

**AGENDA**

Page

***OPEN SESSION***

1. MINUTES OF PREVIOUS MEETING – SEPTEMBER 19, 2018 - OPEN SESSION
2. CHAIR'S COMMENTS AND UPDATE
3. BUSINESS ARISING
4. PROPOSAL FOR THE ESTABLISHMENT OF THE DAVID BRALEY CENTRE FOR ANTIBIOTIC DISCOVERY
  - a. [Memo and Proposal - David Braley Centre for Antibiotic Discovery](#)
5. OTHER BUSINESS

2 - 9

***CLOSED SESSION***

6. MINUTES OF PREVIOUS MEETING – SEPTEMBER 19, 2018 - CLOSED SESSION
7. BUSINESS ARISING
8. PROJECT STATUS REPORT
9. PROPOSED NAMING VALUES
10. OTHER BUSINESS
11. ADJOURNMENT

October 9, 2018

TO: University Planning Committee  
FROM: Karen Mossman  
RE: **Proposal for the Establishment of the  
David Braley Centre for Antibiotic Discovery**

---

The Committee on Research Institutes has reviewed the attached Proposal for the establishment of the **David Braley Centre for Antibiotic Discovery**, as per the policies and guidelines.

The proposal has the unanimous support of the Committee on Research Institutes.

Please include this as an Agenda Item for the next University Planning Committee Meeting.



KM

Attach.

cc: David Farrar  
Paul O'Byrne  
Michael Thompson  
Christi Garneau

September 21, 2018

Dr. Karen Mossman  
Acting Vice-President, Research  
Chair, Committee on Research Institutes  
c/o Gilmour Hall, Room 208

**Re: Proposed centre - David Braley Centre for Antibiotic Discovery**

Dear Dr. Mossman,

On behalf of the Faculty of Health Sciences, I would like to recommend the approval of the David Braley Centre for Antibiotic Discovery as an official research centre at McMaster.

Please find a proposal for the Centre attached.

If you require further information, please do not hesitate to contact me.

Sincerely,



Paul O'Byrne MB, FRCP(C), FRSC  
Dean and Vice-President  
Faculty of Health Sciences  
McMaster University

cc: J. Bramson

Encl.

PO:rl

## Research Institute/Centre Proposal

Proposal for new:  Institute  **Centre**

\*for current definitions, please see the University's *Guidelines for the Governance and Review of Research Institutes, Centres and Groups*

(<https://www.mcmaster.ca/policy/AdminAcad/AcadAdmin/Governance-Review-ResearchInstitutesCentresGroups.pdf>)

Submitted by: Dr.

Gerry Wright, Director, Michael G. DeGroote Institute for Infectious Disease Research

### 1. **Official Name**

The David Braley Centre for Antibiotic Discovery

### 2. **Objectives /Proposed Activities**

The goals of the David Braley Centre for Antibiotic Discovery are:

To build on our internal strengths to address the increasing crisis in Antimicrobial Resistance (AMR) through research and development.

To identify new lifelong partnerships with mutually beneficial outcomes to solving the antibiotic crisis by identifying new antibiotics and alternatives to antibiotics, new diagnostic tools, and improved clinical practices.

To identify collaborative projects with partners that will complement areas of expertise.

To be national leaders of innovation and discovery in antimicrobial resistance.

The Braley Centre for Antibiotic Discovery provides McMaster University with the unique opportunity to take an internationally recognized leadership role in antibiotic research and innovation.

### 3. **Rationale for Establishment**

Antibiotics are essential to modern medicine. We rely on them to cure diseases ranging from pneumonia and meningitis to infections of blood, skin, the urinary, and gastrointestinal tracts, and all other body systems. Equally important, antibiotics enable us to control infection, thereby making surgeries, cancer chemotherapy, the care of preterm infants, and many other high-risk procedures possible.

Despite the critical importance of these drugs to medicine, we are now at risk of losing the advances of the past 65 years and returning to a pre-antibiotic era. Indeed, for some multi-drug resistant bacteria, we have already lost the battle. The reasons for this crisis include the evolution of AMR by previously susceptible bacteria and the parallel lack of innovation in new antibiotic discovery.

To create a hub of AMR and antibiotic discovery research that builds on our strengths, our existing and growing infrastructure, and our partnerships. We will work vigorously to translate our research into improvements to health care and whenever possible, through commercialization with partners. We are committed to broad open collaboration at national and international levels across sectors to meet our mission of finding solutions that contribute to the elimination of the global threat of AMR in Canada and around the world.

The vision of the *David Braley Centre for Antibiotic Discovery* is to contribute to the elimination of the threat of AMR in Canada and across the globe. Our mission is to transform scientific discoveries into meaningful solutions for AMR.

**Membership**

Membership will be comprised of scientists and clinicians with research interests in antimicrobial resistance (AMR) and will have an academic appointment in a McMaster academic department. Core membership requires an active scholarly basic research or clinical program in an area relevant to AMR. Initial membership will include:

<b>Name</b>	<b>Primary Faculty and Department</b>	<b>Area of Expertise</b>
Eric Brown	Biochemistry & Biomedical Sciences	Drug discovery, Antimicrobial resistance
Andrew McArthur	Biochemistry & Biomedical Sciences	Genomics, bioinformatics
Michael Surette	Pathology & Molecular Medicine	The human microbiome, respiratory tract infections, drug discovery
Mark Loeb	Medicine	Clinical studies, metadata analysis
Dawn Bowdish	Pathology & Molecular Medicine	The immune system, pneumonia, aging, drug discovery
Lori Burrows	Biochemistry & Biomedical Sciences	Bacteria physiology, drug discovery, antimicrobial resistance
Marie Elliot	Biology	Bacteria development, physiology and community behaviour, drug discovery

Associate membership in the David Braley Centre for Antibiotic Discovery will be appointed to faculty members collaborating with core members or involved in projects with direct relevance to the objectives of the Centre.

Membership in the Centre will be made on the recommendation of the Director.

4. **Financial Resources**

With the support of a \$7M philanthropic gift from Mr. Braley, a five-year budget projection is shown in Appendix A and represents how the \$7M investment will provide the resources to provide the infrastructure necessary to support the David Braley Centre for Antibiotic Discovery with the personnel, equipment, supplies and outreach platforms for the delivery of novel AMR solutions.

The Faculty of Health Sciences has introduced a new policy regarding research overhead for institutes and Centre's that automatically directs a portion of overhead from all core members to a dedicated operating account for the institute/Centre and no longer requires separate Dean/Chair approval. The Vice-Dean (Research) in FHS has reviewed the proposal as it related to funding and had no issues.

All core members of this Centre with the exception of one are based in FHS. Any central University policies with regard to overhead distribution will remain in force (i.e. with the non-FHS member's overhead directed to the respective department within the Faculty of Science as determined by the policy).

**4.1 Donations and Outreach**

It is anticipated that this timely initiative in AMR will have the potential to attract the interest of new donors and government.

5. **Staff Resources**

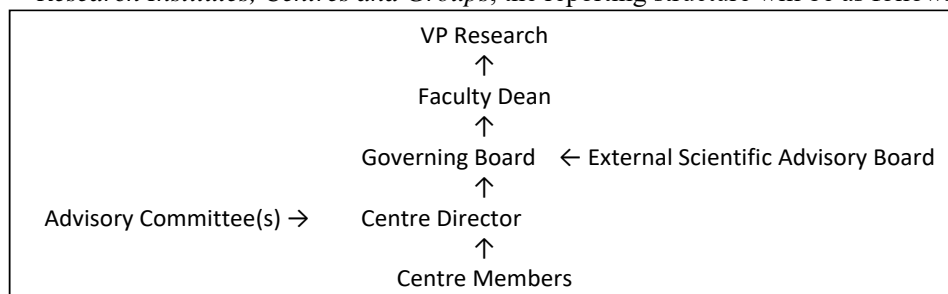
The David Braley Centre for Antibiotic Discovery will be resourced by administrative staff to ensure efficient operational management of the Centre. Salary will be supported through internal sources.

6. **Physical Resources**

The David Braley Centre for Antibiotic Discovery will occupy approximately 3,417.90 square feet on the second floor of MDCL to accommodate office and lab personnel as well as equipment. The exact location and amount of space will be determined in consultation with Faculty leadership. The space will be designed to ensure a connection between labs and to encourage the natural development of translational research. The Faculty will continue to cover the ongoing University space costs attributed to this space.

7. **Organizational Structure**

In keeping with the University's *Guidelines for the Governance and Review of Research Institutes, Centres and Groups*, the reporting structure will be as follows:



### **8.1 Director**

The Director will set the research and academic direction of the David Braley Antibiotic Discovery Centre in consultation with the Governing Board and Advisory Committee. The Director will articulate the leadership of the Centre, set milestones and provide the business plan. The Director will report annually to the Governing Board.

The Director will be appointed for a 5-year renewable term.

Pending approval by the University's governing bodies, Dr. Gerry Wright is to be put forward for appointment as the inaugural holder of this position.

### **8.2 Governing Board**

The Governing Board (GB) will oversee the status, progress, and financial viability of the David Braley Antibiotic Discovery Centre. According to the University's *Guidelines for the Governance and Review of Research Institutes, Centres and Groups*, the GB will be comprised at a minimum to include the Dean and Vice-President, Faculty of Health Sciences, the Vice-Dean Research, Faculty of Health Sciences, and chair of Biochemistry and Biomedical Sciences.

The David Braley Antibiotic Discovery Centre Director will report to the GB on an annual basis.

### **8.3 Management Advisory Committee (MAC)**

The Management Advisory Committee (MAC) will provide advice to the Director with regard to operational priorities and the direction for the Centre. In addition to the MAC members by the Director, members will also include a member external to the university with experience in project management, and a representative of Mr. Braley. The MAC is consulted at least every two years, or more frequently at the discretion of the Director.

### **8.4 External Scientific Advisory Board (ESAB)**

The ESAB will be comprised of international experts and provide scientific and intellectual leadership for the guidance and development of DRI research projects. Will make recommendations on project directions and progress toward milestones.

Proposed members of the ESAB include: Frank Plummer, MD (ex-Director of National Microbiology Lab, Canada); John Rex, MD (ex-head of antibiotic discovery at Astra Zeneca), Patricia Bradford, PhD (ex-Director, Applied Sciences for Infectious Disease, Novartis), Laura Piddock, PhD (Professor U Birmingham, Head of Scientific Affairs, Global Antibiotic Research & Development Partnership). This Board will meet annually and through teleconference as required.

## 8. Operational Review

### 9.1 Annual Review

The David Braley Antibiotic Discovery Centre Director will report to the Governing Board on an annual basis. This report should include updates on research productivity, researchers, educational initiatives, external affiliations, Centre administration and operations, financial status, grants-in-aid, strengths and weaknesses, objectives for the coming year and any other items of relevance to the operation of the David Braley Antibiotic Discovery Centre

### 9.2 Periodic Review

According to the University's *Guidelines for the Governance and Review of Research Institutes, Centres and Groups*, the David Braley Antibiotic Discovery Centre will undergo an external review every five years in keeping with University guidelines and at the discretion of the Governing Board (GB). The composition of the External Review Board (ERB) will be determined by the GB, as chaired by the Dean, Faculty of Health Sciences.

The composition of the ERB will be determined by the GB and should take into account the aspirations of the Centre and the availability of funds to support the review. The ERB would normally comprise three high-calibre scholars with an international perspective, who must be arms-length from the David Braley Antibiotic Discovery Centre. The ERB will assess the performance of the Centre's Director and its scientific program. The ERB will be furnished with documents describing the University's policy on Research Institutes and will be asked whether performance is compatible with expectations described in the policy.

The ERB is expected to use accepted measures of performance such as publication number and impact to assess the Centre's contributions in comparison with those of (a) the Centre during the preceding 5 years and/or (b) with the performance of Centre's of similar size in the same field of research.

The recommendations of the ERB will include the renewal of the Director, and whether the Centre's performance is consistent with that of a Centre at McMaster University. Their report will be submitted in confidence to the GB via the Dean, Faculty of Health Sciences. Normally, the Governing Board chair would share the ERB's report or major recommendations from the ERB's report with either the current Director, or the successor to the current Director, so that the leadership of the Centre benefits from the perspective of the ERB.



Statement of Revenues and Expenditures						
	2018-19 Projected Annual	2019-20 Projected Annual	2020-21 Projected Annual	2021-22 Projected Annual	2022-23 Projected Annual	Notes
<b>REVENUE</b>						
Initial Gift - spend down trust	\$ 7,000,000.00					
Carry Forward from previous year		\$ 6,312,059.00	\$5,621,796.00	\$4,929,089.00	\$4,233,809.00	
Annual Interest @4%		\$ 252,482.36	\$ 234,971.13	\$ 206,562.41	\$ 177,614.86	The \$7M resides in a spend-down fund which will earn annual interest based on the capital remaining
<b>TOTAL REVENUE</b>	<b>\$ 7,000,000.00</b>	<b>\$ 6,564,541.36</b>	<b>\$5,856,767.13</b>	<b>\$5,135,651.41</b>	<b>\$4,411,423.86</b>	
<b>EXPENSES</b>						
Faculty support - 1 mid-career - 2 early career	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	supplementary support for recruitment/retention of early to mid-career faculty members who have demonstrated excellence in AMR
Research and Trainees	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	to support research faculty with financial support to enable them to focus on high risk – high reward opportunities
Research Supplies & Infrastructure	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	representing the required inputs to the innovative research studies undertaken by Centre's investigators
Commercialization & development	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	directed toward de- risking projects that have the potential to attract additional investments from private and industry funders.
Annual Symposium	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	costs associated with the coordination of an annual Centre symposium
External Scientific Advisory Board	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	to support the engagement activities of the External Scientific Advisory Board members
Administration & Operating	\$ 57,941.00	\$ 60,263.00	\$ 62,707.00	\$ 65,280.00	\$ 67,988.00	administrative and operational business activities to support the research center and team.
<b>TOTAL EXPENSES</b>	<b>\$ 687,941.00</b>	<b>\$ 690,263.00</b>	<b>\$ 692,707.00</b>	<b>\$ 695,280.00</b>	<b>\$ 697,988.00</b>	
<b>CARRYFORWARD TO FOLLOWING YEAR</b>	<b>\$ 6,312,059.00</b>	<b>\$ 5,874,278.36</b>	<b>\$5,164,060.13</b>	<b>\$4,440,371.41</b>	<b>\$3,713,435.86</b>	