



## TERMS OF REFERENCE

Calvin, Phoebe and Joan Snyder Institute for Chronic Diseases (formerly, Calvin Phoebe and Joan Snyder Institute for Infection, Immunity and Inflammation)

### Definitions

- Snyder Institute is the short form for the Calvin, Phoebe, and Joan Snyder Institute for Chronic Diseases
- Institute is alternately used for the Snyder Institute
- Executive Council refers to the Executive Council of the Institute
- Business Office refers to the Business Office of the Institute
- University means the University of Calgary
- TOR means the Terms of Reference
- MOU means the Memorandum of Understanding
- AHS means Alberta Health Services

### A) MEMBERS

1. Membership in the Snyder Institute confers benefits and responsibilities.
2. There are two levels of membership available in the Institute:
  - a. Full Membership entitles the member to all benefits of membership as well as a duty to fulfill the responsibilities of membership. To apply for a full membership one must meet the following conditions:
    - i. Be engaged in research within the University of Calgary that aligns with at least one of the research themes within the Snyder Institute plus one of the following:
      - a. Hold a primary academic appointment within a University of Calgary Department that aligns with the Snyder Institute
      - b. Hold a clinical appointment within AHS, engaging in clinical activity which aligns with one of the research themes within the Snyder Institute
  - b. Associate Membership entitles the member to prescribed rights and privileges of membership and selected responsibilities of membership.

To be eligible for associate membership one must fulfill the following conditions:

- i. Be engaged in an active research program within the University which aligns with at least one of the research themes within the Snyder Institute plus one of the following:
  - a. Hold an academic or clinical appointment within a university department that aligns with the Snyder Institute
  - b. Hold an academic appointment with another institution and be engaged in active research collaboration within the Institute
  - c. Under exceptional circumstances, and on a limited term, an associate membership may be granted, or continued (in case a member moves out of the University) to an individual external to the university

Membership status may be reviewed annually in February for relevance and compliance with the TOR.

3. Dual Membership may be granted where one is accorded membership in more than one Institute. This membership requires discussion with the Director of the Institute (and Executive Council) and awareness of the proposed member's current Institute Director. Under such Dual Membership, the member is entitled to the rights as agreed to by the Institute Director.
4. Ongoing membership is based on the discretion of the Director of the Institute and the Institute's Executive Council. The process for membership application is:
  - a. A formal request of membership should be made to the Snyder Business Office
  - b. A brief document describing the applicant's research interests, alignment to Institute research themes, and how they can contribute to the Institute's vision, mission, and goals must be submitted along with a current *curriculum vitae*
  - c. Applications may be submitted electronically or as printed copies
  - d. The level of membership requested must be clearly indicated
  - e. The Business Office shall be responsible to forward the membership request to the 'Membership' Operations Lead as outlined in section 'B' and the 'Membership' Lead will be responsible to present their recommendations to the Executive Council for final approval
  - f. Reference letters may be requested
  - g. There is no fee for the membership application
5. Full Membership Benefits include:
  - a. Laboratory space as negotiated at the time of appointment and approved by the Institute
  - b. Office space [One office allocation policy shall apply]
  - c. Access to the Snyder Institute research core facilities at a membership rate

- d. Access to Graduate Education funding support programs offered by the Institute or its partner
  - e. Access to undergraduate summer studentship support when available
  - f. Listing on the Snyder Institute mailing list to obtain communications and seminar announcements
  - g. Priority consideration for research programs funding that may be developed by the Snyder Institute in partnership with various philanthropic groups
  - h. Access to internal grant peer-review and test your concept sessions by the Snyder Institute Peer Review system
  - i. Consideration for inclusion in Institute strategic and funding priorities
6. Full Membership Activities and Expectations
- a. Activities:
    - i. Participate on Institute Committees, Review Committees, Task Forces or Working Groups where these opportunities exist
    - ii. Participate as required in the Institute Strategic Planning, Business Planning
    - iii. Participate in the education and knowledge translation missions of the Institute
    - iv. Participate in funding raising events for and by (e.g. United way barbeque) the Institute as appropriate
  - b. Expectations
    - i. Contribute scholarly works to the peer-reviewed literature
    - ii. Submit peer-reviewed grants as principal investigator (if activity profile protects 40% or more of member's time for research), and ensure compliance with the Snyder Institute internal review process for tri-council grants
    - iii. Provide appropriate credit and notice of the Institute support, including specific reference to any use of Core Facilities, on all published articles, abstracts or presentation material and commercialization activities
    - iv. Provide appropriate credit and indicate Institute affiliation during public talks, radio, TV and newspaper interviews
    - v. Provide the information required to keep the Member Profile Information dataset up to date and current
    - vi. Provide assistance to the Director, Co-director and Snyder Business Office personnel to advance Institute initiatives
    - vii. Attend Snyder research days, trainee seminar series and Endowed Chair seminar series
    - viii. Participate in external events to represent the Snyder Institute
    - ix. Act as reviewer in the Institute's internal grant review process
    - x. Engage in strategic initiatives where appropriate
    - xi. Serve as an advocate for the Institute as the occasion arises

7. Associate Member Benefits and Expectations:
  - a. Associate members have the same benefits and responsibilities as full members, with the exception of the requirement to submit research grants and the ability to apply as a primary applicant for research support from the Institute for undergraduate studentships, graduate or PDF support or direct research operating costs.
  - b. Associate members will not be provided with Snyder Institute laboratory or office space
  - c. Associate members can request a move to Full membership at any time
8. Under exceptional circumstances, as determined by the Director in consultation with the Co-Director and/or the Executive Council, the benefits and responsibilities of an individual Associate Member may vary based on the level of service provided to the Snyder Institute by the individual Associate member. This membership variance exception does not apply to space or ongoing financial support.
9. Should a Full Member or Associate Member wish to relinquish their membership, they are requested to do so in writing (email will suffice) submitted to the Membership Portfolio lead and copied to the Institute Director and Operations Specialist, indicating the date of relinquishment, at which point their membership will be officially terminated and their name will be removed from Snyder Institute membership/mailing/distribution lists.
10. Process for revoking membership
  - a. The Snyder Institute Executive Council reserves the right to revoke a membership should it be found that the member's activities are not aligned with the Institute's Mission and Vision or the member's activity is felt to be detrimental to the reputation of the Institute.
  - b. Should the Snyder Executive pass a vote to revoke/cancel membership, the member will receive written notification of the revocation stipulating a date, at which point membership will be officially terminated and their name removed from the Snyder Institute membership/mailing/distribution lists.

Additionally, revocation of membership will result in:

- i) Loss of access to members' rates for use of core facilities
- ii) Loss of access to trainee and any research financial support
- iii) As per Cumming School of Medicine (CSM) guidelines, loss or withdrawal of membership does not necessitate loss of laboratory or office space within the Snyder Institute designated space

## Snyder Membership and Governance Terms of References

## **B) GOVERNANCE**

### **1. Director**

- Terms as specified by the Cumming School of Medicine under the general goal of promoting the Institute's reputation
- Appointment is for a 5-year term, renewable once

### **2. Co-Director(s)**

- Will be selected by the Director in consultation with the Executive Council from amongst the Institute's Full Members
- Should the Director exercise the option to appoint two co-directors, the expectation is that one will be a basic science researcher and the other a clinician/clinician scientist
- The Co-director will serve a 3-year term, with the possibility of one renewal

#### **Responsibilities:**

- To work in unison with the Director on all Snyder matters
- To be in a position to replace the Director and speak with informed authority on Institute matters should the Director be unavailable
- Chairs the Operations Committee that convenes monthly, with the exception of July and August
- Is a standing member of the Executive Council
- Takes a lead in fundraising and strategic directives in consultation with the Director

### **3. Executive Council**

- The Snyder Executive Council will normally be composed of 6-10 individuals (not including, the Director, Co-Director, Business Manager, Operations Specialist and representative from Fund Development)
- Membership will be decided by the Director and Co-Director with consultation from the existing Executive Council and will be drawn from the Membership and other members of CSM
- Appointment is for a term of two years, renewable once
- The primary goal of the Executive Council is as a think-tank for the Institute, and to provide input on strategic directions, recruitment, funding opportunities and to position the Institution to be proactive rather than reactive in a changing environment in terms of discoveries for new healthcare delivery including therapeutics and diagnostics healthcare delivery, funding and research priorities
- As needed, members of Executive Council would be expected to interact with the Strategic Advisory Board (SAB), and to present to potential donors
- Attendance at the monthly Executive Council meetings is to be prioritized
- Council may be called up to ratify appropriate infrastructure, recruitment, and resource allocation priorities

#### 4. Operations Committee

- The Operations Committee consists of a number of faculty leads who are responsible for defined portfolios (outlined below) aimed at achieving the academic mission of the Institute
- The Operations Committee will meet monthly with the exception of July and August
- Leads are appointed by the Director in consultation with the Co-Director and Executive Council for a term of 2-years, renewable once
- Each lead or pair of co-leads is/are charged with using their own judgment to implement activities under each portfolio
- Each lead or pair of co-leads will develop a list of activities within their portfolio and an accompanying budget request that will be presented each year in February for approval
- Each lead or pair of co-leads are encouraged to assemble their own standing committee or *ad hoc* committee(s) based on activities
- Whenever appropriate/possible, trainees should be involved in the various portfolio activities
- Each lead or pair of co-leads should be cognizant of engaging multiple Institute Members, offering leadership opportunities and succession planning as their term nears completion

\* Leads/co-leaders are responsible for ensuring that the Snyder Director, Co-Director and Executive Council are up to date on all issues relating to their portfolios. Each portfolio lead will be invited to present to Executive Council on a monthly rotating basis.

\*\* The following list of activities are provided as examples and guidelines and the portfolio lead (and any committee they form) are charged with using their best judgment within the portfolio to meet the needs of the Snyder Institute Membership.

\*\*\* While presented as individual portfolios, there is overlap between the roles (e.g. education, research and translational research) and as appropriate the leads would coordinate and integrate their activity to best advance their portfolio and the needs of the Institute Membership.

\*\*\*\* All portfolio leads will work closely with and be supported by the Snyder Business Office personnel.

##### a) Membership

Activities include but are not be restricted to:

- Review of membership list
- Review of applications for membership
- Review of member profiles on the website
- Mentoring (in coordination with appropriate Department)

b) Education

Activities include but are not be restricted to:

- Overview of Snyder Graduate Seminar Series (with CSM FGS)
- Implementation of Endowed Chairs Seminar Series (with Chair Holder)
- Organization of professional skills workshops
- Leadership skills for faculty
- Scholarship program
- Community engagement

c) Research

Activities include but are not be restricted to:

- Develop Research Day
- Liaison with OADR Grant Development
- Implement techniques workshops
- Test-your-concept and internal grant peer-review process
- Leadership for Core facilities and responsibility for lead appointments for the core facilities

d) Translational Research

Activities include but are not be restricted to:

- Increase awareness of translational research among Snyder faculty, staff and trainees
- Promote career development of clinician scientists
- Promote interaction between pillar I and II/III/IV researchers
- Develop KT mechanisms

e) Commercialization/entrepreneurship

Activities include but are not restricted to:

- Increase awareness of science commercialization among Snyder faculty, staff and trainees
- Assist with development of Institute business plans
- Seek connections with potential pharmaceutical partners
- Be aware of Snyder Institute member research for commercialization ideas
- Assess commercialization possibilities within the use of Snyder Core facilities

f) Inter-Institute Liaison

- To work with other Institute representatives and members of the Snyder Operations committee to advance inter-institute interactions in the spheres of education, research and translational research



g) Finance

Responsibilities include but are not be restricted to:

- Review all requests for financial support from the Institute
- Prepare annual budget for the Institute
- Work closely with Snyder Business and Operations Managers to execute budget
- Ensure the Institute Director and Executive Council are updated quarterly on financial position: revenue, expenditures, commitments/encumbrances
- Ensure the Institute Director and Executive Council is aware of any financial vulnerability

h) Infrastructure

Responsibilities include but are not be restricted to:

- Review all requests for infrastructure support from Institute members
- Allocation of lab and office space
- Maintenance of core facility space and equipment
- Liaison with OADR Infrastructure office

## 5. Snyder Research Cores

The Institute has enabling resources under the direction of a scientific lead and a manager who are responsible for maintenance of the facility, equipment upkeep, financial management/budgeting, user fees and informing the appropriate Operations Portfolio Lead (i.e. Research or Translational Research) on issues relating to the Core performance and the need for upgrades to the facility, equipment or personnel.

- Bioinstrumentation
- Dianne and Irving Kipnes Lymphatic Imaging Suite
- International Microbiome Centre
- Containment level three (CL3) laboratory
- Live Cell Imaging Suite
- Mouse Phenomics
- Nicki Perkins Microbial Communities and Flow Cytometry
- TAMARATT Lung Suite

## 6. Strategic Advisory Board

The Snyder Institute for Chronic Diseases Strategic Advisory Board, hereafter referred to as “the SAB”, serves solely as an advisory council to the Snyder Institute’s leadership and its Executive Committee.

Purpose

The Snyder Institute for Chronic Diseases SAB provides timely advice and insights on strategies that enable discoveries that will transform the lives of Albertans and all people who live with chronic diseases.

The Strategic Advisory Board shall:

- Be kept up to date on the Institute's affairs and advancements
- Advocate for the Institute in the university and the community
- Act as a resource for the Institute's strategic planning, business plan development, leadership, sustainability and governance
- Suggest strategies that will increase the Institute's effectiveness in community outreach and stewardship initiatives
- Serve as ambassadors of the Institute's community outreach, fundraising, and stewardship activities
- Aid the Institute leadership in identifying indicators of success and benchmark comparators for assessing the Institute's success by national and international standards of excellence

SAB composition

SAB membership is comprised of up to 15 persons

- Chair (a community leader)
- Vice-chair
- No less than three additional community leaders
- Snyder Institute Scientific Director
- One or more members of the Institute's Executive Committee
- A representative from the Cumming School of Medicine's Dean's Advisory Board
- *Ex-officio* members of the SAB who will attend meetings and support SAB deliberations, as required, include:
  - Snyder Institute Programs and Business Director
  - Snyder Institute Communications Advisor
  - A representative from the Fund Development Office
  - Snyder Institute Operations Coordinator

SAB members are appointed for terms of up to three years, which is renewable for an additional term or terms upon satisfactory review by the Chair and the Snyder Institute Scientific Director. SAB members will initially be appointed by the Institute Scientific Director, in consultation with SAB members and the Cumming School of Medicine Dean's Office as appropriate. Thereafter as required, the Chair of the SAB will convene an *ad hoc* Nominations/Membership Review Committee comprised of no less than two other SAB members. The nominations of SAB membership are subject to SAB approval.

Meetings

The SAB shall meet quarterly or as required, with the possibility of intervening subcommittee and individual meetings and telecommunications. SAB members' meeting expenses (e.g. parking) are reimbursable.

Quorum

Quorum for meetings shall be a simple majority. If quorum is not reached for a regularly scheduled meeting the meeting may proceed without a quorum if there is unanimous agreement of members in attendance.

Decision Making

Since the SAB functions in an advisory capacity, recommendations are normally reached by general agreement of the members present, unless a vote is requested by any member. In the latter case, a unanimous majority (>75% of SAB members present) is required for the recommendation to carry.

Minutes

Minutes of the Strategic Advisory Board meetings shall be recorded and circulated to all members of the SAB.

Sub-Committees

Ad hoc sub-committees may be struck, when relevant and necessary. Terms of Reference for these subcommittees will be approved by the SAB.