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**--- DEPARTMENTS ---**

**-- INSTITUTES --**

**- STRATEGIC CENTERS -**

**Three Dimensions of Academic Organizations**



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## **What is the need that is driving the creation of Institutes and Strategic Centers?**

- Modern biomedicine demands large, strategic alliances of individuals and groups.
- Coalescence can be around complex diseases and systems [Institutes] or approaches/technologies [Strategic Centers].
- These require new organizational models, additional funding resources and different ways of using space.



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## How do we respond to this need?

- Create new entities that complement Departments.
- Use these to enable faculty to more easily interact across Departmental and Divisional lines.
- Use these to raise *incremental* funds for adding space and infrastructure.



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## So, what defines Departments?

- **Small.**
- **Close-knit.**
- **Highly focused, often on just one or two disciplines.**
- **Physically contiguous, ideally.**
- **Primary academic home of all faculty.**



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## The 28 Departments.

- Anesthesia
- Biochemistry
- Bioengineering
- Cardiothoracic Surgery
- Comparative Medicine
- Dermatology
- Developmental Biology
- Genetics
- Health Research and Policy
- Medicine
- Microbiology & Immunology
- Molecular & Cellular Physiology
- Molecular Pharmacology
- Neurobiology
- Neurology
- Neurosurgery
- Obstetrics & Gynecology
- Ophthalmology
- Otolaryngology
- Orthopedic Surgery
- Pathology
- Pediatrics
- Psychiatry
- Radiation Oncology
- Radiology
- Structural Biology
- Surgery
- Urology



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# So, what defines Institutes?

- **Very large.**
- **Amalgams of faculty from many Departments.**
- **Generally focused on major organ systems and/or disease states.**
- **Translational emphasis (e.g., provide access to patients).**
- **Focus of capital campaign.**
- **Will have space and billets to fill although latter will be within Departments.**



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# The Four Institutes.

- Cancer/Stem Cell
- Cardiovascular
- Immunity, Transplantation and Infection
- Neuroscience



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## **So, what defines Strategic Centers?**

- **Focused on the creation, development and implementation of a coherent set of new approaches and tools ...**
- **... for studying problems and answering questions in diverse areas of biomedical science ...**
- **... relevant to most/all of the Departments and Institutes.**



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## So, what defines Strategic Centers [2]?

- **Created through a formal strategic planning process.**
- **Integrate across the basic, translational and clinical aspects.**
- **Work with Departments and Institutes to recruit faculty in the overlapping area of expertise** (but likely not initiate or lead those searches).



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**And, finally ... [3]**

- **Take the lead in working with Institutes/Departments to bring resources to campus that could not be mustered by individuals or small groups of faculty** (e.g., major equipment grants, major collaborative projects, very large scale programs, etc.).
- **Work with Development and the Institutes/Departments to fund innovative, high risk and/or large-scale technological developments.**
- **Occupy Dean's space.**
- **Led by a steering committee of faculty, representing diverse Departments and Institutes.**



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## **The 3 Strategic Centers.**

- Clinical Informatics
- Genomics and Human Genetics
- Biomedical Imaging



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# The New 3-D Organization

