

D. Edgar
Secretary to the Faculty & School of Medicine
e-mail facsec@queensu.ca
Tel: (613) 533-6000 ext. 77938
Fax: (613) 533-6884

April 8, 2010

Ms. Georgina Moore
University Secretary
University Secretariat
B400 Mackintosh-Corry
Queen's University

Dear Ms. Moore:

Please find attached a document entitled **“INTEGRATION OF THE BIOMEDICAL AND MOLECULAR SCIENCES, Proposal For Organizational Restructuring of the Basic Sciences in the School of Medicine” plus addendums** for your consideration and approval by Senate. **An Executive Summary can be found on page 3.**

This proposal was put forward by the Dean's Advisory Group on Restructuring (AGoR), discussed and approved at our School of Medicine Executive on February 23, 2010, our School of Medicine Academic Council on March 23, 2010 and a Special Faculty Board meeting on April 7, 2010.

The following motion was put forward at the Faculty Board meeting:

It was moved by I. Young and seconded by R. Deeley, “that the decision of the School of Medicine Academic Council concerning organizational restructuring of the Basic Science departments in the School of Medicine, as recommended by the Dean's Advisory Committee plus addendums, be approved and referred to Senate for consideration”
CARRIED

If you require any further information please do not hesitate to contact me.

Thank you for your attention to this matter.

Best regards;

Original signed by

David R. Edgar
Secretary to the School of Medicine
Faculty of Health Sciences

c.c. D. Walker, Dean Faculty of Health Sciences
I. Young, Vice-Dean Academic, Faculty of Health Sciences



INTEGRATION OF THE BIOMEDICAL AND MOLECULAR SCIENCES

Proposal For Organizational Restructuring of the Basic Sciences in the School of Medicine

**Submitted by the Dean's Advisory Group on Restructuring:
I. Young (Chair), B. Banfield, C. Cahill, A. Croy, R.
Deeley, J. Fisher, G. Jones, K. Rose, S. Smith, S. Vanner**

February 2010

TABLE OF CONTENTS

	<u>PAGE</u>
I. EXECUTIVE SUMMARY	3
II. PREAMBLE	4
III. THE DESIGN PROCESS	5
IV. THE INTEGRATED DEPARTMENT OF BIOMEDICAL AND MOLECULAR SCIENCES	6
1. Divisional Structure and Research Education	
2. Undergraduate Education	
3. Research	
4. Leadership and the Executive Function	
V. INTEGRATION: OPPORTUNITIES AND BENEFITS	11
VI. THE RESTRUCTURING TIMELINE	14

Appendices

Appendix 1: Organizational Design Process

Appendix 2: Restructuring the Basic Sciences in the School of Medicine: The Need For Change

Appendix 3: Restructuring the Basic Sciences In the School of Medicine: Discussion Paper on Design Criteria for the New Organizational Structure

Appendix 4: Department of Biomedical and Molecular Sciences Organizational Chart

Appendix 5: School of Medicine Organizational Chart

Appendix 6: Research Education Committee: Proposed Terms of Reference

Appendix 7: Undergraduate Education Council: Proposed Terms of Reference

Appendix 8: Research Committee: Proposed Terms of Reference

Appendix 9: Executive Committee: Proposed Terms of Reference

I. EXECUTIVE SUMMARY

The combination of the internal fiscal situation at Queen's and the economic recession has created significant financial challenges for all Faculties in the University. In the School of Medicine, necessary reductions in base budgets are jeopardizing the quality and sustainability of educational and research programs in the Basic Sciences that are integral and of critical importance to the School's academic mission. In response to this challenge, the Dean's Advisory Group on Restructuring (AGoR) was established to design an organizational model that will enable the Basic Sciences to maintain its high level of academic performance in an environment of diminishing resources.

Following completion of a detailed, comprehensive and inclusive design process, AGoR recommends that the School of Medicine adopt an integrated structure for the Basic Sciences in which its educational and research programs are brought together in a single academic unit. AGoR proposes that a new Department of Biomedical and Molecular Sciences be formed by the merger of the Departments of Anatomy & Cell Biology, Biochemistry, Microbiology & Immunology, Pharmacology & Toxicology, and Physiology. Current undergraduate Biochemistry and Life Sciences Programs and the graduate programs of each of the five merged departments remain unchanged but each of these educational programs becomes the administrative responsibility of the new department.

This integrated structure will significantly enhance the operational and strategic capabilities of the Basic Sciences. Amalgamation of human, financial and infrastructure resources and the alignment of authority and responsibility with fiscal management will greatly improve both the effectiveness with which collective resources can be utilized and the ability to respond and adapt quickly to changing environments. More importantly, uniting faculty and staff around common missions and visions for education and research will promote new interdisciplinary collaborative opportunities on which future success in the biomedical sciences so critically depends.