

Institutes and Centers at EVMS

Under certain circumstances, Institutes and Centers (IC) are formed within universities and medical schools to achieve specific objectives. The purpose of this Faculty Senate Task Force is to:

1. Create working definitions for what constitutes an IC at EVMS
2. Establish a policy and process by which an IC is established and periodically reviewed

Once these two objectives are approved by the Faculty Senate, they will be sent to the Dean for review and then be forwarded to the Office of Academic Affairs and the Board of Visitors for endorsement. Upon receiving approval the following actions will take place:

1. Proposals for new ICs will be executed as detailed in Section II below.
2. A review of current ICs at EVMS will take place to determine whether they meet the new definitions set forth by this committee. As a result of the review the following actions may be recommended:
 - no change
 - grandfather in
 - reclassify
 - disband

I. DEFINITION of ICs. The following definitions are taken from information garnered from a variety of universities and medical schools across the country. While the definitions vary considerably from school to school, our main objective is to come up with definitions that make the most sense for EVMS.

ICs are organizational units on the EVMS campus created to carry out one or more of the following functions that cannot be accommodated within the existing departmental structure:

- academic programs
- specific training programs
- clinical services
- community services
- research activities

ICs may not be involved in the independent offering of course credits, award degrees nor can they hire tenure-track faculty. ICs may offer courses that provide continuing medical education credits (CMEs), continuing education units (CEUs), and certificates of completion provided that the courses are granted approved through the CME Office.

A **Center** is ordinarily a unit within an existing department that usually has a single, identifiable focus or mission. Centers are to be established for the purpose of concentrating on research, teaching and/or clinical and community services within a clearly defined academic area or closely related areas. While housed within one department, a center may draw in faculty from other departments and disciplines to achieve their goals. The center structure may aid in efforts of the medical school to obtain extramural funding in their specific area of focus. It may also serve as a formalized link between the academic community and the professional community (CHKD, Sentara, Lifenet, etc.) in the area(s) of focus.

An **Institute** shares the centers focus on research, interdisciplinary activity, continuing education activities, quest for extramural funding, and service as a link between the academic and professional communities. It is, however, a much more formalized structure and may be equivalent to an autonomous unit within the internal structure of the medical school such as a department, division or school.

Programs should not be confused with ICs. A program may mimic a center in terms of a base for research or clinical study in a given academic area but is usually of very narrow focus and typically housed within a single department with a limited number of faculty.

The terms “**Institutes and Centers**” can also be indicative of clinical programs or the designation of a facility. EVMS, being a medical school and having a significant clinical program, must be able to utilize the terms “center” and “institute” for these purposes.

II. PROCEDURES FOR THE ESTABLISHMENT OF ICs.

Introduction. All programs using the terminology “Center” or “Institute” in its name must be approved by the President and Board of Visitors. The proposal will be forwarded to the Dean and Provost who will then send it to the Standing Committee on Institutes and Centers at EVMS, a subcommittee of the Faculty Senate, for discussion and recommendation to the Dean. Upon review by the Dean, the proposal will be sent to the Academic Affairs committee thence to the President and finally to the Board of Visitors for approval.

Procedures for the Establishment of an IC. To create an IC, the following procedures must be followed as outlined below:

1. *A statement of purpose and justification* that clearly identifies a need must be demonstrated with evidence that the proposed IC will fulfill the stated need and not duplicate the mission of an existing organizational unit within EVMS. This statement must also include the local, regional, state and national contributions the IC intends to provide and how this IC will promote the mission of EVMS.
2. *Goals and objectives* must be clearly defined and sufficiently concrete to serve as a means to evaluate the IC.
3. *An organizational structure and governance plan* must be provided. This should include staff responsible for organizational and fiscal issues (administrative director, support staff, etc.). A list of the participating faculty, staff, and other key personnel must be provided along with their CVs, their role in the IC and their expertise to perform said role. A plan for the development of an advisory board must also be included. Faculty and key personnel from EVMS must have approval from their Chair and individuals from a non-EVMS facility must have permission of their institute to participate in the proposed IC.
4. *An operating plan* must provide the following information: a description of the support required including budgets, assigned faculty time, office/lab space, equipment, staff (full and part-time) and business plan.
5. *A short and long term plan for funding the IC to make it self-supporting* must be provided. This may include funding sources such as extramural funds, resident instruction, clinical work, etc. Documentation that such sources are available is required. If no initial funds are available, submit a plan to demonstrate how funds will be acquired to support the IC in the future (i.e., program project grants, Chair’s funds, administrative resources, etc.).
6. *A description of a method for assessment* of the IC to be utilized for periodic institutional review.
7. *Approval.* Letters of support for the proposed IC must be provided from the appropriate administrators involved (e.g., Chair of department in which the proposed IC is to be housed). The approval process will follow the plan stated in the Introduction above.

III. PROCEDURES FOR THE REVIEW OF ICs.

Introduction. ICs at EVMS will be reviewed every five years. The elements for evaluating the IC are listed below. This list should not be considered exhaustive. It should also be noted that not every criteria will be appropriate for every IC. The purpose of this list is to provide a quantitative and qualitative assessment of the ICs productivity. This evaluation should be based on mutually agreed goals and objectives that have been annually determined by the IC director and the individuals within the IC to whom the director reports (e.g., advisory board).

1. *Extramural Support.* Proposals submitted that directly support IC research and activities. This should include the current reporting period and past three years. Include number of funded proposals as % of submitted proposals. For funded proposals, indicate sponsor, direct and indirect costs, grant duration and status.

2. Scholarly productivity. Peer-reviewed publications, co-authored publications, other publications (e.g., book chapters, reviews, etc.), and collaborative publications with outside collaborators/Pis. All of the reported scholarly activities must focus on IC-related research only.
3. Intellectual property. Invention disclosures filed, patent applications filed, provisional patent applications filed, % successful conversion of patents, patents issued, licensing to a third party, licenses executed, royalties and other revenue. All reported IP must focus on IC-related property only.
4. Impact on community. New or existing services offered, improvement of existing services, economic development outcomes.
5. Education and training. Number of students enrolled in specific training programs (MS, PhD, MD, etc.), enrollment and graduation trends, manuscripts submitted, peer-reviewed publication, and national and international meeting presentations.
6. Strategic planning and management. Strategic planning with measurable outcomes and milestones, advisory board involvement.
7. Core facilities. Description and number of core services provided with reporting of number of different users and their affiliations.
8. Other noteworthy accomplishments.