

CHAPTER 3 - NETWORK MEMBERS

INCLLEN is today a “network of networks”. With the 1999 strategic plan, more emphasis was placed on regional mechanisms as a way of harmonizing research and training interests. INCLLEN today is a federation of seven regional networks (Regional CLEN). The Clinical Epidemiology Research Training Centres (CERTC) falling in the region constitute local network. In some regions, academic institutions, which do not have full recognition as CEU/CERTC by INCLLEN Executive Office but are part of the regional networks, have been designated as associate CEUs/partners. Geographic demarcation and countries falling under each region will be decided by Board of Trustees (of the INCLLEN Trust International)/Board of Directors (of the INCLLEN Inc.) in consultation with regional CLENs and ratified by the General Assembly of the INCLLEN. Same procedure will be followed if there is a request for shifting of CEUs/CERTCs located in a particular country from one regional CLEN to another regional CLEN. The INCLLEN network is comprised of three main components: Regional CLENs, CEUs, and CERTCs.

Name of the Region	No. of CEUs	No. of CERTCs	No. of Associated CEUs
IndiaCLEN	08	01	01
INCLLEN-Euro-Mediterranean	05	02	05
INCLLEN-Southeast Asia	18	06	-
INCLLEN-Africa	08	01	-
ChinaCLEN	08	02	-
LatinCLEN	18	06	-
CanUSACLEN	08	07	02

1. Regional Clinical Epidemiology Networks (Regional CLENs)

Currently, there are 7 Regional CLENs: IndiaCLEN, INCLLEN-Euro-Mediterranean, INCLLEN-Southeast Asia, INCLLEN-Africa, ChinaCLEN, LatinCLEN, and CanUSACLEN.

a. Membership

1. Membership in one of the seven CLENs is highly recommended and based on their respective locations. Each CLEN is an association of CEUs and CERTCs and other health institutions/organizations which share a similar goal of improving health care through promotion of quality health research and practice of evidence based health care.

b. Administration

Each CLEN is headed by a regional leader and support staff. The Secretary General or the President of the CLEN responsible for the day-to-day administration of the affairs, coordination of research, training and development activities of the regional network. The Secretary General/President is appointed for a term decided by the regional CLEN members.

The identity of each CLEN is explicitly contained in the regional bylaws. Administration of the network is through the General Assembly which ratifies major policy decisions. The General

Assembly, composed of a representative from each CEU and CERTC, meets annually as funding allows.

There can be committees formed to further the objectives of the network, such as 1) a Capacity Development Committee identifies potential CEUs and CERTCs. It also seeks to develop the research and training capacities of the existing CEUs and CERTCs and their individual members; and 2) a Collaborative Research Committee seeks to identify priority research questions and health problems in the region and to establish collaborative research teams to work on these priorities.

c. Objectives

The overall goal of the regional CLEN is to improve quality of health within the region through promotion of quality research, practice of evidence based health care, research capacity building and creation of strategic partnerships. This will be done through:

- Promotion and/or support of the advancement of health research
- Promotion and/or support of education and training in Clinical Epidemiology, Health Social Sciences, Health Economics, Biostatistics and any other training activities as may be necessary
- Promotion/co-operation with health professionals, health care providers, policy-makers, institutions and organizations with similar objectives to those of the regional CLEN
- Initiating and promoting the formation of new CEUs and CERTCs or other relevant organizations whose objectives complement those of the regional CLEN
- Mobilizing resources for carrying out, furthering or implementing any of the objectives of the regional CLEN. Undertaking or carrying out or performing any other activities lawfully approved by the respective General Assembly
- Undertaking activities that do not have objectives of a political nature
- Using the funds of the regional CLEN solely for charitable and scientific purposes.

d. Regional CLEN and INCLEN BOT / BG / BOD / BOG

The Secretary General/President of each regional CLEN is a member of the Board of Trustees (of the INCLEN Trust International) and as such is responsible for additional duties above those of their region. The Governing Body (of the INCLEN Trust International) and Board of Governors (of the INCLEN Inc) is composed specifically of CEU and CERTC directors and as such they are also responsible for additional duties above those of their CEU and CERTC. It is imperative for these leaders to have the long-term vision and the time available to conduct the business of these policies and decision-making bodies of INCLEN. (Annexure I & II for details).

e. Conflict Resolution

In the event of a conflict, the bylaws of the regional network shall be considered the ruling document. In the event that the situation is not covered within the bylaws, the matter shall be ruled upon by the Secretary General/President of the regional CLEN or the matter shall be deferred to the General Assembly.

As a last resort, matters may be referred to the Board of Trustees (BOT) (of the INCLEN Trust International) for consideration during their regularly scheduled meetings. In order to be

considered by the BOT, documentation of the procedures followed and the problems requiring resolution must be submitted to the Chairman of the Board no less than 30 days prior to the meeting. The Chairman of the Board shall have final say as to whether or not the matter is appropriate to be heard by the BOT.

f. Opportunities

Each regional network has the opportunity and obligation to seek sustainable funding for themselves and INCLEN in general. In the event an opportunity is identified, it should be conveyed to the CEUs, CERTCs and members of the region and the global network with information to the INCLEN Executive Office. IEO will provide support to the extent possible to facilitate these activities

g. Websites

See Chapters 4.2 and 5.3 for more specific information.

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| i. India (IndiaCLEN) | http://www.indiaclen.org |
| ii. China (ChinaCLEN) | http://www.chinaclen.org |
| iii. Canada and the United States (CanUSACLEN) | http://www.canusaclen.org |
| iv. Europe and the Mediterranean (EuroMedCLEN) | http://recif.univ-lyon1.fr |
| v. Southeast Asia (SeaCLEN) | http://www.inclensea.org |
| vi. Latin America (LatinCLEN) | http://www.latinclen.org |
| vii. Africa (AfricaCLEN) | http://www.inclen-africa.org |

h. Lines of communication

The lines of communication are governed by the bylaws of the regional network. For communication between INCLEN Executive Office and individual members and / or CEUs and or CERCTS, it will be preferred to keep the regional CLEN offices informed in the loop.

2. Clinical Epidemiology Units (CEUs)

CEUs are Clinical Epidemiology Units affiliated with a university or hospital institution. CEUs may apply for membership in INCLEN based on the following criteria:

a. Membership

There are three categories of members:

- Founder Member - CEUs/CERTCs that have originally subscribed to the bylaws and to membership at or prior to the date of formal application for registration
- Ordinary Member - CEUs/CERTCs formed after the registration (or application) of the network who subscribes to the bylaws and to the membership of the network
- Associate Member - Individual(s), non-CEU/CERTC institutions, corporations or any other such bodies as shall be determined and approved by the council for membership

The INCLEN criteria for admitting new CEUs are as follows:

1. The applicant expresses commitment to the vision and mission of INCLEN.
2. The core faculty of the prospective CEU must consist of the following:

- At least 3 epidemiologists, at least one of whom must have attained any of the following training levels: (i) M.D. + M.Sc (in Clinical Epidemiology or Epidemiology), or (ii) M.D. + M.P.H. (Field Epidemiology or Public Health or Community Medicine). The second epidemiologist may or may not have a medical degree but should have a Ph.D or M.Sc in Epidemiology
 - At least 1 biostatistician with at least M.Sc level training
3. Additional faculty members trained in health/clinical economics, health social sciences and public health/field epidemiology are optional but highly desirable for the CEU. At the least, the CEU must demonstrate functional linkages with at least one faculty/professional trained in each of these three disciplines
 4. Dedicated physical space and adequate communication facilities for the CEU
 5. Statement of institutional support by the host institution
 6. Adequacy of applicant's plan for training, research and networking (it is preferable that CEU core faculty should have a track record of clinical/public health research)
 7. Institutional applicants should submit the following documents and a check made out to INCLLEN Trust in the amount of USD 200 (for developed countries) and USD 100 (for developing countries):
 - Letter of intent, signed by the Dean of the institution, addressed to the Executive Director
 - Current Curricula Vitae and list of publications by members in the Clinical Epidemiology Unit
 - Description of institution's clinical epidemiology program
 8. Applications should be addressed to INCLLEN Membership Program and routed through their Regional CLEN office. Regional CLEN office makes their own assessment and recommendation about the prospective CEU/CERTC before forwarding it to Board of Trustees of the INCLLEN Trust International. In the event that the application is not accepted, dues will be refunded. Completed applications for Membership will be reviewed by the INCLLEN BOT for their recognition as an INCLLEN CEU.

b. Regional Participation

A CEU is set up to be a participating member of the region they represent and as such, has limited exposure to the governance of INCLLEN. The bylaws of each region will govern how the CEU is to operate and what authority, if any, the CEU has relative to a matter at hand.

c. Objectives

The overall goal of the CEU is to strengthen network within the region through promotion of quality research tools, assistance to members in developing a practice of evidence based health care, expertise and information on specific focus areas of need as defined by the members via the General Assembly, and creation of strategic partnerships. This will be done through:

- Information on health research

- Promotion and/or support of education and training in Clinical Epidemiology, Health Social Sciences, Health Economics, Biostatistics and any other training activities as may be necessary
- Promotion/co-operation with health professionals, health care providers, policy makers, institutions and organizations with similar objectives to those of the CEU
- Mobilizing resources for carrying out, furthering or implementing of any of the objectives of the CEU. Undertaking or carrying out or performing any other activities lawfully approved by the General Assembly
- Using the funds of the CEU solely for charitable and scientific purposes

There can be committees formed to further the objectives of the network such as the Capacity Building Research committee to strengthen resources both financial and human relative to the needs of the region subject to the mission and vision of INCLEN and their region.

d. Administration

Each CEU will have a director and will be responsible to their regional CLEN in all matters including project participation and day-to-day operations. The CEU director shall be named in a manner consistent with the regional CLEN bylaws. Selection of a CEU director should not rely solely on seniority.

There may or may not be standing committees for a CEU depending upon the by laws needs of the region, members, and institution to which it is affiliated. Any standing committees that are formed are subject to the rules and regulations of the CEU and the regional CLEN.

The CEU will remain affiliated with the same CLEN for as long as the CEU can be sustained or is desirable in the CLEN and in the location. The CEU will be run by a director and will have its own bylaws that are ratified by the General Assembly.

e. Conflict Resolution

In the event of a conflict, the bylaws of the local CEU and regional network shall be considered the ruling documents. In the event that the situation is not covered within the bylaws, the matter might be ruled upon by the Secretary General/President of the CLEN or the matter might be deferred to the General Assembly of the Regional Network.

As a last resort, matters may be referred to the BOT (Board of Trustees of the INCLEN Trust International) for consideration during their regularly scheduled meetings. In order to be considered by the BOT, documentation of the procedures followed and the problems requiring resolution must be submitted to the Chairman of the Board no less than 30 days prior to the meeting. The Chairman of the Board shall have final say as to whether or not the matter is appropriate to be heard by the BOT.

f. Programs

The programs of the CEUs should be consistent with the mission and vision of the regional network and of INCLEN. Programs funded by INCLEN are subject to all the rules and regulations of INCLEN, including approval by the Executive Director and timely reporting.

Violation of any SOP of INCLEN could result in the loss of funding and in extreme situations, the revocation of the CEU status.

For programs not funded by INCLEN, Regional CLEN SOPs (if available) should be followed and the INCLEN SOP might be consulted wherever and whenever possible. In the event of a conflict between the non-INCLEN funder and the INCLEN SOPs, the Regional CLEN and INCLEN Executive office must be notified and a decision can be made after discussion with all the parties concerned. Every effort is to be made to involve regional CLEN office and CLEN President / Secretary General in all such situations.

g. Opportunities

Each CEU has the opportunity and the obligation to seek sustainable funding for themselves, their region, and INCLEN in general. In the event an opportunity is identified that could be of value to a network member, it shall be conveyed to the regional and global network. This notification can be via email, web-based, personal contact, or by notifying the Executive Director through their Regional Secretary General/President. INCLEN Executive Office will provide support to the extent possible to facilitate these activities.

h. Websites

Websites are essential to the efficient exchange of information within and external to INCLEN. Each CEU may maintain an independent website. Website materials must be maintained at all time including but not limited to:

- Up-to-date mission and vision statements
- Current schedules of upcoming or pending classes and workshops
- Names and email contact information of members
- Status and information on major ongoing or completed projects within CEU and region
- CEU related news and events
- Regional newsletters
- Links to local and international sites of interest relating to the mission and vision of INCLEN

3. Clinical Epidemiology Research and Training Centers (CERTCs)

CERTCs are affiliated with a university or hospital institution.

a. Membership

The INCLEN criteria for admitting new CERTCs are as follows:

1. The applicant expresses commitment to the vision and mission of INCLEN.
2. The CERTC (or equivalent, if not called a “CERTC”) must provide, at a minimum, a University-recognized Master’s level program in the core disciplines of clinical epidemiology.
3. The training program must have accreditation from the School of Medicine and/or School of Public Health.
4. The faculty component of the prospective CERTC must consist of the following:

- 3 or more epidemiologists, at least two of whom are clinical epidemiologists
 - 1 or more biostatisticians
 - Access or linkages to a social scientist
5. Dedicated physical space and adequate communication facilities for the CERTC.
 6. Statement of institutional support by the host institution.
 7. Adequacy of applicant's plan for training, research and networking.
 8. Institutional applicants should submit the following documents and a cheque made out to INCLEN Trust in the amount of USD 200 (for developed countries) and USD 100 (for developing countries):
 - Letter of intent, signed by the Dean of the institution, addressed to the Executive Director
 - Current Curricula Vitae and list of publications by members in the CERTC
 - Description of institution's clinical epidemiology program
 9. Applications should be addressed to INCLEN Membership Program and routed through their Regional CLEN office. Regional CLEN will make their own assessment and recommendation about the prospective of CERTC before forwarding it to Board of Trustees of the INCLEN Trust International. In the event that the application is not accepted, dues will be refunded. Completed applications for membership should be reviewed by the INCLEN BOT for their recognition as an INCLEN - CERTC.

b. Regional Participation

A CERTC is set up to be one of the primary training centers of the region they represent and as such, has limited exposure to the governance of INCLEN. The bylaws of each region will govern how the CERTC is to operate and what authority, if any, the CERTC has relative to a matter at hand.

c. Objectives

The overall goal of the CERTC is to improve quality of training within the region through promotion of quality research tools, assistance to members in developing a practice of evidence based health care, training on specific focus areas of need as defined by the members via the General Assembly, and creation of strategic partnerships. This will be done through:

- Training on health research and in the core disciplines of clinical epidemiology
- Promotion and/or support of education and training in Clinical Epidemiology, Health Social Sciences, Health Economics, Biostatistics and any other training activities as may be necessary
- Promotion/co-operation with health professionals, health care providers, policy makers, institutions and organizations with similar objectives to those of the CERTC
- Mobilizing resources for carrying out, furthering or implementing of any of the objectives of the CERTC. Undertaking or carrying out or performing any other activities lawfully approved by the General Assembly
- Using the funds of the CERTC solely for charitable and scientific purposes

There can be committees formed to further the objectives of the network such as the Curriculum Development Committee, which is tasked to review and modify the existing curriculum to maintain timely and pertinent training relative to the needs of the region subject to the mission and vision of INCLEN and their region.

d. Administration

Each CERTC will have a director and will be responsible to their regional CLEN in all matters including curriculum development, scheduling of course work, project participation and day-to-day operations. The director shall be named in a manner consistent with the regional CLEN bylaws. Selection of a CERTC Director should not rely solely on seniority.

A CERTC is usually directly affiliated with a CEU and managed according to the bylaws governing a specific CLEN. It is possible and usually desirable for same person to be the director of the CERTC and of the CEU it is affiliated with. There may or may not be standing committees for a CERTC depending upon the by laws/ needs of the region, members and institution to which it is affiliated. And standing committees that are formed are subject to the rules and regulations of the CERTC and the regional CLEN.

The CERTC will remain affiliated with the same CEU for as long as the CERTC can be sustained or is desirable in the regional CLEN and in the location. For that reason, a CERTC will not rotate from CEU to CEU or from country to country within a region.

e. Conflict Resolution

In the event of a conflict, the bylaws of the CERTC and the regional CLEN shall be considered the ruling document. In the event that the situation is not covered by the bylaws, the matter might be ruled upon by the Secretary General/President of the region or the matter might be deferred to the General Assembly of the regional network.

As a last resort, matters may be referred to the BOT (Board of Trustees of the INCLEN Trust International) for consideration during their regularly scheduled meetings. In order to be considered by the BOT, documentation of the procedures followed and the problems of resolution must be submitted to the Chairman of the Board no less than 30 days prior to the meeting. The Chairman of the Board shall have final say as to whether or not the matter is appropriate to be heard by the BOT.

f. Programs

The programs of the CERTCs should be consistent with the mission and vision of the network and of INCLEN. Programs funded by INCLEN are subject to all the rules and regulations of INCLEN, including approval by the Executive Director and timely reporting. Violation of any SOP of INCLEN could result in the loss of funding and in extreme situations, the revocation of the CERTC status.

For programs not funded by INCLEN SOPs of the regional CLEN (if available) should be followed and the INCLEN SOP might be consulted wherever and whenever possible. In the event of a conflict between the non-INCLEN funder and the INCLEN SOPs, the Regional CLEN and INCLEN Executive office must be notified and a decision can be made after discussions

with all the parties concerned. Every effort is to be made to involve regional CLEN office and CLEN President / Secretary General in all such situations.

g. Opportunities

Each CERTC has the opportunity and the obligation to seek sustainable funding for themselves, their region, and INCLLEN in general. In the event an opportunity is identified that could be of value to a network member, it shall be conveyed to the regional and global network. This notification can be via email, web based, personal contact, or by notifying the Executive Director through their Secretary General/President. INCLLEN Executive Office will provide support to the extent possible to facilitate these activities.

h. Websites

Websites are essential to the efficient exchange of information within and external to INCLLEN. Each CERTC may maintain their own website and/or maintain an appropriate section within the website of the region. This website must be maintained at all time including but not limited to:

- Up-to-date curriculum
- Current schedules of upcoming or pending classes and workshops
- Names and email contact information of members, instructors, and other personnel resources
- Links to other training locations as appropriate to the mission and vision of the CERTC and INCLLEN