



Executive Director of the
Garvan Institute of Medical Research

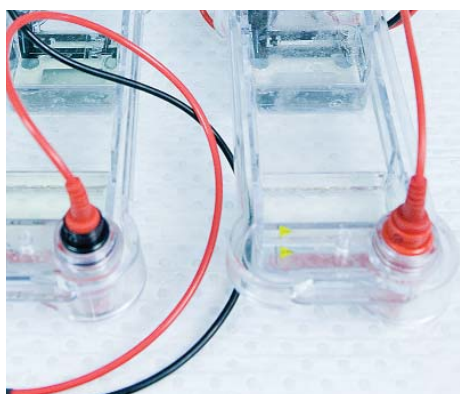
Information for Prospective Candidates

Garvan's mission is to make significant contributions to medical research that will change the directions of science and medicine and have major impacts on human health. Garvan strives to enhance and develop research programs that combine fundamental science with strong clinical interactions.



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Overview

The Garvan Institute of Medical Research was established in 1963 by the Sisters of Charity, following the centenary celebrations of St Vincent's Hospital. The Institute is named in honour of James Patrick Garvan (1843–1896), NSW Treasurer in 1889 and a founder of the insurance industry in Australia. His daughter, Mrs Helena Mills, made a major gift to the appeal raising the funds to establish the research enterprise. Originally a research department of the Hospital, the Garvan became an independent, non-profit medical research institute under an Act of the New South Wales Parliament in 1984. The Act defines the objective of the Institute as “to further knowledge in the field of human medicine by promoting the conduct of research in that field, being research which is consistent with the tenets of the Sisters of Charity”. The Act also requires the Institute to aim to discover better methods of diagnosis, prognosis and treatment of disease, and educate the public about the Institute's research.

The inaugural co-Directors of the Institute were Leslie Lazarus AO, John Hickie and Gerald Milton. In 1969 Les Lazarus became sole Director with a personal research focus on pituitary hormones. Professor Lazarus worked closely in his research with colleagues at St Vincent's, thus establishing the Garvan's tradition of fundamental research informed by clinical interactions.

Professor John Shine AO FAA was appointed Executive Director in 1990. During the past 20 years the Institute has grown from a staff of 113 to over 500, and from an annual operating budget of \$400,000 to \$64m, with an endowment fund of \$30m. The research scope has broadened; effective business development and fundraising functions have been established; and peer-reviewed grant income has risen to over \$32m.



The Institute in 2010

Today the Garvan is the pre-eminent medical research institute in Sydney with a vibrant and dynamic work environment and over 450 scientific staff with lean but efficient support services. The Institute houses researchers from 55 different countries, with an average age of 37. It has four major research programs – cancer, immunology, diabetes and obesity, and neuroscience. Other research areas include osteoporosis and bone biology. The Garvan proudly remains a multi-disciplinary research enterprise and actively encourages cross-collaboration between research areas. The Institute also maintains a range of international scientific collaborations across the US, Europe and Asia.

The Institute's research output is primarily measured in both volume and impact factor of scientific publications. The Garvan achieves above international benchmarks relative to its scale with 176 papers published in 2009 with an average impact factor of 9.2 for the top 80%. The Institute received over \$19m in competitive grant funding from the National Health and Medical Research Council (NHMRC) in 2009.

The Institute has a formal affiliation agreement with the University of New South Wales, which includes both conjoint appointments for members of the Institute's Faculty and the provision of approx 75 students undertaking their PhD at the Garvan.

The Institute has fostered a professional Business Development function, which manages its patent portfolio (principally in diagnostics and therapeutic targets) and seeks industry partners to take promising research breakthroughs into clinical trials. A spin-out company, G2 Therapies Ltd, has also been developed to take one of Garvan's discoveries to market and most recently, an Antibody Development Laboratory has been established. The Institute is also the home to the Diabetes Vaccine Development Centre, a joint

venture between the NHMRC and the Juvenile Diabetes Research Foundation (JDRF). The Institute is also a partner in the Cooperative Research Centres for Asthma and Biomedical Imaging Development.

Garvan has built an innovative \$20m state-of-the-art facility for the breeding and holding of experimental mouse lines at Moss Vale in the Southern Highlands, approx 1.5 hrs from Sydney. This facility, Australian BioResources (ABR), is a critical national research infrastructure resource and currently houses approximately 40,000 mice for the Garvan and seven other institutes and universities.

The Institute currently derives up to 65% of its income from competitive peer-reviewed grants (principally Federal Government grants from the NHMRC). Diversification of its revenue streams, and growth in philanthropy in particular, are key objectives. The Garvan Research Foundation, established in 1981 as a separate entity with its own board, is the Institute's fundraising and marketing arm. In 2009 the Foundation raised over \$13m.

In 2008, the Institute began planning and fundraising for a new joint venture with St Vincent's Hospital to build a Translational Cancer Research Centre. Designed to deliver the promise of personalised medicine and extend Garvan's basic cancer research to more directly address clinical challenges, the \$110m Centre will act as the portal for cancer patients arriving on the St Vincent's campus. The Kinghorn Cancer Centre, named after the donors of a major gift of \$25m, is being constructed adjacent to the Garvan building and will be completed in late 2011.

The St Vincent's Research Precinct also includes the Victor Chang Cardiac Research Institute (VCCRI) and the Hospital's Applied Medical Research Institute (AMR). The combination of the Garvan, the VCCRI, the AMR and The Kinghorn Cancer Centre will form a significant research hub with a critical mass of over 1200 researchers.



Research Programs

The 35 members of the Faculty of the Institute are organised into four major research programs - Cancer, Diabetes and Obesity, Immunology and Neuroscience. There is also a strong Osteoporosis and Bone Biology group with an ongoing 15 year major osteoporosis epidemiology study centred on Dubbo, approximately 200km west of Sydney.

All programs are focussed on understanding the molecular and cellular biology underlying the development and progression of disease. The latest technology to support the research programs is provided via a series of core facilities such as imaging (including confocal, total internal reflection fluorescence, 2 photon and electron microscopy), cell sorting, bioinformatics, gene microarrays, DNA sequencing and polymorphism analyses.

Examples of the many major research "breakthroughs" achieved by Garvan scientists can be found on the Institute's website www.garvan.org.au.

_ Cancer

Basic research on the fundamental processes that govern cell behaviour: division, survival, motility, and differentiation into complex tissue structures. As well as basic research into epigenetics, cell and molecular biology, the Program has six translational research groups that study breast, colorectal, lung, ovarian, pancreatic and prostate cancer.

_ Diabetes and Obesity

Focussed on the molecular regulation of body weight and fuel metabolism and understanding Type 2 diabetes at multiple levels. A particular emphasis on the release of insulin and its mode of action in normal and disease states.

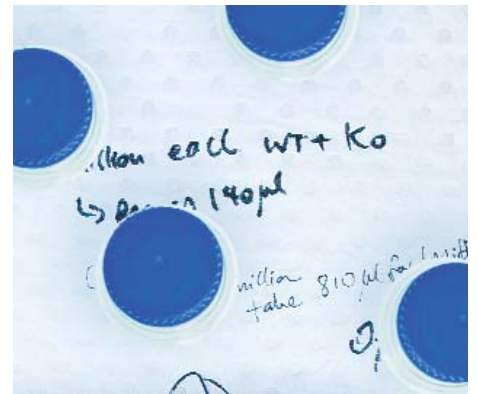
_ Immunology

Regulation of immune function in diseases such as rheumatoid arthritis, diabetes and asthma. Molecular and cellular biology of both T cells and B cells.

_ Neuroscience

Neuronal systems involved in Parkinson's, Alzheimer's, eating disorders and hearing loss. Neuroendocrine defects caused by loss of growth hormone function. Central regulation of energy balance and bone synthesis.

A major strategic review of the Institute's programs was carried out by an international expert panel in 2008. The review stressed the standing and importance of all Garvan's programs and confirmed that the future direction of Garvan science should retain focus on the major program areas. The opportunities for innovation and discovery through interaction between the different research programs was considered to be a unique strength of Garvan science.



Structure and Governance

The Garvan Institute is incorporated in NSW under the Garvan Institute of Medical Research Act 1984 and has charitable status with the Australian Taxation Office.

The Institute is governed by the Board of Directors which is responsible for oversight of the strategic direction, policies and management of the Institute. Members of the Board are appointed by the Governor of NSW, following nomination from the Federal Government, NSW Government, University of NSW, Sisters of Charity, Trustees of St Vincent's Hospital and the Garvan Research Foundation.

The Executive Director (who is the Chief Executive Officer) is appointed by the Board. The Board delegates to the Executive Director the overall responsibility for the research program and management of the Institute.

Garvan is affiliated with the University of New South Wales (UNSW) and St Vincent's & Mater Health Sydney. The Director of Garvan will hold a conjoint Professorship at UNSW.

The Director and the Board are supported and advised by a network of Board Committees, Advisory Committees, and Faculty and Management Committees.

Organisation Chart

**Garvan Institute of Medical Research
Board of Directors**
Chairman Mr Bill Ferris AC

Executive Director Prof John Shine AO FAA

**Garvan Research Foundation
Board of Directors**
Chairman Mr Geoff Dixon

Development & Support Group
Chief Operating Officer Mr John Dakin

Australian BioResources
Dr Jenny Kingham

Business Development & Legal Affairs
Ms Christina Hardy

Corporate Services
Ms Cate Smith

Finance and Accounting
Ms Cherry Dutton

Human Resources
Ms Deborah Pearson

Information Technology
Mr Jim McBride

Operations
Mr David Keenan

Science Communications
Ms Alison Heather

Diabetes Vaccine Development Centre
Chief Exec Officer Ms Rowena Tucker

Core Research Facilities

Australian BioResources
Australian Cancer Research Foundation
Unit for the Molecular Genetics of Cancer
Biological Testing Facility
Clinical Research Facility
Gene Chip Facility
MLC Community Foundation Flow Facility
Peter Wills Bioinformatics Centre
Pieter Huveneers Molecular Imaging Unit

Cancer
Leader Prof Rob Sutherland FAA

Senior Scientists

Prof Susan Clark
Prof Roger Daly
A/Prof Sue Henshall
Dr Maija Kohonen-Corish
Prof Liz Musgrove
A/Prof Chris Ormandy

Cancer Development Laboratory
Dr Charlie Watts

Diabetes & Obesity
Leader Prof David James FAA

Senior Scientists

A/Prof Trevor Biden
Prof Lesley Campbell AM
Prof Don Chisholm AO
A/Prof Greg Cooney
A/Prof Antony Cooper
Prof Ted Kraegen
Dr Ross Laybutt
A/Prof Katherine Samaras
Dr Carsten Schmitz-Peiffer

Immunology
Leader Dr Robert Brink

Senior Scientists

Prof Antony Basten AO FAA
Dr Shane Grey
Dr Jenny Gunton
Dr Cecile King
Prof Jonathan Sprent FRS FAA
Dr Stuart Tangey

Neuroscience
Leader Prof Herbert Herzog

Senior Scientists

Dr Paul Baldock
Dr Sharon Oleskevich
A/Prof Amanda Sainsbury-Salis
Dr Bryce Vissel

Pituitary Research Unit
Prof Ken Ho

Osteoporosis & Bone Biology
Leader Prof John Eisman AO

Senior Scientists

Prof Tuan Nguyen

Garvan Research Foundation
Chief Exec Officer Ms Carole Renouf

Board Committees

- _ Business Development Advisory
- _ Finance & Audit
- _ Investment
- _ Remuneration

Institute Committees

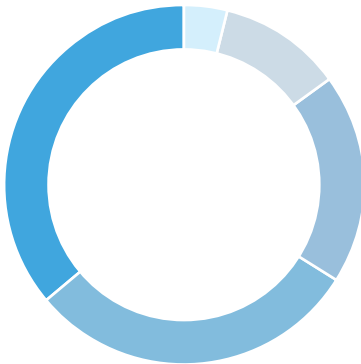
- _ Executive Research
- _ Scientific Advisory Council
- _ Appointments & Promotions
- _ BTF Policy Advisory
- _ Common Users of Building Equipment (CUBE)
- _ Higher Degrees
- _ Information Technology
- _ OH&S Consultation
- _ Operations Advisory
- _ Seminar Program

St Vincent's Research Precinct (SVRP) Committees

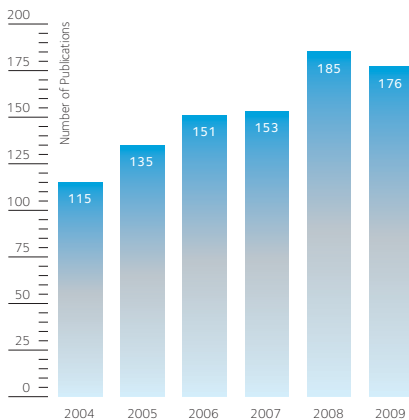
- _ Animal Ethics
- _ Human Research Ethics
- _ Institutional Biosafety
- _ SVRP Management
- _ SVRP OH&S

Garvan is a partner in the CRCs for Asthma and Biomedical Imaging Development. Garvan is a shareholder in the spin-out company G2 Therapies Ltd.

Patent Portfolio by Category



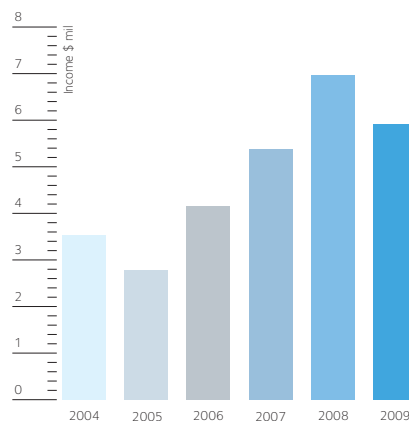
Portfolio	Percentage	Number of Patents
Therapeutics	4%	1
Drug discovery tools	11%	3
New treatments	19%	5
Diagnostics	30%	8
Therapeutic target	36%	10



Scientific Publications

Impact factor of scientific publications

Each paper published constitutes a new piece of knowledge, and scientists aim to publish in the most highly regarded journal in their area of research. Each journal has an “impact factor” which is a common measure of its relative importance within a specific discipline. Research organisations use “average impact factor” measurements to determine the overall significance of their research output. For example, in 2009 Garvan achieved an “average impact factor” of 9.2 for the top 80% of its publications. This is a very respectable tally, well above the international benchmark.



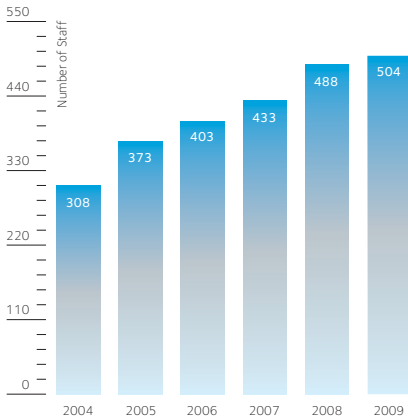
Philanthropic Support

Total Income (excluding bequests) received by Garvan Research Foundation

- \$3,539,000
- \$2,790,000
- \$4,158,000
- \$5,370,000
- \$6,966,000
- \$5,806,000

Donations are particularly important in two respects:

- _ They provide seed funding for novel work, which may not attract other support for several years
- _ They fund core items of equipment that are typically not covered by research grants

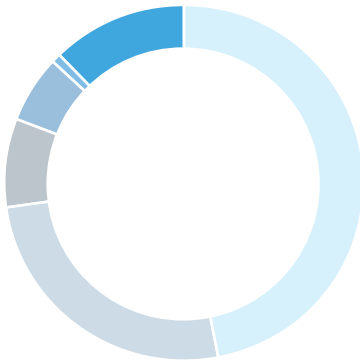


Staff Profile

Staff Breakdown	2008	2009
Researchers	314	296
Students	68	87
Scientific Facility Staff	62	68
Secretarial & Admin	35	39
Foundation	7	11
DVDC	2	3
Total	488	504

Demographics

- _ Average age 37
- _ Researchers from 55 countries
- _ Research Staff 37.75% male, 62.25% female

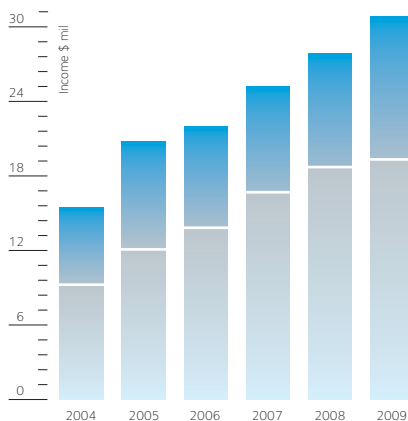


Operating Income

2009 \$64 Million

Peer reviewed grants	47%
Other grants	26%
Donations	8%
NSW Government	6%
Industry partners	1%
Other income	12%

One of the major challenges facing successful research institutes around Australia remains the "gap" between the total costs of doing research and the funding provided by competitive research grants. For every dollar of research funding awarded, another 70 cents is required to carry out the research.



Peer Reviewed Grant Income

Year	\$ NHMRC	\$ Other
2004	9,244,000	6,222,000
2005	12,080,000	8,685,000
2006	13,832,000	8,184,000
2007	16,682,000	8,530,000
2008	18,695,000	9,159,000
2009	19,094,000	11,061,000



The Institute Director

The Director will have an outstanding international reputation as an eminent scientist and medical researcher in a relevant area of medical research. He/she will command the authority and respect of the 500 plus scientific, support and administrative staff through an inclusive leadership style and have responsibility for overseeing and managing the Institute's research programs and activities. The Director is responsible for implementation of the Institute's policies and annual budget approved by the Board.

The Garvan specialises in breakthrough science that is translated to human benefit. The Director will build upon the strengths of the Institute's staff to realise this mission by cultivating an environment of scientific excellence, creativity and integrity. He/she will encourage and reward collaboration, teamwork and effective promotion of medical research to the broader community.

The Specific Role

- _ Provide leadership in developing and nurturing research programs that address important biomedical questions to improve prevention and treatment of major diseases
- _ Recruit and retain the best research group leaders and senior managers
- _ Maintain strong positive relationships with Government, University of NSW, St Vincent's Hospital and other important Institute stakeholders
- _ Act as the public "face" of the Garvan in a range of community and fundraising forums
- _ Ensure that commercial opportunities emanating from Garvan research are recognised and intellectual property is well protected
- _ Oversee effective management of the Institute's people and finances
- _ Nurture a collegiate and inclusive culture based upon values of excellence, unity, compassion, justice and human dignity
- _ Continue to examine and refresh the strategic imperatives and vision for the future of Garvan research in a changing healthcare environment
- _ Champion an integrated approach across the range of research programs being undertaken at the Garvan

Selection Criteria

Scholarship

- _ An internationally recognised leader in a field of relevant medical research with a deep understanding of research culture
- _ A clear appreciation of translational science and commitment to its clinical application
- _ An outstanding research record supported by an extensive range of publications and awards and the fellowship of a national academy of science

Visionary Leadership

- _ Vision and insight to recognise new scientific opportunities and the potential impact of novel technologies, as they might apply in the ongoing development of a unifying strategy for the Garvan
- _ A strategic thinker with proven and focussed strategic planning skills and strong decision making abilities
- _ A personal leadership style that promotes collaboration across the Institute's programs and with other institutions, both nationally and internationally
- _ A broad scientific vision and interest to encourage research outside of his/her own disciplines
- _ A high level of proactive leadership and commercial acumen to ensure that value is added to Garvan's discoveries
- _ An interest in major public policy issues in health and science
- _ Leadership skills to translate and promote the agreed strategies, and the science behind them, in ways that are clearly understood by the broader community.

External Communications

- _ Experience as an effective spokesperson and communicator in scientific and community forums
- _ The ability to develop strong relationships with a diverse range of Institute stakeholders – politicians, donors, community leaders, senior Federal and State bureaucrats, and national and international scientific peers
- _ A compelling and comfortable approach to the imperatives of fundraising, with a proven ability to engage with Federal and State Governments, philanthropic foundations and individual donors to attract financial support to the Garvan
- _ Strong networking skills to maintain constructive relationships with other partners on the St Vincent's and University of NSW's campuses
- _ An ability to market and promote the Garvan to the community in general, and its wide and diverse range of friends and stakeholders.

Management

- _ The capacity to lead and manage a diverse, complex organisation in changing environments
- _ Previous success at managing highly intelligent and independent professionals in a flat and fluid reporting structure
- _ Ability to manage and integrate large research teams across a high profile research establishment
- _ Proven track record of managing the finances and commercial operations of an organisation with large research programs

Personal Qualities

- _ A generosity of spirit that recognises, encourages and inspires other researchers to high levels of excellence
- _ A collaborative and collegiate individual with an inclusive leadership style
- _ Adherence to the highest standards of integrity and scientific practice
- _ Enthusiasm, ambition, maturity and energy to achieve the Institute's aspirations
- _ Commitment to the value of knowledge and understanding of health and the relief of illness, and respect for human dignity and individuality
- _ A highly innovative and numerate individual with outstanding negotiating skills

Terms of Appointment

The Executive Director is appointed by the Board for a five-year period, renewable and is accountable to the Board.

Expressions of Interest

Expressions of interest, which should include a comprehensive CV and address the key selection criteria, should be sent to David Pumphrey or Karine Philippe at Heidrick & Struggles, who are advising the Board on this appointment.

Contact Details

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