for administrative support, the QCRI receives funding from the School of Medicine to support a 0.5 FTE administrative assistant and a small stipend for the Director.

### **LEADERSHIP OF THE QCRI**

When the QCRI was initially established, it was expected that a full-time Director would be hired. Due to budgetary reasons, this did not occur. Initially, Dr. Joseph Pater was appointed as Acting Interim Director between 2001 to 2003. Subsequently, Dr. Deeley was appointed as Director and has continued in this role since that time. Based on the submitted documentation and the interaction with Dr. Deeley, committee members were of the collective opinion that he has provided outstanding leadership during his role as Director. However, given that he is also the Vice-Dean of Research for the Faculty of Health Sciences and Vice-Principal of Health Sciences Research at Kingston General Hospital, there are times when the demands on his time have not left enough time to do all that he would like to have done. Furthermore, Dr. Deeley was first appointed to this role in August 2003 and the revised Senate policy specifies that the Director is eligible to hold the position for a maximum period of ten years. While Dr. Deeley has indicated that he is willing to continue in this role until a new Director is identified, he would prefer to have his successor named sooner rather than later.

Without an injection of resources, the only option appears to be for the Heads of the Divisions to fill the role of Director on a rotating basis. However, the Director's job would become very challenging if the three units were not each so well organized within themselves.

## **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.

### **Organizational Structure**

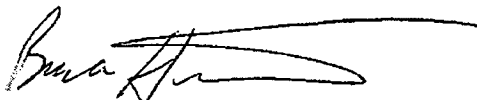
The Advisory Review Committee endorses the proposed changes to the Constitution and suggests that it be implemented concurrent with the recommended renewal of the Institute. It is suggested that the function of the Advisory Board be to capitalize on opportunities for collaboration and potential fundraising. The Board should also advise the QCRI on ways in which it can be better marketed so as to attract funds for building teaching programs and establishing fellowship programs.

### **Financial Resources**

The Advisory Review Committee strongly recommends that the University give serious consideration to committing central resources to supporting the initiatives of the QCRI. It is recommended that the next leader of the QCRI be provided with a full-time administrative assistant and a minimum of 0.2 FTE for academic leadership. Flexible funding in the amount of up to \$200,000 per year for support of interdisciplinary research initiatives would bring the activity of the Institute to a new level. It is recommended that the small costs associated with the building, such as security and PA systems, be assigned to the regular building maintenance program rather than to the QCRI.

### **Leadership**

It is recommended that a search for Dr. Deeley's successor commence immediately and that Dr. Deeley be reappointed as Director of the Queen's Cancer Research Institute until such time as the new Director is in place or until June 30, 2013, whichever should come first. Although the Committee is supportive of the concept of rotating the leadership amongst the Heads of the Divisions, in order to identify the best candidate for this position, it recommends that the search not be limited only to the current Heads of the Divisions.



Submitted by  
Bruce J. Hutchinson  
Chair, Advisory Review Committee  
Queen's Cancer Research Institute

**The Cancer Research Institute**  
**at**  
**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
- Provide new interdisciplinary programs for graduate and professional trainees at Queen's University
- Accelerate the application of evidence-based cancer care, at the level of patients and at programmatic levels

In achieving these objectives the Institute will strive to become an important international player in accelerating the discovery and development of new cancer treatments and diagnostics. It should also bring to public-view the information about variations in cancer treatment and the consequences of those variations. Institute educational and research training programs will produce graduates in a wide range of disciplines who have been exposed to both fundamental and clinical methods of health research. They should be sought after by academia, industry, government and the private sectors alike.



## **Membership:**

a. Classes of Membership:

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

b. 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.

c. Voting Rights:

Business meetings of Institute Members will take place at least once per year. All Members will be able to vote on issues or motions at meetings of the Institute. Such issues and motions will be those requiring input from all Divisions and will include, but not be limited to, items such as significant research infrastructure needs, creation of new research Divisions, and changes to the constitution. A two-thirds majority will be required to implement changes to the Constitution.

d. Founding Members:

Investigators with a primary research association in one of the three Divisions (see Appendix III) at the time the Institute was formally approved by Senate are 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 identified through search committees constituted according to University and Faculty requirements with participation of the relevant Department(s) for each new appointee. Each new Member will hold a primary appointment in a University department. Before such recruitment begins, the relevant Research Division Head will seek approval in principle to recruit from the Institute Director and Executive Management Team and subsequent approval from the relevant Department Head to begin the process.
- ii. Applications to become Associate Members will be welcomed from those engaged in research relevant to cancer from throughout the Queen's community who are interested in participating in the intellectual and academic activities of the Institute. In addition, as noted elsewhere, non-Queen's researchers involved in collaborative research with Institute Members, may also make application for Associate Membership in the Institute. Such applications will be made to the Director and approved by the Executive Management Team

**Administration of the Institute:**

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 elected by ballot within respective divisions, to serve for a term of three years. Additional voting members may be appointed to the EMC, at its discretion, to better enable the team to meet its mandate. The term of these appointments will be for one year. Appointments will be renewable at the discretion of the EMC's Chair and its ex officio members.

*ii.* **Voting:**

A simple majority of votes cast by the EMC members shall be sufficient to carry a motion except on matters concerning policy issues (such as changes to the organizational structure of the Institute or to its constitution) where a 2/3 majority is required to carry the motion. In the case of a tie, the Chair is not entitled to cast a second vote and the motion shall be deemed not to carry.

*iii.* **Meetings:**

The EMC will meet monthly. Additional meetings may be called by the Chair and ex officio members at any time.

*iv.* **Responsibilities:**

- Reviews the Institute's annual operating and capital budgets and recommends approval to the Board.
- Proposes changes to the constitution to the Board following ratification by ballot by the membership of the Institute at large. Changes approved by the Board to be forwarded to the Queen's Senate for final approval and Constitutional amendment as per Queen's University policy.
- Develops broad policies for the Institute for approval by the Board.
- Proposes major changes in the Institute's organizational format.
- Delegates management responsibility and authority to the Director
- Appoints committees as needed. May appoint a research Steering Committee to advise the Director on the following matters:
  - Consistency of operating and capital budgets with research priorities and financial constraints.

- Rationalization of the Institute resources to ensure consistency with research priorities.
- Long-term planning to ensure sustainability of the Centre.
- Reviews the operations budget prior to the beginning of the fiscal year and receives forecasts against this budget at each EMC meeting.

### **The Director:**

The Director will be recruited by a Faculty of Health Sciences Search Committee constituted with appropriate Departmental and Institute representation and should be a recognised leader in cancer research with considerable administrative strengths.

#### **i. Powers and Functions of the Director:**

The Director will:

- Conduct a program of research within one of the Divisions of the Institute
- Manage the day-to-day operation of the Institute
- Have overall administrative responsibility for implementing the decisions of the EMC and ensuring that the goals of the Institute are met.
- Coordinate the activities of the EMC
- Represent the Institute within the University
- Take a leadership role in advancing the profile of the Institute nationally and internationally
- Actively pursue new funding opportunities for the Institute and its programs.

### **The Institute Advisory Board:**

The Board members will be appointed by the Dean, Faculty of Health Sciences. The Chair of the Board will normally serve for a term of three years and will be appointed by the Dean, FHS in consultation with the Vice-Dean Research and the Vice Dean Academic. The members of the Board shall include:

- ❖ Dean FHS (or their delegate)
- ❖ Vice Principal Research (or their delegate)
- ❖ Director of the Institute
- ❖ Directors of the Institute's Divisions
- ❖ Two members external to Queen's
- ❖ Assistant Dean, Operations and Finance, FHS
- ❖ One trainee (graduate, postdoctoral MD or PhD fellow)

The Board will meet at the request of the Chair no less than twice per year.

### **Role**

Board Members are the chief authority of the Institute.

All Board Members are entitled to vote at meetings of the Board. The quorum for a meeting of the Board of Directors shall be a majority of the Board members, which must include at least one Queen's University and at least one Kingston General Hospital Board member. A simple majority of the votes cast by those Board members at the meeting shall be sufficient to carry a

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.
- Approves audited financial statements.

### 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.
- Approves broad policies for the Centre.
- Reviews the content and quality of the long-range plan.
- Establishes appropriate mechanism for the distribution of available research funding.

### Organization and Personnel

- Approves major changes in the Centre's organizational format.
- Delegates management responsibility and authority to the Director and the Executive Management Committee

### Operational Controls

- Approves the operations budget prior to the beginning of the fiscal year and receives forecasts against this budget at each Director's meeting.
- Identifies the Board's needs and requirements for information and requests of the Executive Manager its timely supply.
- Investigates major deficiencies in operation performance and initiates appropriate corrective action.

### **Amendment of the Constitution**

Constitutional amendments will be proposed by the EMC and subjected to vote by Full Members of the Institute. Constitutional changes will require acceptance by all Divisions and a two-thirds majority of Members to enact. A simple majority from Members within each Division will be required to consider that a Division has endorsed a constitutional change. Following endorsement by the Institute membership, the EMC will propose constitutional amendments to the IAB prior to submission to Queen's Senate.

### **Relationship to the University:**

The Institute will be governed by the pertinent regulations of the Senate.

**Conflict of Interest:**

Institute officers shall disclose to the Chair of the Board of Directors any activities or associations that could create a conflict of interest. University faculty members will follow procedures as presented in the Queen's University Collective Agreement, dated 98.06.10 and with Senate Policy.

**Liability and Indemnities:**

**Limitation of Liability**

No director or officer of the Institute shall be liable for the acts, receipts, neglects or defaults of any other Director or officer or employee, or for joining in any receipt of other act for conformity, or for any loss, damage or expense happening to the Institute through the insufficiency or deficiency of title to any property acquired by order of the Board for or on behalf of the Institute, or for the insufficiency for deficiency of any security in or upon which any of the monies of the Institute shall be invested, or for any loss or damage arising from the bankruptcy, insolvency or tortuous act of any person with whom any of the monies, securities or effects of the Institute shall be deposited, or for any loss occasioned by any error of judgment or oversight on their part, or for any other loss, damage or misfortune whatever which shall happen in the execution of the duties of his/her office or in relation thereto unless the same shall happen through his/her own willful neglect or default.

**Indemnity**

Every Director and officer of the Institute and his/her heirs, executors and administrators and estate and effects, respectively, shall from time to time and at all times be indemnified by Queen's University from or against:

- All costs, charges and expenses whatsoever that such a Director or officer sustains or incurs in or about any action, suit or proceedings that is brought, commenced or prosecuted against him/her for or in respect of any act, deed, matter or thing whatsoever made, done or permitted by him/her in or about the execution of the duties of his/her office; except such costs, charges or expenses as are occasioned by his/her own willful neglect or default, a fault which is unrelated to the duties of office, or fraud. Provided however, that such indemnified Director or Officer shall cooperate fully with Queen's University in the defense of such proceedings and shall be subject to such direction, as the University shall deem appropriate.

**Institution Liability and Worker Compensation:**

The Institute is not an employer. All individuals working at the Institute facility are either employees of Queen's or KGH only and as such are covered under those institutions respective insurance policies, and their activities at the Institute do not preclude that relationship.

**Review of Institute:**

The Institute will be reviewed once every five (5) years, by a committee appointed by the Dean, FHS, in accordance with the regulations of the Senate of Queen's University. The Institute will report annually as required by the Office of the Vice-

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 University is not under any obligation to continue to operate the Institute. In the event that the 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 proceeds of the sale of assets will be used to defray the costs of dissolving the Institute. In the event that the costs of closure are greater than the funds available, including proceeds of any sales or sales of assets, such costs shall be paid by Queen's University.

## **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
- Accelerate the application of evidence-based cancer care, at the level of patients and at programmatic levels

In achieving these objectives the Institute will strive to become an important international player in accelerating the discovery and development of new cancer treatments and diagnostics. It should also bring to public view the information about variations in cancer treatment and the consequences of those variations. Institute educational and research training programs will produce graduates in a wide range of disciplines who have been exposed to both fundamental and clinical methods of health research. They should be sought after by academia, industry, government and the private sectors alike.

3. Membership:

- a. Classes of Membership: There will be two types of Institute membership: Members (full members) and Associate Members.
- b. 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.
- c. Voting Rights: Business meetings of Institute Members will take place at least once per year. All Members will be able to vote on issues or motions at meetings of the Institute Members. Such issues and motions will be those requiring input from all Divisions and will include, but not be limited to, items such as significant research infrastructure needs, creation of new research Divisions, and changes to the constitution. A two-thirds majority will be required to implement changes to the Constitution.

- d. Founding Members: Investigators with a primary research association in one of the three Divisions (see Appendix III) at the time the Institute is formally approved by Senate will 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 identified through search committees constituted according to University and Faculty requirements with participation of the relevant Department(s) for each new appointee. Each new Member will hold a primary appointment in a University department. Before such recruitment begins, the relevant Research Division Head will seek approval in principle to recruit from the Institute Director and Management Committee and subsequent approval from the relevant Department Head to begin the process.
  - ii. Applications to become new Associate Members will be welcomed from those engaged in research relevant to cancer from throughout the Queen's community who are interested in participating in the intellectual and academic activities of the Institute. In addition, as noted elsewhere, non-Queen's researchers involved in collaborative research with Institute Members, may also make application for Associate Membership in the Institute. Such applications will be made to the Director and approved by the Management Committee

#### 4. Administrative structure:

- a. Administration of the Institute. A Management Committee consisting of the leaders of each of the three research Groups (and thus Division leaders) as ex officio members plus one other member of each Division (total six) will be responsible for the day-to-day management of the Institute. The selected Chair of this committee will function as acting interim Director of the Institute pending a search process and appointment of a full-time Institute Director.
- b. Appointment of the Director. The full-time Director will be recruited by a Faculty of Health Sciences Search Committee constituted with appropriate Departmental and Institute representation and should be a recognised leader in Cancer research with considerable administrative strengths.
- c. Management Committee and Advisory Board. As noted a Management Committee consisting of the three Division Heads (Group leaders) together with one additional member from each Division will manage the day-to-day Institute activities. In addition, an Advisory Board will be appointed with members drawn from the University, the



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 will meet at least once per month to discuss issues brought forward by Division Heads or the Director regarding programmatic or practical matters relating to Institute function. Meetings will be chaired by the Director. The Management Committee will approve new Associate Members, be a forum for discussion and approving appointment or recruitment initiatives for new Members, formulate ideas for new research directions, educational initiatives and teaching. If the need arises, the Management Committee may establish other committees within the Institute to deal with these and other matters. Finally, the Management Committee will be responsible for considering changes to the constitution of the Institute, and other agenda items of broad concern for discussion and decision at meetings of the Institute Members.

f. Powers and Function of the Advisory Board: The Board will review the activities and accomplishments of the Institute and recommend to the Director future programmes and directions. Through its arms length advisory function, the Board will provide support and advance the goals and activities of the Institute.

g. Amendment of the Constitution Constitutional amendments will be proposed by the Advisory Committee and subjected to vote by Full Members. Constitutional changes will require acceptance by all Divisions and a two-thirds majority of Members to enact. A simple majority from Members within each Division will be required to consider that a Division has approved a constitutional change.

5. Relationship to the University:

The Institute will be governed by the pertinent regulations of the Senate.