



**University Research Council
Minutes
December 4, 2014
1:30- 4:30 pm
MUSC 318**

Attendees:

Mo Elbestawi, Chair
Gianni Parise
Bonny Ibhawoh
Tony Porter
Stephen Collins
John Preston
Gay Yuyitung

Jonathan Bramson
Barb McKenna
Kathy Charters
Nick Marketos
Greg Weiler
Vivian Lewis

Kathleen Delaney*
(University Veterinarian;
Associate Director, Central
Animal Facilities)
Karen Gourlay
Assistant Director CAF
Richard Buchell CAF
(*invited to present)

Regrets:

Fiona McNeill
Peter Mascher
Naresh Agarwal

AGENDA

1. Minutes of University Research Council Meeting of September 16, 2014
2. Business Arising/Action Items
3. VPR&IA Briefing:
 - Focus Groups
 - New Research Institutes
 - Review of Faculty Institutes/Centres
 - Workshops
4. Research Administration Update – 5 minutes by Each Director
5. Introduction of Assistant Dean for Research, FHS, Dr. Jonathan Bramson (Dr. S. Collins)
6. Funding of the Central Animal Facility (Dr. Kathleen Delaney, University Veterinarian)

7. Other Business
 - Research Excellence Fund
 - IP Group
 - Newly promoted Associate Professors

8. Other Business

1. MINUTES OF UNIVERSITY RESEARCH COUNCIL MEETING OF SEPTEMBER 16, 2014

- Dr. Stephen Collins motioned to accept the minutes of the September 16, 2014 meeting and Ms. Vivian Lewis seconded. Motion carried.

2. BUSINESS ARISING/ ACTION ITEMS FROM THE SEPTEMBER 16, 2014 MEETING

1) Associate Deans of Research to consider the best possible candidates to be involved in the Canada First Research Excellence Fund (CFREF).

UPDATE: Moved this item.

2) Gay Yuyitung to provide an update on the progress with HR on the MILO incentive plan.

UPDATE: Dr. Yuyitung met with Wanda McKenna to discuss the possibility of creating an incentive plan for MILO professionals dealing with licensing and commercialization. There is a plan with Unifor staff in Advancement that may be applicable for MILO. However, before any plan can be created, we need to be clear on the goals of the university related to commercialization. Other factors that were raised but need to be considered more carefully include: what financial and non-financial rewards would be considered an incentive, what the metrics/goals would be, and how such an incentive plan would be funded. Conclusion was that this topic would be marked as an Item in Progress and Dr. Yuyitung would provide an update.

3) Associate Deans of Research to discuss the possibility of dedicating financial resources to grant writing with their Faculty Deans.

UPDATE: Dr. Elbestawi noted that there are financial resources for grant writing for major grants, and asked if this should be expanded to NSERC Chairs/partnership grants for example – is it worth investing in? Asked the ADRs to think about this with their Deans. Item tabled for the next meeting.

- Dr. Parise asked if it would be the same arrangement as used for CFI competitions. Dr. Elbestawi asked what was preferred -- what is the model that works and do you see a need for this? There is a need to work towards an answer and consensus.
- Dr. Collins noted that content has to be done locally, and that an argument can be made for professional writers to put a “shine” on proposals. His Faculty would like seductive, politically conscious slant on their proposals and offered Diana Royce (AllerGen) as a phenotype – researchers are focussed on content while they need glitz.

- Dr. Porter brought up the research facilitators and noted how the VPR office has invested in them for 3 Faculties; Dr. Porter said there is a need for additional targeted writing.
- Research facilitators are not in Health Sciences, Science and Engineering. Mr. Weiler noted that his unit does do this for FHS, and that the issue is with big proposals.
- Dr. Elbestawi said that he is in the process of creating a solution and asked for it to be an Action Item for the next meeting.

VPR&IA BRIEFING:

- MacData (Big Data Institute) was accepted by UPC – the Institute is a strong demonstration of interdisciplinary research
- 1. 2 more interdisciplinary Institutes are proposed: Neurotechnology (led Dr. Pat Bennett - Science) and Risk Analysis (Dr.Wael El-Dakhakhni-Engineering); more information will be forthcoming for URC
- 2. Dr. Elbestawi welcomes the input from the 4 focus groups/ad hoc committees struck after the May Research Retreat: **Ad Hoc Committee Research Core Facilities**, Committee Chair: Professor Bruce Gaulin; **Ad Hoc Committee Research Branding**, Committee Chair: Professor Bob Pelton; **Ad Hoc Committee on Identification and Support of Emerging Leaders at the Assistant and Associate Professor Levels**, Committee Chair: Professor Todd Hoare; **Task Force on IP Policy and Performance of Commercialization**, Committee Chair: Professor Carlos Filipe
- Ms. Vivian Lewis asked about the committee membership – this item is attached to the minutes and can also be found at: <http://research.mcmaster.ca/current-special-initiatives>

ANNUAL REVIEW OF INSTITUTES

- The Associate Deans of Research are reminded that an annual review of institutes is required and that a substantial review must be conducted every five years. This is an opportunity for the Faculties to make recommendations and adjustments to institutes. Currently only the Faculty of Business has submitted this information.
- Reminder: Each Associate Dean of Research is required to produce a one-to-two paragraph memo for the VPR&IA which indicates that the financial and progress review has been conducted for each institute that is under annual review. As per the policy, the five year review requires additional structure and external review committees to assist in the determination of proceeding with or winding down the institutes.

EVENTS

- The Advanced Manufacturing Summit was held on November 17 at the Ron Joyce Centre in Burlington, with 135 people in attendance; the MacData Ethics in Big Data Research Symposium will be held on December 5; a symposium in Ethics (Biomedicine) is being considered for 2015
- AUCC – requested information from ADRs for December 10; Action Item for next meeting

4. RESEARCH ADMINISTRATION UPDATE

RESEARCH OFFICE FOR ADMINISTRATION, DEVELOPMENT AND SUPPORT:

- Information is coming in later for proposals; is there support which could be provided at the Departmental or Faculty level to assist in development of complex projects?
 - There is discussion about writers but some teams could benefit to a greater extent from a pre-award “project manager” who could pull together CVs, etc...; project development funding (as provided for CFI Innovation Fund applications) could be used for this
- ORF-RE proposals take much longer to develop than most think:
 - a lot of time is invested in some projects which are not competitive or complete by the deadline and therefore not submitted
 - partnership letters also take more time than expected;
 - suggestion that as soon as they are interested, everyone on the project sits down to formulate the best strategy;
 - 10 ORF-RE projects were submitted this year; those numbers are good but the proposals should be more competitive
- For CFI and the large projects, need to take a look at changing the process
 - Timely to do something different; could request a more complete proposal to be submitted before project selection finalized
- John Evans Leadership Fund (JELF) – thanks to everyone ; gathering plans for February CFI competition, then June; 88% success rate

MILO

- This year’s Innovation Showcase was well-attended
- Focus on The Forge and youth entrepreneurship
- Working on grant applications with Mitacs and government; Mac’s numbers are down
- Working on how best to communicate opportunities
- Science workshops with MILO and the Faculty of Science

RESEARCH FINANCE:

- In the midst of budget reviews
- Working with Faculties re: Institutes restructuring; dealing with higher level Mosaic issues

5. Introduction of Assistant Dean for Research, FHS, Dr. Jonathan Bramson (Dr. S. Collins)

- Dr. Collins introduced Dr. Jonathan Bramson as the inaugural Assistant Dean of Research for the Faculty of Health Sciences. Dr. Bramson is Director, McMaster Immunology Research Centre; Professor, Department of Pathology and Molecular Medicine; John Bienenstock Chair in Molecular Medicine; and Canada Research Chair in Translational Cancer Immunology

6. Funding of the Central Animal Facility (Dr. Kathleen Delaney, University Veterinarian)

- Dr. Delaney delivered a PowerPoint presentation about the CAF (see attached PDF file)
- In addition to the information presented on her slides, Dr. Delaney noted that:
 - The CAF houses more than 20,000 animals and the expenses incurred for their care (i.e. cage washes, 100 air changes/hour; cost of genetically modified mice etc) are increasing
 - The inventory of animals has increased with fewer staff
 - While FHS has covered the deficit to date, the CAF is currently \$800,000 in deficit
- Dr. Parise stated that subsidiary funding is upwards of 80%; researchers can't do the work with NSERC funds
- \$350K/year for outside facilities; \$3.4M budget for CAF
- Dr. Preston added that researchers pay 85% of direct costs
- Dr. Elbestawi asked if this issue should go to the Provost and the budget committee; both Dr. Collins and Dr. Preston were in favour
- Dr. Preston asked if a large, one-time expenditure would make the facility more efficient (\$1.6M recovery on \$48M –therefore less than 2%)
- Dr. Elbestawi suggested that the URC is sympathetic to the argument from Dr. Delaney and reiterated that this issue goes to the Provost and budget committee
- Dr. Collins noted that it seems archaic – we need to increase efficiencies and this needs to be addressed centrally; there is a need to resolve the issue of 'user pays' and encouraged an articulation of support
- Dr. Parise strongly supported in principle the issue of addressing this centrally, and noted that his Faculty is currently in deficit
- Dr. Preston also supported in principle but noted that the dollar amount is important
- Dr. Elbestawi noted that if it goes to the budget committee, some analysis would be required; raised the possibility of doing some industry research
- Dr. Delaney responded that they charge industry 30% above what researchers pay

- Mr. Weiler noted that under the new budget model, 100% of overheads do not actually flow to the Faculties, since they are net of central service unit costs i.e. the VPR office, contributions to the VPR discretionary fund, etc., limiting the amount of funding each Faculty has to provide additional support for central research facilities
- Dr. Delaney said that she would work with the VPR to request an appointment with the budget committee; will go to the Provost first
- Dr. Porter said that he has no objection to the principle, but does is not an endorsement
- A letter to the Provost that recommends our support, versus just FHS; Dr. Elbestawi asked that a motion be put forward
- Dr. Collins moved that point #1 in Dr. Delaney's slides is communicated to the Provost:

"1. That the University's central administration assumes a greater degree of fiscal responsibility for the Central Animal Facility."

This was seconded by Dr. Preston and Dr. Bramson. No one in abstention or disagreement.

Meeting adjourned at 3:21 p.m.

ACTION ITEMS

1. Gay Yuyitung to provide an update on the progress with HR on the MILO incentive plan.
2. Associate Deans of Research to discuss the possibility of dedicating financial resources to grant writing with their Faculty Deans.
3. AUCC information from Associate Deans of Research
4. Update on letter to Provost, re: Central Animal Facility

RESEARCH COMMITTEES

As a result of the recommendations and issues raised at the Spring 2014 Research Retreat, the following Ad Hoc Committees and a Task Force have been struck:

- **Ad Hoc Committee Research Core Facilities**

Committee Chair: Bruce Gaulin, Professor, Physics; Director, Brockhouse Institute for Materials Research

- Gillian Goward, Associate Professor, Chemistry
- Stephen Veldhuis, Professor, Director of McMaster Manufacturing Research Institute
- Gregory Steinberg, Professor, Medicine, Co-Director, MAC-OBESITY Research Program
- Byron Spencer, Professor; Director, Research Institute for Quantitative Studies in Economics and Population
- Mick Bhatia, Professor; Director of SCC-RI
- Bhagwati Gupta, Associate Professor, Biology
- Fred Capretta, Associate Professor, Chemistry; Associate Director, Biointerfaces Institute

Ad Hoc Committee Research Branding

Committee Chair: Bob Pelton, Professor, Chemical Engineering

- Peter Mascher, William Sinclair Chair in Optoelectronics, Associate Vice-President, International Affairs
- John Preston, Associate Dean (Research and External Affairs), Faculty of Engineering
- Khaled Hassanein, Professor & Chair, Information Systems; Director, MeRC;
- John Brennan, Professor, Chemistry; Director, Biointerfaces Institute
- Sheila Singh, Associate Professor, Medicine; Principal Investigator (SCC-RI)
- Kathleen Martin Ginis, Professor, Kinesiology
- Andrew McArthur, Associate Professor & Cisco Chair in Bioinformatics
- Danelle D'Alvise, Lori Dillon, Research Communications
- Gord Arbeau, Director, Public & Community Relations

Ad Hoc Committee on Identification and Support of Emerging Leaders at the Assistant and Associate Professor Levels

Committee Chair: Todd Hoare, Associate Professor Chemical Engineering; Associate Chair (Graduate - Engineering)

- Ruhai Wu Assistant Professor; Area Chair, Marketing
- Dawn Bowdish Associate Professor, Pathology and Molecular Medicine
- Stefan Sciaraffa Assistant Professor, Philosophy
- Marie Elliot Associate Professor, Biology
- Suzanne Mills Associate Professor, Schools of Labour Studies and Geography & Earth Sciences

Task Force on IP Policy and Performance of Commercialization

Committee Chair: Carlos Filipe, Professor & Chair, Chemical Engineering

- Sean Van Koughnett, Associate Vice-President (Students and Learning) and Dean of Students
- Gay Yuyitung, Executive Director, McMaster Industry Liaison Office
- Khaled Hassanein, Professor & Chair, Information Systems; Director, MeRC
- Brian Detlor, Associate Professor, Information Systems
- Ray LaPierre, Associate Professor, Engineering Physics
- Fred Capretta, Associate Professor, Chemistry; Associate Director, Biointerfaces Institute
- Stuart Phillips, Professor, Kinesiology
- Yingfu Li, Professor, Biochemistry and Biomedical Sciences
- Michael Schutz, Assistant Professor, Music; Director, MAPLE
- Mark Larche, Professor, Division of Clinical Immunology and Allergy, Dept. of Medicine
- Eric Brown, Professor, Biochemistry and Biomedical Sciences
- Tony Porter, Associate Dean (Graduate Studies & Research), Professor, Political Science
- Michel Grignon, Associate Professor, Health, Aging and Society; Director, Centre for Health Economics and Policy Analysis