



uOttawa

**Institut de recherche sur le cerveau et le psychisme
Brain & Mind Research Institute**

**Application for University Institute Status
April 8, 2010**



Faculté d'éducation | Faculty of Education
Faculté des sciences | Faculty of Science
Faculté de médecine | Faculty of Medicine
Faculté des sciences sociales | Faculty of Social Sciences
Faculté des sciences de la santé | Faculty of Health Sciences



The **University of Ottawa Brain and Mind Research Institute (uOBMRI)** brings basic and clinical investigators from a broad spectrum of neuroscientific and behavioral disciplines under a unifying umbrella. The Institute's research programs focus on interdisciplinary, translational and developmental approaches to brain-related illnesses. The approaches cut across basic, clinical and human population studies, emphasizing translation of research into practice, particularly in the development of novel therapeutics and diagnostics. uOBMRI serves as an integrator of these activities among the Faculties of Medicine, Health Sciences, Science, Social Sciences and Education, and incorporates existing partnerships with several of its affiliated, hospital-based Research Institutes and Saint Paul University. The Institute thus provides leadership and focus for the University's dedication to enhancing neuroscience and behavioral research.

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1. PROPOSED INSTITUTE NAME:

The University of Ottawa Brain and Mind Research Institute (uOBMRI)* or *l'Institut de recherche sur le cerveau et psychisme de l'université d'Ottawa*. Its aims are to foster scientific collaborations of the highest quality in the neurosciences and behavioral sciences among Scientists in the Ottawa region and to integrate the research (both basic and clinical) and training activities related to brain and mind sciences.

2. DESCRIPTION AND JUSTIFICATION:

The objective of this initiative is to bring basic scientists and clinical investigators from a broad spectrum of neuroscientific and behavioral disciplines under a unifying umbrella that encourages interdisciplinary research and training along translational and developmental axes under the leadership of the University of Ottawa. The **University of Ottawa Brain and Mind Research Institute (uOBMRI)** will serve as an integrator of these activities among the Faculties of Medicine, Health Sciences, Science, Social Sciences and Education and incorporate an existing partnership with the Ottawa Hospital and the Ottawa Hospital Research Institute (OHRI). uOBMRI anticipates additional opportunities for extramural partnerships with other affiliates including the other hospital-based research institutes from the Ottawa Academic Health Science Centre and from other Canadian and foreign Universities and relevant institutions. Thus, uOBMRI will catalyze the drive to focus the strategic directions of brain and mind-related research in the Ottawa region.

The *raison d'être* for uOBMRI lies in the grim global socio-economic impact of neurological and psychiatric diseases and disorders. Recent World Health Organization (WHO) reports show that these diseases/disorders affect up to one billion people worldwide, of which almost 7 million people die annually. Statistics from the WHO on the impact of illness, disability, and mortality on population health (bundled into a factor called DALY, or disability-adjusted-life-years) shows that the 10 most costly diseases in high-income countries in 2002 were topped by coronary heart disease (17.1%) followed by stroke/cerebrovascular diseases (9.8%) and Alzheimer/other dementias in seventh place (2.7%). The DALY projections for 2030 list unipolar depressive disorders as the leading diseases causing death or loss of productive years due to disability (9.8%), Alzheimer/other dementias at third place (5.8%), alcohol use disorders at fourth (4.7%) and cerebrovascular diseases at sixth place (4.5%). Thus, in just over two decades the impact of neurological and psychiatric disorders (including stroke) is expected to double. DALY figures for neurological diseases generally (everything from cerebrovascular disease through birth asphyxia/trauma, Alzheimer and other dementias, epilepsy, Parkinson's Disease and MS), are extremely high worldwide, ranging from 14 in high-income countries (i.e. 14 disability-free years of life are lost per 1000 person-years) to 20 in low-income countries.

Within the University there are strong, well-developed basic science and clinical research programs in the Faculties of Medicine (Department of Psychiatry, Departments of BMI, CMM, Epidemiology, and Pathology and Laboratory Medicine; Institute of Systems Biology; Centre for Neural Dynamics; Centre for Neuromuscular Disease), Social Sciences (Behavioral Neuroscience, Clinical Psychology, Cognitive Research Group), Health Sciences (Psychomotor and Sensorimotor Neurosciences), Science (Neurophysics Group), and Education (Brain and Behavior Lab). Affiliated with the University is a number of strong and internationally recognized Hospital-based research institutes and developing ones (OHRI, CHEORI, Élisabeth Bruyère RI, Montfort RI). Associated with the University is Saint Paul University and its programs (Faculty of Human Sciences). The uOBMRI will build on the strong partnerships that already exist among some of these programs, institutes and universities and will seek to further develop interactions and partnerships. The University also hosts the Canadian Stroke Network and is the lead site for the Heart & Stroke Foundation of Ontario's Centre for Stroke Recovery (the latter is an excellent example of successful partnership between the University and the OHRI).

* Please note that once the institute is officially launched, there will be a broad consultation concerning its name and it is possible that uOBMRI may be slightly modified and simplified.

The proposed institute will provide leadership and focus for the University's neuroscience and behavioral research and develop synergies among the current research activities. Importantly, the Institute will contribute significantly to the teaching mandate of the University by strengthening current training programs in the relevant disciplines and by leading the development and growth of new broadly-based inter-disciplinary training programs that integrate basic sciences with clinical and behavioral studies.

The Institute's research program will focus on interdisciplinary, translational and developmental approaches to brain-related illnesses. The approaches will cut across basic, clinical and human population studies, emphasizing the translation of research into practice, particularly in the development of novel therapeutics, diagnostics, and clinical practices. Research activities will be disease/disorder-oriented (rather than biochemical process-oriented) and will address these maladies across the human lifespan from *in utero* to old age. uOBMRI's broadly-based science program will cover the range of neural diseases/disorders but will initially focus on uOttawa's current areas of strength: e.g. vascular diseases, particularly stroke, Parkinson's Disease, Alzheimer's Disease, Multiple Sclerosis, neuromuscular disorders, psychiatric disorders (depression, anxiety, eating disorders, and psychosis) and dementia. It will also include domain of research related to mind and human behavior like philosophy, ethics, religion.

With this emphasis on neurologic and psychiatric brain diseases, uOBMRI will work closely with the OHRI, CHEORI, the Élisabeth Bruyère RI and the Montfort RI, to develop synergies among their research activities and fully exploit their track records of excellence in areas relevant to the new Institute's mandate. In addition, uOBMRI will provide a platform for the development of large scale group applications to agencies such as the CFI and team initiatives to the Ontario Research Fund, CIHR and NSERC. Its integrated program will allow the interface with large provincial and national studies (e.g. the proposed Ontario cohort study on its ageing population). This will enhance uOttawa's international reputation in neurosciences and mental health research, thereby attracting and retaining world-class researchers to the Ottawa region and providing substantive impetus to the University's drive to achieve the goals of increase in research intensity and internationalization. The mandate of uOBMRI will be to serve as an integrator of these research activities across organizational units and campuses, and to lead efforts in determining future strategic directions.

The combined power of the neurosciences and behavioral research programs at the University of Ottawa can be used by the University as leverage to capture financial and physical resources from government funding agencies and private foundations to promote the growth of its research enterprise. This will build national and international awareness of neuroscience and behavioral research at University of Ottawa and serve to attract and retain a high-quality Scientific Director for the new Institute as well as first class neuroscientists for future growth. It also guarantees the growth of the neurological and behavioral sciences, vital areas of research and training as identified in the University's drive to achieve the goals of its Vision 2010 and continued intensification in research and internationalization.

In Canada, virtually all universities have programs that integrate their neurology, psychology and clinical research to varying degrees but some have much broader, more established programs. Dalhousie University, for example, has a Brain Repair Centre with over 100 researchers and physicians that address the gamut of brain diseases and disorders. The McGill-affiliated Montreal Neurological Institute is an academic medical centre with upwards of 140 researchers and physicians doing research into nervous system diseases/disorders with emphasis on brain imaging techniques. McGill also has a Centre for Research on Language, Mind and the Brain. The University of Toronto has an ambitious CFI- OIT-sponsored Functional Imaging Research Network that affiliates five large city hospitals with the University to study everything from neurological to cognitive to mental health themes. The University of Western Ontario has a virtual Centre for Brain and Mind that focuses on neurophysiology and neuroimaging (it possesses a 7T MRI magnet). In Alberta, the Hotchkiss Brain Institute brings together researchers and physicians from the University of Calgary and Lethbridge and the Calgary Health Region to optimize synergism among neurological and mental health programs. On the Vancouver lower mainland, the Brain Research Centre integrates the efforts of UBC and hospital researchers (over 200 from six faculties and 20 departments) with links to Simon Fraser and UVic.

Abroad, the preponderance of research is being done in the USA in which the emphasis is on integrated multidisciplinary research approaches, notably UCLA's Brain Research Institute (250 faculty staff across 26 Depts), MIT's McGovern Institute for Brain Research, the McKnight Brain Research Foundation at the University of

Alabama and The Brain Institute at the University of Utah. In Europe, a Brain Council identifies basic, translational and clinical research themes important to the continent. Central to this is the Network of European Neuroscience Institutes (20 members) which includes the European Neuroscience Institute in Paris (with eight locations including the new Institut du cerveau et de la moelle, and 140 researchers) and Switzerland's École Polytechnique Fédérale de Lausanne Brain Mind Institute with 200 researchers. Japan's RIKEN has a Brain Science Institute with over 70 scientists doing research into mind and intelligence, neural circuits, disease mechanisms and advanced technology development. In Australia, the University of Sydney's Brain and Mind Research Institute has 110 staff and over 70 students with grant funding of over \$40 million.

Despite the important developments being made elsewhere in brain and mind research, Ottawa can still make a tremendous contribution to the field with the creation of uOBMRI. This Institute will build on strength that has been gathering in Ottawa for more than 15 years, beginning with the creation of the Neuroscience Research Institute, the growth in the fields of brain and mind research within the Faculty of Medicine and other participating Faculties as well as with the affiliated research institutes, and the establishment in Ottawa of national and Ontario-based networks of centres of excellence. Because this growth has been largely uncoordinated, and to some degree fragmented, uOBMRI will introduce a more systematic, comprehensive and strategic approach to the field while promoting synergies at the local level. This in turn will facilitate focused fund-raising to support the growth of uOBMRI and, in the longer term, increase the international visibility and attention to Ottawa's activities in this field.

3. STRATEGIC DEVELOPMENT:

As outlined above, the objective of the uOBMRI is to bring scientists from a broad spectrum of neuroscientific, behavioral and mind disciplines under a unifying umbrella that encourages interdisciplinary research and training along translational and developmental axes under the leadership of the University of Ottawa. This will optimize the capacity of the University to produce research knowledge that will strengthen clinical care and prevention of brain-related illnesses.

Another objective is to enhance uOttawa's international reputation in neurosciences and mental health research. This will serve to attract world-class researchers to the University, Hospitals and private industry in the Ottawa region.

An additional objective is to offer an integrative research vision as a strong case for Advancement for the Faculty of Medicine and the University. The activities of the uOBMRI will be visibly oriented to the reduction of the Burden of Illness brought on society by brain-related illnesses. The existence of a defined and dedicated research program house in a central hub will enhance its visibility and provide an attractive case for donors who recognize the importance of lessening the occurrence and impact of brain-related illnesses on society.

4. STRUCTURE AND MANAGEMENT:

The new Research Institute will be created initially as a virtual entity with its central hub model being the Roger Guindon (RG) campus. The recent provision of over \$6 M in CFI construction money for the development of basic and preclinical Brain and Mind laboratories secures the development of the uOBMRI hub at Roger Guindon campus, and will provide the necessary visibility and high profile. In recent months, there has also been a consolidation of Brain and Mind research efforts at the RG campus. Currently, 50% of Brain and Mind Faculty Members are located on the RG campus that includes the Faculty of Medicine and the Ottawa Hospital (General site). This consolidation further justifies the hub and spoke model for the Institute with the RG campus acting as the central hub. The remaining 50% of Brain and Mind Faculty members is distributed amongst seven additional sites (see map in Appendix 1).

The Institute will be led by a Scientific Director with a strong mandate and resources to develop the Institute under the guidance of a Governing Council (see organizational chart in appendix 2). The Scientific Director will provide the institute with scientific leadership and he/she will be key to establishing the research mandate of the Institute, setting uOBMRI's research directions and enhancing the academic mandate of the relevant

University Departments, particularly on the clinical side. In this regard, it is important that he/she has an international research profile in a field directly relevant to the program of the Institute (the equivalent of a Canada Research Chair (Tier 1) will be committed to the position). The Scientific Director, through five year-renewable mandates, will take a leadership role in recruitment of additional uOBMRI scientists, on decisions related to the procurement of infrastructure for the Institute, and the hiring of office support staff (e.g., an administrative officer and a secretary). Additionally, the Scientific Director will be mandated to develop extramural partnerships and oversee the University investments in these partnered institutions that will be dedicated to the Institute's strategic objectives. This dynamic, evolving research program will be supported by the commitment of existing resources and through the development of new resources earmarked to expand and strengthen the uOBMRI.

The Governing Council will be chaired by the Vice-President, Research, and comprised of the Deans of participating Faculties (or their representatives, i.e., the Vice-Deans, Research) as well as CEOs of partnering Institutes affiliated with uOttawa or their delegates (please note that the organization of the Institute may ultimately differ slightly from the proposed organization as it evolves). Once the Institute is created and its operational phase initiated, the Scientific Director will be recruited. The Governing Council will oversee all aspects of this recruitment including for example, the establishment of a clear mandate for the Scientific Director. The Governing Council will act as the selection committee together with additional administrative units (Departments and/or Faculties), as necessary, in order to ensure an efficient, unified and transparent recruitment process.

The Scientific Director will report to the Governing Council. During the first year of its existence, the Governing Council will meet once a month to optimize the establishment of the Institute and to coordinate its development and expansion. Together with the Governing Council, the Scientific Director will be responsible to identify Theme Leaders (see below) in key strategic areas that represent the key research foci of the Institute.

As recommended by Dr. Joe Martin whose opinion was solicited on the governance structure for the uOBMRI, the strategic directions of the Institute as well as its Governance process will be examined in detail in three years to ensure it meets their objectives. This re-examination of the Governance structure will enable modifications deemed necessary in order to improve due process. A review in three years seems appropriate as the uOBMRI will have developed significantly and will have acquired sufficient experience with the proposed structure. The review process will be conducted by the Offices of the VP, Research, and VP, Governance.

The uOBMRI Governing Council will be supported in its mandate by a Standing Committee of Stakeholders comprised of relevant Departmental Chairs and University Institute Directors (e.g. Directors of the Centre for Neural Dynamics, Centre for Neuromuscular Disease, Ottawa Institute of Systems Biology (OISB) and the Centre for Stroke Recovery), the Hospital Research Institutes' and Saint Paul University theme leaders. This Standing Committee will meet three times a year, during scheduled monthly meetings of the Governing Council.

The Scientific Director will be supported by a team of Theme Leaders who will reflect the broad strategic themes of the Institute's research program. Their number may change over time, but initially they will be representatives of basic research (molecular, cellular and systems neuroscience); psychology/psychiatry research, clinical and translational research; and population studies. The Scientific Director and Theme Leaders will be responsible for initiating the long-term strategic planning for the integration and further development of neurological, cognitive and behavioral sciences at the University by ensuring in particular the development of needed synergies and integration across Faculty and Departmental boundaries of the diverse areas of basic, clinical, behavioral and translational research, and population studies into the three thematic research areas (above). The physical placement of the Scientific Director and the Theme leaders within existing administrative units, will be determined by the best strategic fit, whether in a Faculty, one of the teaching hospitals, or an affiliated research institute. The host institute will be expected to supply resources to support such individuals.

Initially, the Management Team will be comprised of the Scientific Director, and Chairs/Chiefs/Directors of participating academic units from the founding Faculties and Research Institutes. Its structure will be flexible to allow for adjustment of its composition as the Institute evolves.

The Institute will be open to the world and compete for recognition of its activities on the international scene. It will be guided in this endeavor by an External Scientific Advisory Committee, selected by the Scientific Director and Governing Council and in consultation with advisors. The External Scientific Advisory Committee

will be composed of eminent, internationally recognized leaders in the Institute's research fields and managers of other major international institutes.

Coordination and development of training activities will be the responsibility of a Director of Training Programs. He/she will chair a training program committee that brings together the leadership of the relevant Faculty training programs to build bridges between programs and develop new inter-disciplinary training opportunities that will provide a more diverse, enriched experience for Ph.D and M.D. trainees. The committee members will include: Directors of the Faculty of Medicine Neurosciences, Epidemiology, BMI and CMM graduate programs; Directors of the Clinical Investigator programs; Directors of the Neurology and Psychiatry residency programs; Directors of the Faculty of Social Sciences' Clinical and Experimental Ph.D. programs; Director of the Faculty of Science Biology, Mathematics and Physics programs; Directors of the Faculty of Health Sciences Human kinetics and Leisure Studies graduate programs and the Director of the Faculty of Education graduate program; Directors of training at Saint Paul University. uOBMRI will provide the structure from which to develop cross-over programs in which psychology and neuroscience training would become more closely inter-linked.

5. MEMBERSHIP:

Membership in the Institute will be on a voluntary basis. The leadership of uOBMRI will screen applications for appointments in the Institute, with relevance, interest, research excellence and training being the over-riding criteria. Membership will be of two types; Full or Associate Members based on the degree of integration and participation. At this point, there are upwards of 80 researchers working in neuroscience and mental health across the various Faculties, supported by Scientists in bioinformatics, statistics, computational modeling, and methodological and knowledge-translation research. The work ranges across basic molecular and cell biology, systems and physiological investigations, preclinical and clinical studies.

Full Members: All researchers engaged in brain-mind science research, both neurological and psychological/psychiatric from the several Faculties of the University, Medicine, Health Sciences, Science, Social Sciences, and Education and Saint Paul University.

Associate Members: These appointments will be for researchers actively collaborating with Full Members but whose research program is not directly related to neuroscience.

New Hires for the Institute (near term):

1. A Scientific Director with five-year renewable mandates to lead the Institute.
2. Five new researchers through the joint initiative between the H&SF Centre for Stroke Recovery and the Faculty of Medicine (between 2007-2013).

6. SUPPORTING RESOURCES:

The Faculty of Medicine and partners will provide the initial start-up funding for the Institute by dedicating existing resources and by dedication of a major part of its advancement and development activities. The Faculty of Medicine is committed to providing sufficient seed-funding as to enable the rapid establishment and growth of the Institute. Most of this initial funding will be directed towards establishing the Office of the Scientific Director.

The central principle for the Institute is that following the initial financing as described above, the Institute will quickly become self-sufficient and will rely on outside funding obtained more competitively. The strategy will maximize opportunities through advancement campaigns as well as through funding from various agencies. Thus additional direct investments from the University will be minimal.

Initial existing resources:

- Existing Faculty positions in Neuroscience (20-25 positions), as well as the associated support and infrastructure for these positions.
- Scientists supported by the relevant hospital-based research institutes and Saint Paul University.
- Centre for Stroke Recovery positions. The Faculty has become a partner in the Centre for Stroke Recovery; a collaborative effort between the University of Ottawa and two additional centers in Toronto. The Centre is providing funding for up to 7 positions for basic science and clinical research, together with associated infrastructure, over an initial five-year term. The Faculty and University have committed to the long-term support of these positions through regular academic appointments in the Basic Sciences (4-5) and in Clinical Departments (2-3).
- Clinical research funding allocated from within the operating clinical stipend pool to the Department of Psychiatry and the Division of Neurology.
- Research time protection for Clinical Researchers. Presently, clinical research support is largely provided through clinical academic practice plans and alternate funding plans (AFPs), while clinical training and research (T&R) revenues are provided through the Faculty of Medicine. The Faculty of Medicine is committed to making Brain and Mind a strategic priority. Thus, it has committed a stream of T&R funding to be matched by AFP money towards the specific time protection of Clinician Researchers in the area of Brain and Mind.
- A \$2M endowment for neuroscience research that will be committed to uOBMRI and whose revenues will be committed to support the Office of the Scientific Director and the Institute's research administrative operations.
- Thirty percent of the newly created clinical research protected time program through the partnership between the Faculty of Medicine and Clinical Practice Plans and Alternate Funding Plans. This partnership will support CRC tiers 1 and 2 equivalent chairs entitled "Faculty of Medicine Research Chairs". It will fund chairs to a total of \$10M (\$7M from Practice Plans and Alternate Funding plans and \$3M from an existing non-restricted research donation account of the Faculty of Medicine) over a period of 5 years. Thirty percent of the total amount is earmark for brain-mind research.

Initial Advancement and Development support:

- Annual donations to a fund in support of yearly conferences organized by the future uOBMRI.
- Establishment of a Research Chair in Child and Youth Psychiatry, through collaboration between CHEO, the Associates in Child and Youth Psychiatry and uOttawa (\$2M already secured).
- Establishment of a Research Chair in Healthy Aging, through collaboration between Continuing Care, the Department of Family Medicine and the Family Medicine practice Plan and Faculty of Medicine (\$2M already secured).

Finally, the Faculty commits to reorganizing its research administrative support staff so that a specific cadre of uOBMRI support staff is identified.

Support from other faculties will be through consideration of allowing its Professors to apply for membership to the uOBMRI.

The University has agreed to provide approximately \$2.5 M in matching funds with respect to the \$6M CFI research Hospital award for construction that will provide the uOBMRI hub at Roger Guindon Hall. It also supports the \$2.5M in equipment funding provided in the same application.

The hospital-based research institutes have research infrastructure dedicated to clinical and translational research activities.

Finally, the University of Ottawa and the Faculty of Medicine are committed to give the uOBMRI the priority it deserves for fund-raising activities and programs, as befits one of its leading research institutes with national and international aspirations.

7. VISIBILITY:

To achieve regional, national, and international visibility for uOBMRI a Communications Group will be created that will include members from the Advancement Offices and communications/marketing groups (and others who relate to the outside public) from each of the participating organizations. The Institute will be advertised and acknowledged as “a University of Ottawa Research Institute”.

The Institute will allow the University of Ottawa to achieve national and international recognition in the neurological and cognitive sciences through having a single voice for its diverse research programs. This is not the case presently despite many researchers in basic and clinical research having strong reputations, excellent publication records and substantial resources from competitive funding agencies.

8. REPORTING MECHANISM:

The Scientific Director of the Institute will report to the Vice-President, Research, through the Governing Council. The Scientific Director will be responsible for submitting an annual report to the Governing Council. This report will be copied to the Deans and CEO’s from the participating Faculties and research institutes, respectively.

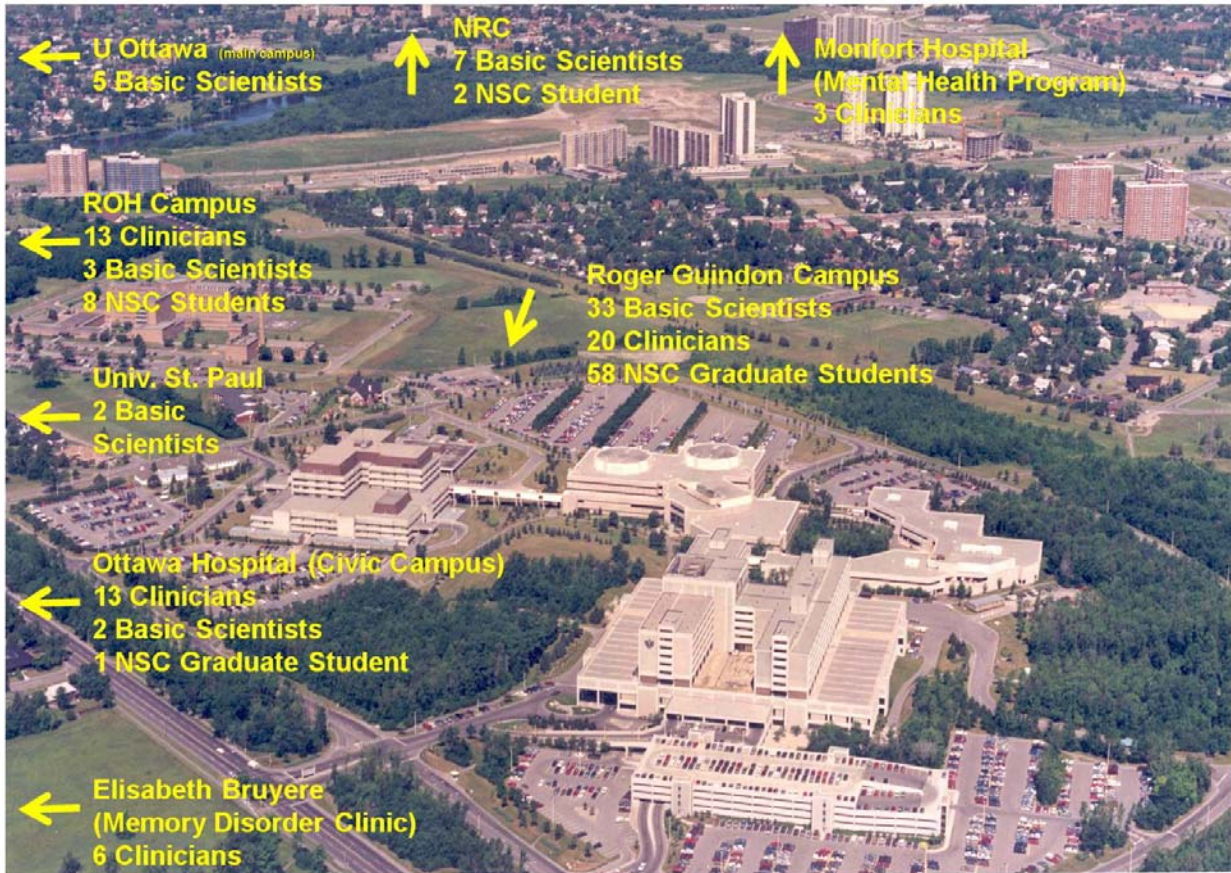
9. SUNSET CLAUSE:

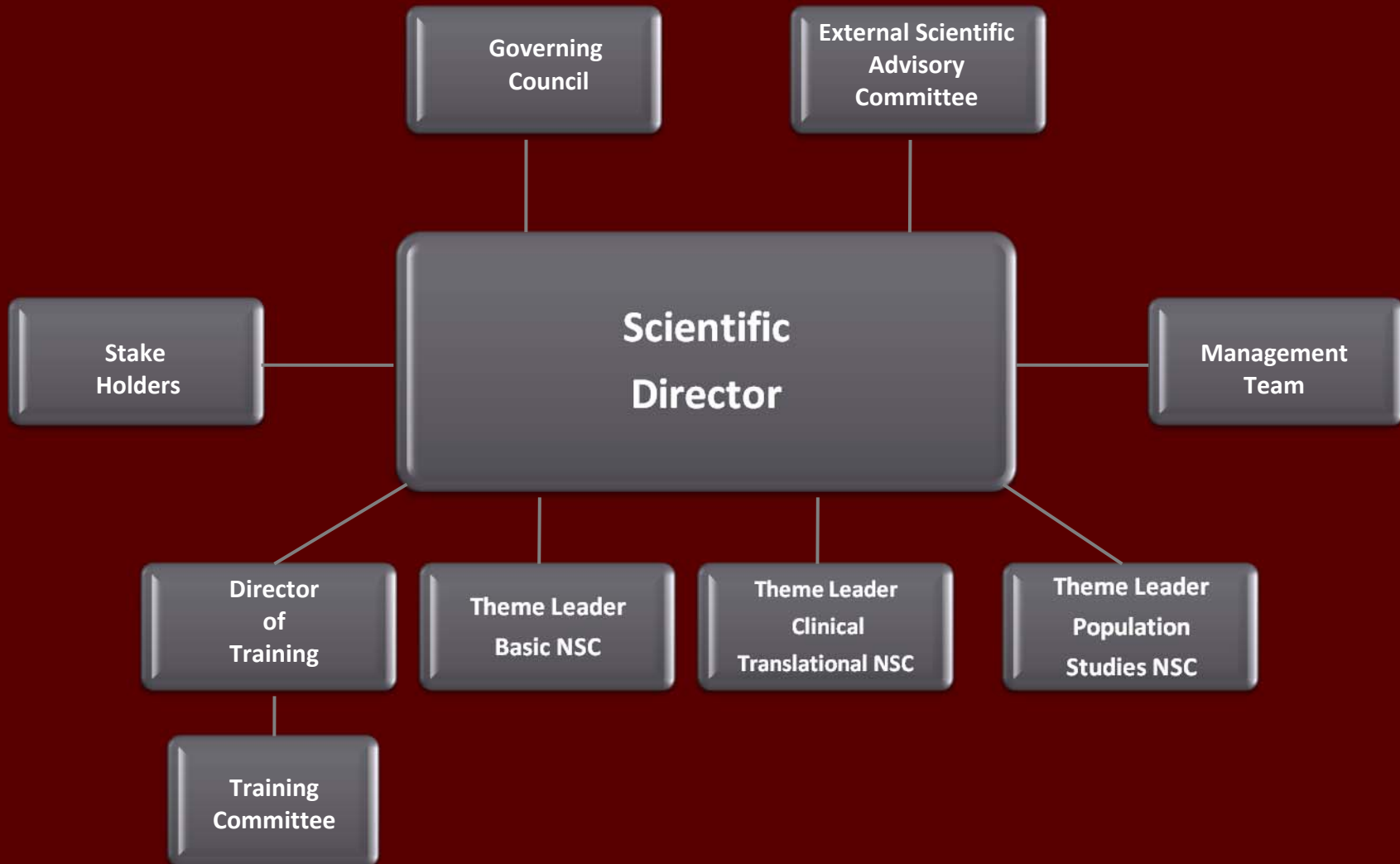
The Institute will undergo external review every seven years in accordance with University’s *Guidelines for the Review of Research Centres, Institutes and Facilities*. In the event that uOBMRI were to be phased out, the physical assets would revert to the Faculties and Academic Health Sciences Centres from whence they came. Researchers within uOBMRI would have their scientific reporting relationships revert to their home Departments and programs.

10. LETTERS OF APPROVAL (dates received):

Attached letters from:

Dr. Heidi Sveistrup, Vice-Dean, Research, Health Sciences
Dr. Katie Gillis, Chair, Department of Psychiatry
Dr. Catherine Lee, Acting-Dean of Social Sciences
Dr. Marie-Josée Berger, Dean of Education
Dr. André Lalonde, Dean of Science
Dr. Larry Chambers, Bruyère Research Institute
Dr. Duncan Stewart, CEO of the OHRI
Dr. Alex MacKenzie, CHEORI
Dr. Andrée Durieux-Smith, Director, Hôpital Montfort Research Institute
Dr. Paul Roy, Director, Champlain District Regional First Episode Psychosis Program
Dr. Gilles Fortier, Dean, Faculty of Human Sciences, Saint Paul University







uOttawa

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Faculté des sciences
de la santé

University of Ottawa
Faculty of Health
Sciences

July 29, 2009

Dr Bernard Jasmin
Vice-Dean, Research
Faculty of Medicine
Intra

Dear Dr Jasmin

As a follow-up to earlier discussion and email communication, I am writing on behalf of the Faculty of Health Sciences to indicate our strong support of the development of the uO Brain and Mind Institute.

This is an exciting initiative that will provide researchers from our Faculty with a means to interact and develop strong collaborative ties with Brain and Mind researchers from across the university and affiliate organizations. Our researchers, students and trainees will be able to expand their research programs to address increasingly complex questions with innovative multi-disciplinary approaches. One of the clear strengths of the Institute lies in the opportunity for researchers to discuss scientific questions from multiple perspectives – this approach showing promise for significant advances to be made. Moreover, researchers from all theme areas will more easily access expertise as well as innovative research technologies and approaches already available at the University thus optimizing resource investments.

Our scientists, ranging from the natural sciences (engineering and biomechanics) through all aspects of the health sciences and extending into the social sciences (communication, participation) look forward participating in the next stage of development of the uO Brain and Mind Institute.

Kind regards,

Heidi Sveistrup, PhD
Vice Dean, Research and Graduate Programs

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July 30, 2009

Bernard Jasmin, Ph.D.
Vice-Dean, Research (interim)
Faculty of Medicine
University of Ottawa
451 Smyth Road
Ottawa, Ontario
Canada K1H 8M5

Dear Dr. Bernard Jasmin,

In follow-up to our earlier communication I wish to provide you with feedback from the Department of Psychiatry regarding the University of Ottawa Brain and Mind Research Institute (uOBMRI). This is pursuant to the discussions which occurred at the June Clinical Chairs meeting as well as at the Department of Psychiatry Executive Committee retreat on June 25, 2009.

The Department of Psychiatry Executive Committee and I are excited that the uOBMRI can give rise to new opportunities for mental health research. The June 11, 2009 outline of the uOBMRI vision states that *"Research activities will be disease/disorder-oriented (rather than biochemical process-oriented) and will address these maladies across the human lifespan from in utero to old age. uOBMRI's broadly-based science program will cover the range of neural diseases/disorders but will initially focus on uOttawa's current areas of strength: e.g. vascular diseases, particularly stroke, Parkinson's Disease, Alzheimer's Disease, Multiple Sclerosis, neuromuscular disorders, psychiatric disorders (depression, anxiety, eating disorders, and psychosis) and dementia."* Our Department of Psychiatry's clinical, education and research mandate spanning CHEO, TOH, ROHCG and Montfort is almost unique by Canadian standards in its capacity to truly do across the life span mental health research.

We share your document's vision in hoping that the uOBMRI *"... will enhance uOttawa's international reputation in neurosciences and mental health research, thereby attracting and retaining world-class researchers to the Ottawa region and providing substantive impetus to the University's drive to achieve the goals of increase in research intensity and internationalization"*. In this regard, we have yet to fill our position of Vice-Chair Research in our Department and there may be opportunity to jointly recruit with the uOBMRI, a skilled clinician investigator who could meet our mutual needs.

Of course we are appreciative of the University's work to develop and support the *"Establishment of a Research Chair in Child and Youth Psychiatry, through collaboration between CHEO, the Associates in Child and Youth Psychiatry and uOttawa (\$2M already secured)."*

Our Department is enthused to increase the research involvement of our residents and to attract residents/fellows into the Clinical Investigator Program thus increasing the pool of potential career clinician investigators in our Department. There are clearly exciting possibilities in this regard with the establishment of the uOBMRI. As outlined in your document *"Coordination and development of training activities will be the responsibility of a Director of Training Programs. He/she will chair a training program*

committee that brings together the leadership of the relevant Faculty training programs to build bridges between programs and develop new inter-disciplinary training opportunities that will provide a more diverse, enriched experience for PhD and MD trainees. The committee members will include: Directors of the Faculty of Medicine Neurosciences, Epidemiology, BMI and CMM graduate programs; Directors of the Clinical Investigator programs; Directors of the Neurology and Psychiatry residency programs;... our Department welcomes the opportunity for our program director to be involved.

A weakness of the current version of your document is that it does not give adequate specifics with regard to the governance structure and the relationships with the hospital research institutes and other stake holders. As I expressed at the Clinical Chairs meeting in June, I fully support the University working out the specifics of the governance structure for the uOBMRI to build a process of trust and transparency for all stakeholders. In particular I feel it is very important that the University come to a mutually satisfactory working arrangement with the various hospital research institutes. In addition to our strong relationship with the IMHR our Department has valued relationships with the CHEO Research Institute and the OHRI. We look forward to establishing a similar relationship with the Montfort Research Institute.

Our Department highly values interdisciplinary/ interprofessional research as the majority of our clinical settings are multidisciplinary. As such we are supportive of the uOBMRI being inclusive of the numerous Faculties at the University of Ottawa that are relevant to its mandate. We see this as an important principle and central to success of the uOBMRI.

I support the University's current plan of having an external expert help facilitate the establishment of the governance structure. I have reviewed this plan with our Departmental Executive Committee and they are supportive in principle of the process of having such an external expert. We are optimistic that great opportunities lay ahead and that the Department of Psychiatry can be strengthened by the many research, education and advocacy activities to be created through the uOBMRI.

I look forward to my ongoing working relationship with you and the Dean on behalf of our Department.

Sincerely,



Katharine Gillis, MD, FRCPC
Chair
Department of Psychiatry
University of Ottawa

CC Dr. Jacques Bradwejn
Dr. Alex MacKenzie, CHEORI
Dr. Zul Merali, IMHR
Dr. Duncan Stewart, OHRI

Bernard Jean Jasmin

From: Catherine Lee
Sent: Wednesday, August 05, 2009 9:39 AM
To: Bernard Jean Jasmin; Andre E. Lalonde (Dean, Science); Denis Prud'Homme; DEDUC
Cc: Jacques Bradwejn; Luc Pelletier
Subject: RE: Brain and Mind Research institute

Dear colleagues,

The Faculty of Social Sciences supports in principle the creation of University of Ottawa Brain and Mind Research Institute. Researchers in the School of Psychology have expertise and interest that could make an important contribution to the proposed institute.

The scope of the investment will depend, of course on the way the project evolves.

I look forward to working with you on this exciting project.

Best wishes

Catherine M. Lee, PhD.

Acting Dean/Doyenne intérimaire
Faculty of Social Sciences/Faculté des sciences sociales

From: Bernard Jean Jasmin
Sent: Monday July 27, 2009 3:19 PM
To: Andre E. Lalonde (Dean, Science); Catherine Lee; Denis Prud'Homme; DEDUC
Cc: Jacques Bradwejn
Subject: Brain and Mind Research institute

Chers et Cheres Collegues,

Dean Bradwejn and I are trying to move forward with the document concerning the creation of the U of O Brain and Mind Research Institute. In this context, it would be useful if you could provide us with letters supporting in principle the creation of the Institute. For your convenience I am attaching the latest version of the document that was circulated and received support at a recent APC meeting.

Merci!

Bernard

Bernard Jasmin, Ph.D.
Vice-Dean, Research (interim)
Faculty of Medicine
University of Ottawa
451 Smyth Road
Ottawa, Ontario

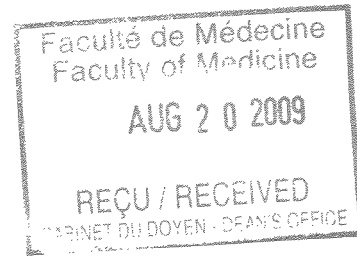


uOttawa

Université d'Ottawa
Faculté d'éducation

University of Ottawa
Faculty of Education

August 17, 2009



Dr. Jacques Bradwejn
Dean
Faculty of Medicine, Room 2032A
University of Ottawa
451 Smyth Road,
Ottawa, ON K1H 8M5

RE: Faculty of Education letter of support for the uOBMRI

Dear Dr. Bradwejn:

The Faculty of Education is very pleased to be a part of the initiative to create the University of Ottawa Brain and Mind Research Institute (uOBMRI) and enthusiastically supports this application for institute status by the Faculty of Medicine. We believe that this institute will be an effective means of rallying researchers whose work addresses questions linked to the brain and mind and that the University of Ottawa will benefit substantially from the synergy that this generates.

One of the evident strengths of the proposed institute is its interdisciplinary orientation, and the involvement of the Faculty of Education will contribute to broadening the disciplinary range represented in the institute. This orientation seems particularly important given the growing acceptance in our society of the notion that health is not simply absence of illness, but also involves states of well-being, happiness, and fulfillment. Consequently, medical intervention is not sufficient in and of itself to foster health. Rather, prevention and education emphasizing healthy development throughout the lifespan are now seen as critical elements in attaining health.

Viewed from this perspective, it is clear that the Faculty of Education has multiple links to health-related research and education. Recently, the Faculty established a concentration in Health Professionals Education, and it now has several full-time faculty members dedicated to teaching and research in this domain. The Educational Counselling concentration, comprising psychologists and counselling professionals as its regular faculty, has undergone substantial expansion. The concentration now comprises seven regular faculty and three graduate programs (MEd, MA, and PhD). In January 2010, counselling faculty will move into a new, high-tech community service

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clinic, where faculty will further develop training opportunities and research activities related to counselling and psychotherapy. Professors in the concentration conduct research on psychotherapy processes and outcomes, clinical supervision, as well as the links among career, employment, and chronic illness. Additionally, two members of this concentration have CFI-funded research labs (The Brain and Behaviour Lab and Psychotherapy Supervision Processes Lab) and one holds a CRC in children's mental health and violence prevention. Finally, there is an emerging group of researchers in our Faculty whose work addresses mental health in schools. Their work examines, among other things, the impacts of primary prevention programs, resiliency and social-emotional development in children, and teachers' role in mental health promotion.

The significant expansion of the Faculty of Education's research capacity in recent years has positioned it to contribute in substantive and unique ways to the development of the proposed uOBMRI. We are most eager to engage with our partners in this initiative to launch this new institute, and look forward to playing our part in making the University of Ottawa an internationally renowned center of excellence for research and teaching on the brain and mind.

Sincerely,

A handwritten signature in black ink, appearing to read 'MJ Berger', written in a cursive style.

Marie Josée Berger, Ph.D
Dean



uOttawa

Université d'Ottawa
Faculté des sciences
Cabinet du doyen

University of Ottawa
Faculty of Science
Office of the Dean

August 20, 2009

Professor Jacques Bradwejn,
Dean,
Faculty of Medicine,
INTRA
c.c. Professor Bernard Jasmin, Vice-Dean Research, Faculty of Medicine

Dear Jacques,

I am writing to offer the Faculty of Science's full support to the creation of the proposed University of Ottawa Brain and Mind Research Institute, a true collaborative and interdisciplinary effort of the Faculty of Medicine in association with the University of Ottawa Institute of Mental Health Research (IMHR) and other faculties and partners at the University.

You will undoubtedly agree that major developments in the fields of science and medicine have always been closely related. Throughout history, many of the most important scientific discoveries, for example the discovery of the human genome, have quickly been applied to the betterment of human health. This interdisciplinary approach has become the norm rather than the exception in the development of diagnostic methods and the treatment of human disease and health problems. Mental health is no exception to this.

The proposed Brain and Mind Institute will bring together researchers in fundamental science, clinical and behavioral fields. As you are aware, the Faculty of Science is already very active in the fields of neuroscience, neural dynamics, mathematical modeling of neural systems, electrosensory pathways and communication. Professors such as André Longtin of the department of physics, who is Director of the Centre for Neural Dynamics, and John Lewis of the department of biology, are good examples of researchers active in these fields.

The proposed Institute will offer significant opportunities to students and professors of the Faculty of Science to collaborate with researchers in Medicine and the IMHR. Furthermore it will bring to the University and the Ottawa Region the critical mass necessary for us to become national leaders in this field.

The Faculty of Science both strongly supports and encourages the University of Ottawa Brain and Mind Research Institute.

Sincere regards,

André E. Lalonde
Dean, Faculty of Science

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Ottawa ON K1N 6N5 Canada

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August 24, 2009

Jacques Bradwejn
Dean, Faculty of Medicine
University of Ottawa

Dear Jacques,

Re: Partnership with the Brain and Mind Institute

The Élisabeth Bruyère Research Institute requests that it become a partner of the newly established Brain and Mind Institute in the University of Ottawa.

In addition to major research programs in palliative care and primary care, the care of the elderly research programs within the Élisabeth Bruyère Research Institute focus on brain and mind topics. Projects focus on the prevention and management of chronic diseases including functional neurosciences topics such as early cognitive impairment, Alzheimer's disease and other dementias such as those associated with stroke.

Élisabeth Bruyère Research Institute scientists with expertise in rehabilitation (Martin Bilodeau, Heidi Veistrup, Jeff Jutai, François Tremblay, Linda Garcia) who are on faculty in the Faculty of Health Sciences have research projects that include functional neuroscience research questions.

In addition, the Élisabeth Bruyère Research Institute has recently established a joint recruitment initiative with the School of Psychology. Vanessa Taller, a neuro-psychologist this summer was recruited to join the faculty of the School and will base her research in the Memory Disorder Clinic at Bruyère. This Clinic is the only referral centre for patients with cognitive impairment in the Champlain region. About 7,000 patients are registered with the Clinic. The School is collaborating with the Institute and Bruyère Continuing Care to recruit one more researcher with interests in gerontology whose research will be based in Bruyère.

Recently, I met with Tony Hakim to discuss the Memory Disorder Clinical Trials Unit at Bruyère. Andrew Frank, a neurologist in the Department of Medicine, is the director of the clinical unit and clinical trials unit. At any given time, the Unit is operating two to four clinical trials that are part of the C5R, a collaborative of memory disorder

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Research Centre
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Recherche sur la santé des personnes âgées
Health of the Elderly Research
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clinics across Canada. C5R reviews the quality of trial methods and ethics and the Bruyère Unit can participate in these as it chooses. The Élisabeth Bruyère Research Institute is amalgamating the Memory Disorder Clinical Trial Unit into the Institute. As part of this new initiative, the Institute has identified the need to recruit scientists to conduct investigator clinical research including clinical trials as opposed to only pharmaceutical driven trials. The goal would be to have the majority of the research led by the scientists and funded by national research councils with peer review and only a small proportion of projects funded by pharmaceuticals.

In addition, the Canadian Foundation for Innovation has recently approved the Canadian Longitudinal Study of Aging (www.clsa-cvle.ca). This 20 year study of 50,000 Canadians 45 years and older will provide unique opportunities to examine brain and mind research questions where it will be possible to tease out the relative contributions of environmental and genetic determinants of mental health. The Élisabeth Bruyère Research Institute is one of the 10 study sites across Canada.

Through the Élisabeth Bruyère Research Institute partnership with the Brain and Mind Institute, the Bruyère Institute will be able to realize greater scientist productivity through the new networking opportunities within Ottawa facilitated by the Brain and Mind Institute and work in conjunction with Brain and Mind Institute in leveraging resources for projects, scientists and infrastructure. This would include recruitment of Canada Research Chairs and innovative uses of the University Medical Research Fund.

I look forward to learning from you the next steps required to confirm the Élisabeth Bruyère Research Institute partnership with the Brain and Mind Institute.

Sincerely,



Larry W. Chambers, PhD, FACE, Hon. FFPH(UK)
President and Chief Scientist - Élisabeth Bruyère Research Institute
Vice-President, Research – Bruyère Continuing Care
Professor, Department of Epidemiology and Community Medicine, Department of Family Medicine,
Faculty of Medicine, School of Nursing, Faculty of Health Sciences, and Faculty of Graduate and Post-
Graduate Studies – University of Ottawa

cc Bernard Jasmin Associate Dean, Research, University of Ottawa
Gini Bethel, Chair, Board of Directors, Élisabeth Bruyère Research Institute
Members of ÉBRI Management Committee:
Martin Bilodeau
Simone Dahrouge
Diane Hupé
Frank Knoefel
Louise Patrick
José Peirera
Joanne Yelle-Weatherall



September 10, 2009

Dr. Bernard Jasmin
Vice Dean Research
Faculty of Medicine
University of Ottawa
451 Smyth, Room 2033
Ottawa ON K1H8M5

Dear Bernard,

It is with great pleasure that I provide this letter in support of the Brain and Mind Institute. As you know, I have been a strong supporter of this initiative since its conception. There is no question in my mind in putting together all of our resources whether they be at Hospital based Research Institutes or the University, and creating a larger integrated program in neurosciences represents the best way to enhance our competitiveness and provide the optimal environment for our researchers to succeed. I applaud you and others at the University for developing the vision and look forward hopefully in the near future, to seeing it bear fruit.

I also see this as a future model for closer interaction between the University and the Hospital based Research Institutes. The successes of this program will illuminate a better way forward, one in which we can better lever all of our strengths and resources to a common purpose. As you are also aware, I have not been waiting passively for the Brian and Mind initiative to formally be adopted. I am so convinced that this is the right way to go that we have begun moving all of our neuroscience researchers from the Civic campus into a contiguous area at the University, so that a critical mass of neuroscientists can be created. Already, I believe we are seeing benefit in terms of a better research environment for our Scientists. Obviously, there are important issues that still need to be addressed in terms of overall structure and governance and we look forward to the insight that we provided from the external review process.

However, I can assure you that the OHRI will work very hard to help the University to achieve its vision and I look forward to working with you on what I hope would be a very exciting and rewarding initiative.

All best regards,

Duncan Stewart, MD

Dr. Duncan J. Stewart

CEO & Scientific Director
PDG et Directeur scientifique

V.P. Research,
The Ottawa Hospital
V.P. Recherche
L'Hôpital d'Ottawa

The Evelyne &
Rowell Laishley Chair
La Chaire Evelyne
& Rowell Laishley

Professor
Department of Medicine
University of Ottawa
Professeur
Faculté de Médecine
Université d'Ottawa

Tel: (613) 739-6686
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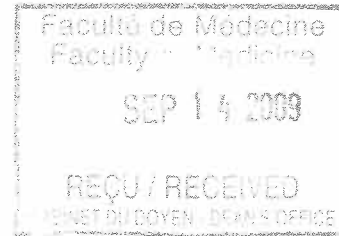




Research Institute
Institut de recherche

September 11, 2009

Dr. Jacques Bradwejn
Dean, Faculty of Medicine
University of Ottawa
451 Smyth Road
Room 2026
Ottawa, Ontario
K1H 8M5



Dear Jacques,

Thank you for agreeing to the inclusion of the CHEO RI as one of the founding members of the University of Ottawa Brain and Mind Institute. Thank you as well for enlisting the active participation of diverse Faculties from the outset as we believe this shall be a critical element to the enterprise. We also welcome the clear statements about the need for "across the lifespan" research inclusive of children and youth as well as a clear vision of how mind as well as brain shall be addressed and one not dwarfed by the other. Finally we firmly believe that the inclusion of all appropriate Hospital Based Research Institutes from the inception is not merely desirable but critical to our working together, using existing structures rather than relying on "extramural partnerships". Such a configuration shall both be central to the success of the uOBMRI as a truly participatory and collaborative endeavor as well as an important test case for the broader uOttawa health research community's coalescence and strategic alliance.

Congratulations on moving this forward Jacques; we look forward to discussing how we can work together to move it even further.

Sincerely,

Alex E. MacKenzie, MD PhD
CEO & Scientific Director
CHEO Research Institute
VP, Research
Children's Hospital of Eastern Ontario

Cc: Mr. James Morrissey
Dr. Bernard Jasmin
Mr. Michel Bilodeau
Dr. Simon Davidson
Dr. Sharon Whiting



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Andrée Durieux-Smith
Directrice Scientifique
Scientific Director

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Le 10 décembre 2009

Jacques Bradwejn, MD
Doyen
Faculté de Médecine
Université d'Ottawa

RE : Institut Cerveau et le Psychisme de l'Université d'Ottawa.

Dr Bradwejn,

Nous avons lu avec intérêt le document décrivant l'Institut ci-haut mentionné. L'hôpital Montfort est à développer l'Institut Francophone de Recherche Interdisciplinaire en Santé (IFRIS). La création de cet institut a été approuvée par le conseil d'administration de Montfort en 2005. Plusieurs thèmes de recherche ont été identifiés dont le bien-être psychologique et la santé mentale.

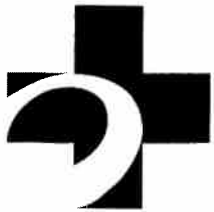
L'institut de recherche sur le cerveau et le psychisme va regrouper des chercheurs en neurosciences et en sciences comportementales et va faciliter le développement de projets de recherche interdisciplinaires. Ces projets visent à diminuer l'impacte des troubles neurologiques et psychiatriques sur la population. L'IFRIS appuie donc cet Institut et aimerait s'y joindre comme partenaire. Trois de nos cliniciens chercheurs en santé mentale ont exprimé un intérêt de participer aux activités de l'UOBMRI. Ces chercheurs cliniciens offrent des services cliniques à une population atteinte de dépression, d'anxiété et toxicomanie. Vous trouverez en annexe leur CVs.

Nous suivons donc de près l'évolution de l'Institut de recherche sur le cerveau et Psychisme, et sommes à votre entière disposition pour en discuter d'avantage.

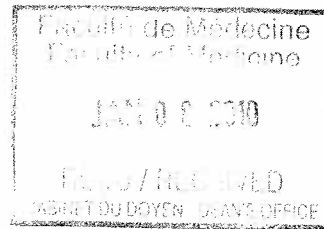
Je vous prie, Dr Bradwejn, d'agréer l'expression de mes sentiments distingués.

Andrée Durieux-Smith, Ph.D., FCAHS
Directrice Scientifique

CC : Dr André Bilodeau
Dr Bernard Jasmin



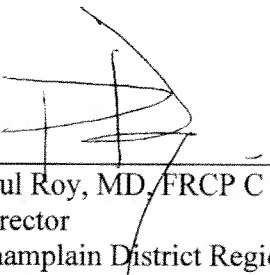
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January 7th, 2010

The Champlain District Regional First Episode Psychosis Program also known as “On Track” is a program of the Ottawa Hospital and is funded by the Ontario Ministry of Health and Long Term Care. The program is mandated to provide early identification and treatment, based on best practices, for young people experiencing their first onset of psychotic illness. Ages 16 to 64 are eligible for treatment with no barriers to care. On Track serves the entire Champlain District of eastern of Ontario, including the City of Ottawa, with the population base of 1.2 million. Early Intervention Programs such as On Track, typically treat young people early in the course of their illness. These individuals have fewer confounding factors associated with their condition which makes them excellent study candidates. The First Episode Psychosis population is an ideal study population, an opportunity for high impact research. According to provincial, national and international guidelines, research is clearly prescribed as an important and integral component in the development of early intervention programming.

The purpose of this letter is to assert that the Champlain District Regional First Episode Psychosis Program, emphatically supports the development of a Brain and Mind Research Institute for the University of Ottawa. The Program will serve as a satellite site for clinical research in schizophrenia and related disorders at the proposed Institute. The On Track Program currently has a number of research projects in place as well as a fully computerized clinical and demographic database. Clinical staff in the Program are highly receptive to supporting and facilitating research initiatives and a good deal of research infrastructure is already in place. We look forward to collaborating with and supporting research initiatives coming from the proposed Institute to enhance research with our patient population, and in the Champlain District at large.



Paul Roy, MD, FRCP C
Director
Champlain District Regional
First Episode Psychosis Program

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