

THE UNIVERSITY OF BRITISH COLUMBIA



Vancouver Senate Academic Policy Committee
c/o
Enrolment Services | Senate & Curriculum Services
Brock Hall 2016 – 1874 East Mall
Vancouver BC V6T 1Z1

12 January 2012

To: Vancouver Senate

From: Senate Academic Policy Committee

RE: Changes to the mandate and structure of the College for Interdisciplinary Studies and the transfer of some units from the College for Interdisciplinary Studies to faculties

Preamble:

The following proposal concerns two items of business: proposed changes to the mandate and structure of the College for Interdisciplinary Studies and the transfer of some units from the College for Interdisciplinary Studies to faculties. There are a number of units that will, at this time, remain with the College for Interdisciplinary Studies; motions for the transfer of these units will come forward to Senate at a later date.

Background:

The College for Interdisciplinary Studies (CfIS) was established by Senate in 2006. CfIS had two mandates: to support interdisciplinary units holding faculty appointments and stand-alone graduate programs and to promote interdisciplinarity across campus.

After five years, Senate mandated an external review of CfIS which was completed in December 2010. Two fundamental problems were identified in the review. CfIS units were not satisfied with the level of support received from CfIS and concerns were raised about the effectiveness of the College's engagement with faculties in the advancement of interdisciplinarity campus-wide.

In response to the concerns and acting on advice received through the consultation process with colleagues and students within and outside of CfIS, a committee consisting of the Provost, the Vice-President Finance, the Vice-Provost and Associate Vice-President Academic Affairs and Resources, the deans of Applied Science, Arts, and Science, and the Principal of CfIS proposed that:

1. CfIS should, in collaboration with the faculties, focus its mission on encouraging, enabling, and supporting interdisciplinarity campus-wide;
2. Interdisciplinary centres and institutes and corresponding faculty appointments should be transferred from CfIS to the allied faculties for administrative support and formal reporting relationships; and,



3. At the present time CfIS should retain the oversight of its stand-alone interdisciplinary graduate programs.

The Senate Academic Policy Committee has reviewed this proposal and therefore recommends the following two motions to Senate:

Motions:

“That Senate approve changes to the mandate and structure of the College for Interdisciplinary Studies as set out in the ‘Proposal to Change the Mandate and Structure of the College for Interdisciplinary Studies’, effective April 1, 2012;”

and,

“That Senate approve that the Fisheries Centre be transferred from the College for Interdisciplinary Studies to the Faculty of Science, effective April 1, 2012;”

and,

“That Senate approve and recommend to the Board of Governors the following, effective April 1, 2012:

- 1. That the Centre for Women and Gender Studies be transferred from the College for Interdisciplinary Studies to the Faculty of Arts;*
- 2. That the Centre for Women and Gender Studies be merged with Women and Gender Studies to create a new institute named the Institute for Gender, Race, Sexuality and Social Justice;*
- 3. That the Institute of Applied Mathematics be transferred from the College for Interdisciplinary Studies to the Faculty of Science;*
- 4. That the Institute for Resources, Environment and Sustainability be transferred from the College for Interdisciplinary Studies to the Faculty of Science;*
- 5. That the Institute for European Studies be transferred from the College for Interdisciplinary Studies to the Department of Political Science in the Faculty of Arts;*
- 6. That the Liu Institute for Global Issues be transferred from the College for Interdisciplinary Studies to the Faculty of Arts; and,*



7. That the Media and Graphics Interdisciplinary Centre be transferred from the College for Interdisciplinary Studies to the Institute for Computing, Information and Cognitive Systems;”

and,

“That Senate recommend to the President that the appointment of Dr. Huebner be transferred from the College for Interdisciplinary Studies to the Department of Political Science.”

The above motions do not cover all of the current CfIS units. A motion or motions to transfer the remaining units from CfIS to faculties will be brought forward subsequently.

Respectfully submitted,

Dr. Paul Harrison, Chair
Senate Academic Policy Committee

Enclosed:

Appendix A	Proposal to Change the Mandate and Structure of the College for Interdisciplinary Studies
Appendix B	Review of Consultative Process
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Appendix A:

Proposal to change the mandate and structure of the College for Interdisciplinary Studies (CfIS)

Executive Summary

CfIS was established by Senate in 2006. The Faculty of Graduate Studies formerly held interdisciplinary research units with faculty appointments, and graduate programs with no faculty appointments. These were transferred to CfIS, which became a Faculty-like home for units and graduate programs. CfIS had two mandates: to support these units and graduate programs, and to support interdisciplinarity across campus.

Senate mandated an external review of CfIS after five years, which was completed in December 2010. This review noted that a College like CfIS is unique in North America. CfIS is not the sole home for interdisciplinary units at UBC. Over 30 non-CFIS interdisciplinary units are housed in Faculties or report to multiple Deans. The review noted that Faculties felt that important interdisciplinary work conducted within Faculties was not sufficiently recognized and that CfIS units felt their interests were being overlooked because of CfIS's attention to the campus-wide mandate. In short, the College did not demonstrate the capacity to effectively fulfill both of its functions.

In response, the Provost established and chaired a committee that included the Vice-Provost and AVP Academic Affairs and Resources, the Vice-President Finance, the Deans of Applied Science, Arts, Medicine and Science, and the CfIS Principal. This committee sought additional feedback from colleagues and students within CfIS and outside of the CfIS units and proposed that CfIS should focus its mandate on advancing interdisciplinarity at UBC, including: supporting incubation, implementation and dissemination of interdisciplinary initiatives, programs and activities; that CfIS units should transfer to Faculties to allow for this new focus to be maintained and to create better administrative and logistic support for CfIS units while placing them closer to the distributed interdisciplinary activity across campus; and that CfIS should continue to house the graduate programs that are not attached to existing units on campus ("stand-alone interdisciplinary graduate programs"). After these transfers, CfIS will no longer hold faculty appointments.

We believe that these changes to the mandate and structure of CfIS will provide significant benefits to faculty, students, and staff now in CfIS, as well as to Faculties, the university and external stakeholders. The major benefits of moving units from CfIS to Faculties arise from integrating the interdisciplinary units in the Faculty administrative structure to enhance service provision to the units, and ending the apparent conflict of interest of CfIS supporting interdisciplinary units in a Faculty-like home while supporting interdisciplinarity across campus. Changing the role of CfIS will increase the academic reach and scope for

interdisciplinary units and thus will foster new research and teaching opportunities. Undergraduate and graduate students at UBC will be exposed to greater opportunities for teaching and learning experiences in interdisciplinary, problem-based, and community-focused research.

We propose the following:

- CfIS will incubate new interdisciplinary initiatives at UBC;
- CfIS will extend its support to the activities of all interdisciplinary units on campus;
- CfIS will support Faculties in planning and development of undergraduate and graduate interdisciplinary programs;
- CfIS, at this time, will continue to be the academic home of existing stand-alone interdisciplinary graduate programs (Bioinformatics Graduate Program, Cell and Developmental Biology Graduate Program, Genome Science and Technology Graduate Program, Interdisciplinary Oncology Graduate Program, Neuroscience Graduate Program, Sustainable Building Science Program);
- CfIS will no longer hold faculty appointments, or provide administrative services to interdisciplinary units;
- CfIS units will have their faculty appointments or share of joint appointments, endowed chairs, endowments, and budgets transferred with them to Faculties (details in the accompanying motion).

In the future, the roles of CfIS and the Principal will change. The Principal will have stewardship of interdisciplinary activities at UBC, and will serve on the advisory or steering committees for all interdisciplinary units. CfIS will provide support for individual faculty members and interdisciplinary units for appointments, and for promotion and tenure. CfIS will have a budget and space to incubate new interdisciplinary initiatives on campus in cooperation with Faculties, by providing administrative support, assistance with applications for funding, and coordination of activities.

Rationale

1. Benefits to the university

The university is committed to supporting interdisciplinary approaches across UBC Vancouver to achieve its goal of being a global leader in interdisciplinary research and learning. Interdisciplinary research grapples with complex issues, makes new connections, and solves important societal problems that affect local, national, and international communities. Interdisciplinary research and teaching lie at the heart of the commitments in Place and Promise to student learning,

research excellence, community engagement, aboriginal engagement, intercultural understanding, and international engagement.

There are over 45 interdisciplinary units on campus, eleven in CfIS, and about 35 outside CfIS. After the transfer of CfIS units to Faculties, the new CfIS will not hold faculty appointments. Transferring CfIS units to Faculties, and changing the role of CfIS to focus on UBC V-wide support for interdisciplinary teaching and research will allow unified, consistent, and coordinated facilitation of interdisciplinary, increase opportunities and connections across campus, and with the community. This transfer will strengthen Faculties, and the overall support for interdisciplinarity.

To maintain UBC's leadership position in interdisciplinarity, it is essential that the restructured CfIS act in concert with Faculties to identify promising new initiatives, and to rapidly and effectively support them until they can be self-sustaining, and integrated into a Faculty. Interdisciplinary units often have overlapping goals and approaches, but lack of coordination has prevented optimal pooling of resources and experience.

It is equally important that the units transferred from CfIS and future CfIS-incubated units benefit from opportunities to thrive in a Faculty-based home. To this end, interdisciplinary advisory committees will be formed to assist Deans as they support the interdisciplinary centres and institutes and their faculty members in the achievement of their goals.

2. Benefits to the student and teaching experience

Undergraduate and graduate students currently at the university will gain from the increasing focus on interdisciplinary approaches to learning. Students will be exposed to an interdisciplinary outlook, have increased opportunities to work as part of interdisciplinary teams, learn about sustainability and the theory and practice of interdisciplinarity, and receive exposure to community engagement and thus contribute to enriched educational experiences.

Students in programs within CfIS units will benefit from their units' administrative transfer to Faculties in that the students become part of a larger, more diverse community. There will be increased opportunities for networking, teaching assistantships, other forms of financial support, as well as greater exposure to a wide diversity of faculty. There will be new opportunities for interdisciplinary connections for undergraduate students, including those among undergraduate and graduate students and post-doctoral fellows.

Graduate students in CFIS stand-alone interdisciplinary programs already enjoy the advantages of multi-department and multi-Faculty association. These programs provide access to an abundant array of interdisciplinary educational opportunities and encourage and facilitate interaction between students and faculty whose paths would not normally cross. The historical funding anomalies have been addressed. Ongoing funding will continue for graduate program assistants, student activities and teaching assistantships. Graduate students' desire to undertake problem-based research often brings together supervisors and committee members from different Faculties for the first time and it is from these interactions that interdisciplinary initiatives, including new programs, emerge. Graduate students in CfIS stand-alone interdisciplinary graduate programs can provide a wealth of opportunities for undergraduate students to experience interdisciplinary studies, and gain access to community service learning.

Students in all the stand-alone interdisciplinary graduate programs were consulted in December 2011 regarding the proposal to remain in CfIS and the responses were overwhelmingly in favour of the status quo at this time.

3. Strategic Opportunities

The refocused and restructured CfIS can align more effectively with the offices of the Provost, and Vice-President Research and International to promote interdisciplinarity, learning and research across UBC Vancouver.

4. Resource Management and Efficiency

When units are transferred from CfIS to Faculties to receive administrative support, they will benefit from the wider base of support, and presence of expertise in Faculties. This will allow reduction in the staff in the Principal's Office, and the savings will provide additional resources to support the units and the Faculties' support functions.

Physical Context

The space required to house the Principal's staff will be greatly reduced, thus returning space on the first floor of the Choi Building at 1855 West Mall to the university space inventory.

Appendix B:

Review of Consultative Process

Consultation processes for each unit listed in the motion are detailed below.

The Centre for Women and Gender Studies

The Centre for Women and Gender Studies (CWAGS) and Women and Gender Studies (WAGS) held a joint retreat on May 3, 2011 to discuss the possible merger of the two units. Faculty, staff, and (elected) representatives from sessional instructors, graduate students and undergraduate students unanimously agreed to merge the two units. On June 6, 2011 the units held an open meeting with faculty, Faculty Associates, sessional instructors and students to discuss the merger and renaming of the Institute. Consultations continued in the fall at regular joint meetings with CWAGS and WAGS (September 27, November 1 and December 8), with Critical Studies in Sexuality (December 6), a separate meeting with graduate students (December 8), and a vote on a revised name (December 9-12). This proposal was agreed to in principle by the Principal of CfIS and the Dean of Arts in July, 2011, and approved by a vote of the Governing Council of CfIS on December 1, 2011. The proposed transfer was discussed with the Heads and Directors of the Faculty of Arts at a retreat on September 15, 2011, and at subsequent meetings on November 10, 2011 and December 1, 2011. The transfer was discussed as part of the Dean of Arts' presentation at the Faculty Council on October 11, 2011 and as part of the Strategic Plan presentation on October 25, 2011. The Strategic Plan was approved with no dissent concerning the proposed transfer to the Faculty of Arts.

The Fisheries Centre

Beginning in January 2011, members of the Fisheries Centre (FC) considered transfer to several different UBC Faculties and concluded that the best fit was with the Faculty of Science. FC graduate students were consulted and concurred with the proposed transfer to the Faculty of Science. An agreement in principle was reached between the Principal of CfIS and the Dean of Science in October, 2011. The proposed transfer was approved by the Governing Council of CfIS on December 1, 2011 was discussed and unanimously approved by the Faculty of Science Heads and Directors on December 21, 2011.

The Institute for Applied Mathematics

In May 2011, the Institute for Applied Mathematics (IAM) Steering Committee, consisting of representatives of the main constituent research groups, met with the Head of the Department of Mathematics to discuss whether the Faculty of Science could

provide a better and more natural home for the IAM. This discussion prompted the IAM Director to consult with the Dean of the Faculty of Science in August 2011 about the feasibility of attaching the IAM to Science. Further discussion of the transfer occurred at a forum of IAM students and faculty in September, 2011, and in two more detailed meetings with the IAM graduate student committee. The consensus arrived at during the course of these discussions was that the IAM should be transferred to the Faculty of Science. This proposal was agreed to in principle by the Principal of CfIS and the Dean of Science in October 2011. The proposed transfer was approved by the Governing Council of CfIS on December 1, 2011 and was discussed and unanimously approved by the Faculty of Science Heads and Directors on December 21, 2011.

Dr. Kurt Huebner and the Institute for European Studies

After consultation with the Principal of CfIS, the head of the Department of Political Science, and the Dean of Arts, Professor Huebner elected to join Department of Political Science in the Faculty of Arts. This proposal to transfer Dr. Huebner's appointment and the Institute for European Studies (IES) to the Faculty of Arts was agreed to in principle by the Principal of CfIS and the Dean of Arts in July 2011, approved by the governing council of CfIS on December 1, 2011, and by the Department of Political Science on August 3, 2011. The transfer was discussed as part of the Dean of Arts' presentation at the Faculty Council on October 11, 2011 and as part of the Strategic Plan presentation on October 25, 2011. The Strategic Plan was approved with no dissent concerning the proposed transfer of IES to the Faculty of Arts. As there are currently no graduate students in IES, consultation with students is not required.

The Institute for Resources, Environment and Sustainability

Members of the Institute for Resources, Environment and Sustainability (IRES) consulted with the Deans of Applied Science, Arts, and Science commencing in January 2011. This extensive period of consultation included numerous faculty meetings, discussion with student representatives and a survey of student opinion. These consultations resulted in a proposal to transfer the IRES to the Faculty of Science. An agreement in principle was reached between the Principal of CfIS and the Dean of Science in October, 2011. The proposed transfer was approved by the Governing Council of CfIS on December 1, 2011 and was discussed and unanimously approved by the Faculty of Science Heads and Directors on December 21, 2011.

The Liu Institute for Global Issues

The Liu Institute for Global Issues Executive Committee voted unanimously in June 2011 to transfer the Liu Institute to the Faculty of Arts. No other faculties were considered. Follow-up to this decision included an Institute-wide consultative meeting with the Dean of Arts in September 2011, to further explore opportunities and challenges. As the Liu Institute does not have an independent graduate program, consultation with students is not required. An agreement in principle was reached between the Principal of CfIS and the Dean of Arts in September, 2011, and was approved by the Governing Council of CfIS on December 1, 2011. The proposed transfer was discussed with the Heads and Directors of the Faculty of Arts at a retreat on September 15, 2011, and at subsequent meetings on November 10, 2011 and December 1, 2011. The transfer was discussed as part of the Dean of Arts' presentation at the Faculty Council on October 11, 2011 and as part of the Strategic Plan presentation on October 25, 2011. The Strategic Plan was approved with no dissent concerning the proposed transfer of the Liu Institute to the Faculty of Arts.

The Media and Graphics Interdisciplinary Centre

In the external review for the Institute of Computing, Information and Cognitive Systems (ICICS) in 2006, the committee recommended that the university should incorporate the Media and Graphics Interdisciplinary Centre (MAGIC) within ICICS to better consolidate the resources used by researchers who tend to be members of both MAGIC and ICICS. After discussions between the Directors of MAGIC and ICICS and their affiliated faculty members, it was proposed to the Directors of MAGIC and ICICS and their affiliated faculty members to attach MAGIC to ICICS. An agreement in principle was signed between the Director of ICICS, the Dean of Applied Science, and the Principal of CfIS on November 30, 2011, and approved by the Governing Council of CfIS on December 1, 2011.

Appendix C:

Proposal to transfer the Fisheries Centre from CfIS to the Faculty of Science for administrative support and reporting relationships

Executive Summary

The FC researches the options for restoring fisheries, conserving aquatic life, and rebuilding ecosystems. It promotes the multidisciplinary study of aquatic ecosystems and engages in broad-based collaboration with maritime communities, government, NGOs, and other partners. Policy and planning for ecosystem-based management is informed by knowledge of the interplay between human, biotic, and environmental factors that affect ecosystem structure and function. The FC comprises several research units: Aboriginal Fisheries, Policy and Ecosystem Restoration for Fisheries, Fisheries Economics Research Unit, Marine Mammal Research Unit, Nereus Program, Project Seahorse, Sea Around Us, and Quantitative Analysis & Modeling.

We propose the following, effective April 1, 2012:

- The FC be transferred from CfIS to the Faculty of Science;
- All existing resources, including budget, faculty appointments or share of joint appointments, research, post-doctoral and student appointments, endowed or externally funded chairs, or endowments, be transferred with the FC;
- The name of the FC will remain and that the FC remain autonomous with its own Director;
- The Director of the FC will report to the Dean of the Faculty of Science;
- The FC will receive advice and support from a pan-university Interdisciplinary Advisory Committee;
- Faculty from the FC (with secondments as necessary to meet quorum) form the body for promotion and tenure cases carried out at the unit level. At the Faculty level, promotion and tenure cases will be reviewed according to University policy and procedure with assurance that members versed in interdisciplinarity will be represented on the faculty-level committee. Individual faculty members' offer letters will contain specific details about promotion and tenure.
- Faculty in the FC will contribute to undergraduate teaching;
- Space currently occupied by the FC in the AERL Building at 2202 Main Mall will be transferred to the Faculty of Science.

All elements are described below.

Rationale

1. Benefits to the academic mission and organization of the FC

The FC will benefit from informal interaction with disciplinary units, and vice versa. The Faculty of Science has faculty members in the Department of Zoology and other departments who welcome greater interaction with the FC. In turn, this will increase the possibilities for research collaboration and group grants for the FC with faculty members in the Faculty of Science. Hosting visiting scholars and seminar speakers is an important part of the academic experience for faculty members and students. Small units lack the resources to fund significant numbers of visitors. When the FC is transferred to the Faculty of Science, it should be possible to partner with departments with overlapping interests and arrange joint funding for visitors. The FC will benefit from a greater access to resources. For example, the Faculty of Science has a research-focused unit, Skylight, engaged in the scholarship of teaching and learning. Science is also engaged in a variety of outreach programs targeting K-12 students and teachers, special communities and the general public. FC graduate students will also benefit from the transfer of the FC to the Faculty of Science. There are also direct financial opportunities, including fund-raising through the Faculty of Science's Development Office and access to Science's travel awards for postdoctoral scholars.

2. Benefits to the academic mission and organization of the Faculty of Science

The FC comprises multiple research projects. All have a strong emphasis on sustainability. For example, Project Seahorse advances marine conservation by undertaking biological and social research, then applying its findings to the management of populations, habitats, fisheries, and trades. The Marine Mammal Research Unit investigates interactions between humans and marine mammals, marine mammals as indicators of ecosystem change, and the natural history, biology and conservation of marine mammals. The Sea Around Us Project documents large-scale impacts on marine ecosystems and finds solutions to the challenges they pose. The NF-UBC Nereus program was created to help address the global issue of overfishing and a decline in the world's fish populations to bring about change to how we exploit the oceans in order for future generations to enjoy seafood and experience a healthy ocean. Thus, the Faculty of Science will gain an important and effective addition to sustainability and to international engagement.

The Aboriginal Fisheries Research Unit (AFRU) combines traditional ecological knowledge and modern science to support more effective ecosystem and aquatic resource management. The unit employs a multi-disciplinary approach including aquatic ecology and fish physiology directed toward the maintenance of sustainable aquatic resources that support aboriginal communities, one of the foundations of *Place and Promise*.

Researchers in the FC are skilled at bringing consistent and positive media attention. Professors Pauly, Sumaila, and Christensen have reached millions with local, national and international media. Three of the eight UBC researchers invited to present at the American Association for the Advancement of Science (AAAS) meetings were from the FC. One fisheries researcher, Villy Christensen, gave over 35 interviews at the 2011 AAAS meeting, garnering coverage in the Washington Post, the BBC, CBC, Radio New Zealand, and beyond.

With collaboration as a hallmark of its activities, the FC brings a wealth of connections. With 49 associated and adjunct faculty, active participation in research networks, formal Memoranda of Understanding with organizations around the world, and a host of inter-faculty collaborations, the FC brings a potentially new network of associations and potential collaborators to the Faculty of Science. With an exceptional ability to share research broadly, new opportunities for collaboration arise regularly, thus increasing the Faculty's role in international engagement.

3. Benefits to the student and teaching experience

Faculty members in the FC are particularly well-positioned to contribute to new interdisciplinary offerings. They are able to help students gain an interdisciplinary outlook as well as learn about the theory and practice of interdisciplinarity in various contexts. Faculty members in the FC are also able to contribute to the enriched educational experiences (E3s), so undergraduate students will gain exposure to community engagement through problem-solving activities, fulfilling one of the goals in UBC's *Place and Promise*. FC faculty could also contribute to existing courses offered by the Faculty of Science, covering topics related to fish, oceans, aquatic and marine ecology, as well as fisheries conservation.

4. Strategic Opportunities

UBC has committed to sustainability as a university-wide strategic priority to which the FC's research projects contributes substantially. The FC's work is inherently international and with work and connections that span the globe, the FC contributes in many ways to UBC's and the Faculty of Science's strategic international engagement goals.

Physical Context

The FC is housed in the Aquatic Ecosystems Research Laboratory (AERL) at 2202 Main Mall. After the transfer, the Faculty of Science will acquire 19,617 sq. ft. of space.

Appendix D:

Proposal to transfer the Centre for Women and Gender Studies (CWAGS) from CfIS to the Faculty of Arts, merge CWAGS with Women and Gender Studies (WAGS), and rename the combined units the Institute for Gender, Race, Sexuality and Social Justice (IGRSSJ)

Executive Summary

We propose that CWAGS be transferred from CfIS to the Faculty of Arts, merged with WAGS in the Faculty of Arts, and that the combined unit be renamed the Institute for Gender, Race, Sexuality and Social Justice (IGRSSJ).

CWAGS and WAGS already share space, staff, resources, and a collective enterprise of feminist research and teaching with a significant focus on anti-racist, post-colonial, queer, community-based and other critical feminist approaches that explore the intersections of gender with other forms of social inequality. However, at present the units have separate administrative homes with CWAGS in the College for Interdisciplinary Studies and WAGS in the Faculty of Arts. This separation in two distinct administrative homes is an artifact of historic organizational structures at UBC. For reasons outlined below, faculty members strongly believe it is time to formally merge into one unit.

The IGRSSJ will have its administrative home in the Faculty of Arts and will report to the Dean of Arts. The IGRSSJ will maintain an ongoing connection with the Provost's Office, and will receive advice and support from a pan-university Interdisciplinary Advisory Committee. The IGRSSJ will retain a university-wide mandate to foster feminist research and graduate education and it will form strong linkages with other faculties through secondments and joint appointments.

The IGRSSJ will combine existing budgets and faculty currently appointed in CWAGS and WAGS. Faculty appointments will all be transferred to the IGRSSJ. IGRSSJ faculty (and secondments) will form the body for promotion and tenure decisions within the unit. In the short term, the existing complement of IGRSSJ faculty will be supplemented with the secondment of 5 faculty from other units, at least 3 of which will come from the faculties of Applied Science, Education, Law, Medicine, Sauder School of Business and/or Science. These secondments will be for a period of 3 years, and renewable.

IGRSSJ will continue to have 3 foci: running an undergraduate program (BA and Minor), a graduate program (MA and PhD) and research and community engagement (GRSJ Research Centre, RAGA, Visiting Scholars, Community Visitors, Faculty Associates and Research Associates).

We propose the following, effective April 1, 2012:

- The Centre for Women's and Gender Studies (CWAGS) and the Women's and Gender Studies program (WAGS) will merge into a single unit renamed the Institute for Gender, Race, Sexuality and Social Justice (IGRSSJ) in the Faculty of Arts;
- The Institute for Gender, Race, Sexuality and Social Justice (IGRSSJ) will be an autonomous Institute in the Faculty of Arts;
- Administration of the IGRSSJ will be managed under a single Director who will report to the Dean of the Faculty of Arts;
- Physical space occupied by CWAGS will be transferred to the Faculty of Arts.

All elements specific to this proposal are described below.

Rationale

1. Benefits to the academic mission and organization of the IGRSSJ

Previous external reviewers have observed that the separation of CWAGS and WAGS into two distinct administrative units lacks an obvious academic rationale. When CWAGS and WAGS transferred into the Jack Bell Building in December 2009, they were encouraged by the Provost to develop a plan to merge into one unit. This proposal emerges from those discussions, and from the proposal to change the mandate and structure of CfIS.

Sharing space by CWAGS and WAGS has already facilitated a high degree of interdependence. Regardless of formal appointment, all C/WAGS faculty are involved in some way with the program run by their sister unit. Faculty in WAGS form the backbone of supervisors in the CWAGS graduate program, and are sometimes brought out to teach graduate courses for CWAGS. Similarly, some CWAGS faculty teach in the undergraduate program. CWAGS graduate students and PhD's are routinely hired as TA's and sessional instructors in the WAGS program. The Chair of WAGS sits on the CWAGS Advisory Committee, and the Director of CWAGS sits on the WAGS Coordinating Committee. The two units routinely co-organize special events, and sit on each other's hiring committees, promotion and tenure committees, and graduate admissions committees. In addition, CWAGS and WAGS hold a joint annual planning retreat each spring. This long history of cooperation continues to be very productive and is essential for the success of both units. Informally, CWAGS and WAGS have demonstrated the ability to cooperate and strengthen each other. Thus, creation of the IGRSSJ will formalize an already existing partnership.

2. Benefits to the academic mission and organization of the Faculty of Arts

CWAGS' mandate and organizational structure, with 90 Faculty Associates drawn from the Faculties of Applied Science, Arts, CfIS, Education, Land and Food Systems, Law, Medicine and Science, represents a creative and powerful interdisciplinary resource that will increase outreach from the Faculty of Arts, and forge greater connections with the

rest of campus. The IGRSSJ will be uniquely positioned at the centre of UBC's mandate outlined in *Place and Promise*, making critical contributions to the strategic initiatives of Social Sustainability, Intercultural Understanding, International Engagement and Aboriginal Engagement, thus strengthening the contribution of the Faculty of Arts to these important goals.

CWAGS and WAGS have particular strengths in the area of community engagement, a pillar of *Place and Promise*. CWAGS has 22 Research Associates, some of whom have appointments in other post-secondary institutions (including Emily Carr, Douglas College, Simon Fraser, and the University of Victoria), and others of whom are community researchers. In the past 3 years CWAGS Community Visitors Program has supported researchers from a range of local community organizations: Women Against Violence Against Women, Vancouver Status of Women, the Philippine Women's Centre, the YWCA Legal Educator, the Filipino Canadian Youth Alliance and Justice for Girls.

3. Benefits to the student and teaching experience

Many CWAGS and WAGS faculty and students work directly with community organizations in research projects as well as in volunteer initiatives. For the past decade a practicum has been offered as a credit course option at the undergraduate and graduate levels. The practicum places students within non-profit equity-seeking organizations where they learn from and contribute to community groups. In addition, CWAGS runs a Community Visitors program to facilitate research among non-profit social justice organizations. The IGRSSJ will thus increase opportunities for undergraduate and graduate students to have enriched educational experiences.

At the undergraduate level WAGS plans to develop an honours program and expand cross-faculty course offerings. Two WAGS courses are already offered jointly in the Faculties of Applied Science and Law. The IGRSSJ hopes to second faculty to enhance graduate and undergraduate courses offered in these areas, and also to expand into Medicine and Science with the goal of developing a research focus, and eventually a minor, in the areas of Gender and Health and Gender and Technology. WAGS courses are already listed as part of the Arts minor in Law and Society, and WAGS would like to extend their focus in this area as well.

At the graduate level, faculty members in CWAGS teach many students from other programs and students also take courses and work with supervisors across UBC. The IGRSSJ would like to enhance their role in graduate education by developing a Graduate Certificate in Gender, Race and Social Justice that graduate students in other programs, and potentially from other institutions, would be able to take to supplement their background in feminist scholarship. Developing a Graduate Certificate in Gender, Race and Social Justice may involve combining a suite of existing CWAGS graduate courses, or offering short mini-courses during the summer.

4. Strategic Opportunities

Merging CWAGS and WAGS provides the opportunity to rename the resulting Institute to better reflect the increased emphasis on the broader issues of equality and social justice, and will position the IGRSSJ to deepen relationships with other equity-related units with common interests. In particular, the IGRSSJ will have close relationships with the Critical Studies in Sexuality program, the First Nations House of Learning and the First Nations Studies Program. All of these partners were centrally involved in a Green College symposium on *Colonialism, Marginalization and Gendered Violence: Dialogues for Change* in 2011.

The revamped Institute for Gender, Race, Sexuality and Social Justice will expand and broaden its contributions to UBC's strategic initiatives around Aboriginal Engagement, Intercultural Understanding, International Engagement, and Social Sustainability. Key to expanding its reach is a plan to enhance the IGRSSJ's faculty complement through strategic secondments from across the university. This will allow the IGRSSJ to broaden the scope and impact of its research and teaching. The IGRSSJ will strengthen and formalize relationships with Faculties from which there are already significant numbers of Faculty Associates (such as Education, Law, and the School of Nursing in Applied Science), and will expand the number and diversity of Faculty Associates in those areas where there is currently less representation (other fields in Applied Science, Medicine and Science). The IGRSSJ will mount more special events linked to local and global Indigenous issues and international development. It anticipates spearheading more joint research and applications through SSHRC and, as its reach extends further across Applied Science, Medicine and Science, through CIHR and NSERC, while continuing to work with the Development Office, to identify other sources of funding for various social justice projects.

5. Resource Management and Efficiency

CWAGS and WAGS have a long and rewarding history in sharing physical space and administrative resources. The units already share two support staff: one administrator, and one secretary for undergraduate and graduate students. Administration of the IGRSSJ will be managed under a single Director, so there will no longer be any need for a separate Chairs of WAGS and CWAGS. Officially merging WAGS and CWAGS will ensure consistent policies and procedures, and management of staff and finances, and remove any small inequities that may now exist between these units.

Physical Context

WAGS and CWAGS are currently housed in contiguous space in 2 floors of the Jack Bell Building, 1896 East Mall. After the transfer of CWAGS to the Faculty of Arts, the Faculty will acquire 2,379 sq. ft. of space.

Appendix E:

Proposal to transfer the Institute for Resources, Environment and Sustainability (IRES) from CfIS to the Faculty of Science for administrative support and reporting relationships

Executive Summary

The mission of the IRES is to foster sustainable futures through integrated research and learning about the linkages among human and natural systems in order to support decision-making from local to global scales. Research is done in close collaboration with a large variety of stakeholders from local enterprises and decision-makers to governmental bodies, NGOs, and international businesses to produce high quality research in areas of societal interest. These include a wide range of environment and sustainability issues with a focus on integrated, qualitative analyses of human and natural systems dealing with governance, decision-making and risk analysis in the built environment, energy, ecosystem services, and water resources.

We propose the following, effective April 1, 2012:

- The IRES be transferred from CfIS to the Faculty of Science;
- All existing resources including budget, faculty and shared-faculty appointments, post-doctoral, student, and research appointments, endowed chairs, and endowments be transferred with the IRES;
- The name of the Institute for Resources, Environment and Sustainability will remain and that the IRES will remain autonomous with its own Director;
- The IRES will report to the Dean of the Faculty of Science;
- The IRES will receive advice and support from a pan-university Interdisciplinary Advisory Committee;
- Faculty from the IRES (with secondments as necessary to meet quorum) form the body for promotion and tenure cases carried out at the unit level. At the Faculty level, promotion and tenure cases will be reviewed according to University policy and procedure with assurance that members versed in interdisciplinarity will be represented on the faculty-level committee. Individual faculty members' offer letters will contain specific details about promotion and tenure.
- Faculty in the IRES will contribute to undergraduate teaching, particularly in the areas of sustainability and policy;
- Space currently occupied by the IRES in the AERL Building at 2202 Main Mall will be transferred to the Faculty of Science.

All elements are described below.

Rationale

1. Benefits to the academic mission and organization of the IRES

Faculty members in the IRES collaborate broadly across disciplines. Several members have engineering backgrounds and have collaborations with those in Applied Sciences; others with a social science background collaborate with those in Arts. IRES will continue to maintain these links. Transfer to the Faculty of Science will not supplant these relationships; rather IRES could become an important hub for evidence-based sustainability research on campus, with the institutional support from the Faculty of Science. In addition, IRES will benefit from informal interaction with disciplinary units within the Faculty of Science and vice versa. Faculty members in the Departments of Earth and Ocean Science, Zoology, and other departments welcome greater interaction with the IRES. In turn, this will increase the possibilities for research collaboration and group grants for the IRES with faculty members in the Faculty of Science.

2. Benefits to the academic mission and organization of the Faculty of Science

The IRES is engaged in activities that directly support UBC's strategic plan, *Place and Promise*, and the Faculty of Science's strategic plan, *Advancing Science*. Both strategic plans place sustainability among its core commitments and the IRES faculty members have been deeply involved in fulfilling our collective commitment to sustainability. The IRES plays a central role in sustainability-related research and education at UBC, with affiliated students and faculty engaged with these activities across the campus. Collaboration across students and faculty is widespread in the unit, and interdependency across faculty in addressing real world problems is strongly encouraged and realized.

Intellectual and cultural diversity, in a wide sense, are cornerstones for successful interdisciplinary research and education related to environmental issues and sustainable development. Intercultural and interdisciplinary aptitudes are likewise an important part of being successful in the IRES research.

The IRES faculty and students conduct research on a wide range of environment and sustainability issues of contemporary concern, often relying on integrated, qualitative and quantitative analyses of human and natural systems. The research is often conducted in close collaboration with stakeholders and partners – from local enterprises and decision-makers to governmental bodies, NGOs and international businesses. Research presently conducted at the IRES is, in one way or another, related to governance, decision-making, risk analysis or the interaction between science and policy. Additionally, some scholarship has community engagement as its core mandate.

The IRES enjoys a very strong reputation for conducting high quality interdisciplinary research and providing a creative, stimulating and collegial environment for its students, visitors and faculty members. The IRES faculty members are often asked to act as experts on various panels and to give keynote lectures. They also serve on boards, are members of think-tanks, participate in public debate and are actively engaged in UBC's strategic

development. Other indicators of the unit's reputation are the number of students who apply for admission to the RMES program (120 for 15 places) and the career paths taken by students after completing their degrees. Thus the IRES will be an outstanding addition to an already strong Faculty.

While the IRES enjoyed success in obtaining Tri-council funding, there was also notable success in attracting funds from other sources. For example, in 2009-10, IRES attracted about \$250,000 in Tri-Council funding and \$1.25M in other kinds of research funding (not including gifts). Researchers in the IRES are skilled at bringing consistent and positive media attention. That media awareness meant over two million people received media reports (via print, radio, and internet blogs) related to research conducted by the IRES faculty, according to the FP Informart media monitoring tool.

With collaboration as a hallmark of its activities, the IRES brings a wealth of connections. In addition to the core faculty members, the IRES has thirty-three faculty associates in eight of UBC's Faculties potentially bringing a new network of associations and potential collaborators to the Faculty of Science. With an exceptional ability to share research broadly, new opportunities for collaboration arise regularly.

3. Benefits to the student and teaching experience

Many IRES faculty members are or have been responsible for teaching undergraduate courses in other departments such as Earth and Ocean Sciences, Geography, Anthropology and various engineering programs. Faculty members have also been driving in the strategic development of new and innovative interdisciplinary courses and programs across campus such as the new master's program in Engineering and Public Policy (EPP) which was approved by the Senate in 2011 or the newly-launched undergraduate course Applied Sustainability – the UBC campus as a living laboratory (APSC 364), which is conducted in collaboration with UBC Planning and Operations and is open for students from six Faculties. All aspects of this cross-campus teaching activity will be supported and flourish under the transfer to Faculty of Science.

4. Strategic Opportunities

UBC has committed to sustainability as a university-wide strategic priority. The current leader of UBC's sustainability initiatives is an IRES faculty member. The IRES has created a culture and mechanisms for collaboration and attracts world class students. Thus the IRES provides a level of excellence in research and graduate education that is the essential complement to UBC's sustainability priority that could act as the hub of networks for faculty collaboration.

Physical Context

The IRES is housed in the Aquatic Ecosystems Research Laboratory (AERL) building at 2202 Main. After the transfer, the Faculty of Science will acquire 13,313 sq. ft. of space.

Appendix F:

Proposal to transfer the Institute for Applied Mathematics (IAM) from CfIS to the Faculty of Science for administrative support and reporting relationships

Executive Summary

The IAM oversees the development of interdisciplinary educational and research programs in applied mathematics. The IAM provides excellent opportunities for interdisciplinary research that combines mathematics with another field, including the physical, chemical, and biological sciences, engineering, finance, and business. One of the objectives of the Institute is the development and application of mathematical methods to the solution of practical problems in industry and nature.

The transfer to the Faculty of Science will significantly streamline current administration of the unit's budget and computer infrastructure. This will eliminate redundancies and reduce budgetary costs, thereby freeing up resources to better support graduate student research and training. Housing the IAM within the Faculty of Science will further emphasize and highlight its mission and future goals, at the same time as establishing closer links with other units in the Faculty.

We propose the following, effective April 1, 2012:

- The IAM be transferred from CfIS to the Faculty of Science;
- The IAM name continue to be used and the program administered within the Faculty of Science;
- All existing resources including budget, appointments and space be transferred with the IAM.

All elements are described below.

Rationale

1. Benefits to the academic mission and organization of the IAM

The change in the mandate of CfIS provides an opportunity to transfer the IAM to the Faculty of Science and correct an administrative anomaly. The IAM is currently administered by CfIS, but its faculty and students largely reside in Science, and a substantial proportion of the operating budget comes from that Faculty (either directly or through the Department of Mathematics). While the IAM will be administered by the Faculty of Science, the program will continue to attract students and faculty members from the Faculty of Applied Science, creating bridges between the two Faculties. When the IAM is transferred to the Faculty of Science, it will benefit from being part of a major, continuing administrative unit with greater visibility and resources, and with on-going opportunities to connect with other Faculties.

2. Benefits to the academic mission and organization of the Faculty of Science

The transfer of the IAM to the Faculty of Science will allow the Faculty to achieve recognition for the financial and administrative support that it has provided to the IAM for many years and will continue to provide in the future. In addition, Science will be recognized for the interdisciplinary activities and research of the IAM in the past, present and future, which have been accomplished by Science's own faculty members. The IAM is engaged in community and applied problem-solving activities that are part of UBC's strategic plan, *Place and Promise*; the transfer will locate these activities more centrally in the Faculty of Science.

3. Benefits to student research, training and experience

Locating the IAM within the Faculty of Science will streamline current administration and increase efficiencies; thereby liberating resources to better support graduate student research and training, and improve the student experience.

4. Strategic Opportunities

The IAM is currently an independent unit that has been providing a resource for graduate student training to departments in the Faculty of Science for forty years. Such a long history can suffer from the natural tendency towards conservatism and complacency. The transfer of the IAM to a new home offers an opportunity to reinvigorate the unit. In particular, it provides the opportunity to restructure and rethink the direction and outlook of the IAM. The Faculty of Science provides a unique setting for this revision, in view of its wealth of closely related and complementary initiatives with which the IAM could align. It makes strategic sense to anchor the IAM firmly in the Faculty of Science, while strengthening connections with other Faculties.

5. Resource Management and Efficiency

The transfer of the IAM to the Faculty of Science removes an unnecessary layer of administration of its general operation and budget, as the IAM will no longer be supported from multiple sources, or required to report to both the Principal of CfIS and the Faculty of Science. Because the main administration for the IAM students already takes place in their home departments, no new administration in the Faculty of Science is required. Simultaneously, the transfer will improve coordination of computer infrastructure and support.

Physical Context

The IAM is housed in the Leonard S. Klinck Building at 311-6356 Agricultural Road. After the attachment, the Faculty of Science will acquire 2,924 sq. ft. of space in the Leonard S. Klinck Building.

Appendix G:

Proposal to transfer the appointment of Dr. Kurt Huebner from CfIS to the Department of Political Science; and to transfer the Institute for European Studies from CfIS to the Faculty of Arts for administrative support and reporting relationships

Executive Summary

The IES was founded in 1998 to advance international knowledge and research about Europe. The mandate of IES is to promote the exchange of ideas, students, and scholars between Canada and Europe, and to provide a forum for public debate on European issues. Currently, the IES has one full-time faculty member, who is Director of the Institute, as well as 15 associate members, most of whom hold appointments in the Faculty of Arts. In the last five years, IES has developed a strong social sciences-oriented focus. Research areas in IES include trade, investment, and currency relations of Europe; Europe as global political and economic actor; immigration policies; centre-periphery relations in Europe; Innovation, sustainability and EU climate policies in a comparative perspective. The IES was very successful in attracting competitive grants, especially from the European Commission, the German Academic Exchange Service, and from SSHRC. The IES offers a Master of Arts in European Studies, but this program is currently suspended.

We expect the transfer to the Department of Political Science to provide significant benefits to IES and faculty because it will increase the potential for interaction of IES with existing units within Arts, including the Departments of Political Science; Geography; Central, Eastern, and Northern European Studies; French, Hispanic and Italian Studies; and the interdisciplinary program in Modern European Studies. After the transfer, the IES will benefit from access to staff in the Department of Political Science. The Director, the Department, and the Faculty will study the issues involved in the graduate program and determine whether to attempt to revitalize or to seek a sunset of the graduate program. If it is revitalized, students will benefit from increased interaction with student and faculty colleagues, and better access to research support and teaching assistantships. Dr. Huebner will contribute to teaching courses in the department of Political Science.

We propose the following, effective April 1, 2012:

- Professor Huebner's appointment will be held in the Department of Political Science in the Faculty of Arts, and he will report to the Department head;
- IES be transferred from CfIS to the Department of Political Science in the Faculty of Arts;
- IES will remain a Centre and will maintain a Director;
- IES will maintain a dotted line report to the Associate Dean (Communications and Strategy) of the Faculty of Arts and the Dean and Associate Dean; it will receive advice and support from the pan-university Interdisciplinary Advisory Committee;

- Research and post-doctoral appointments in IES will be transferred to the Faculty of Arts;
- Space currently occupied by IES on the third floor of 1855 West Mall will be transferred to the Faculty of Arts.

All elements are described below.

Rationale

1. Benefits to the academic mission and organization of the Institute for European Studies

As currently constituted IES is too small make full use of its potential. Professor Huebner is in CfIS, but most of the associate faculty are either in the Faculty of Arts or in professional faculties. Having the vast majority of members of IES in the same Faculty will make it easier to coordinate activities, and partner with other Centres, Institutes and Departments in the Faculty. For example, it should be possible to improve seminar programs by leveraging IES funds with contributions from other units in Arts. A location within the Faculty of Arts will make it simpler to recruit graduate students, post-doctoral fellows and visiting scholars because there will be a richer network of academic colleagues and opportunities for collaboration and interdisciplinary work.

Professor Huebner has been Director for five years, and if IES is to continue, a new Director will have to be appointed. Having IES in the Faculty of Arts will facilitate succession planning. It will also facilitate delegation of responsibilities for different aspects of the program.

2. Benefits to the academic mission and organization of the Faculty of Arts

The Faculty of Arts takes seriously the commitment by the University to International Engagement, particularly around India, China, and Europe (as specified in *Place and Promise* and the strategic plan on International Engagement from the Vice-President Research and International). The Faculty already incorporates significant assets for the study of Europe and engagement with Europe, including reciprocal exchange programs with European universities (e.g. Science Po), research and graduate study agreements with European universities (e.g. Humboldt University), the language-based departments (Central, Eastern, and Northern European Studies and French, Hispanic, and Italian Studies), and interdisciplinary programs such as Medieval Studies, Modern European Studies and Holocaust Studies. Finally, there are many European specialists in other units in the Faculty of Arts as well as faculty with research projects that involve European researchers. We will look to the Institute's connections and to the experience of its Director and affiliated faculty to advance the conversation on Europe within the Faculty and across the Arts. How can Arts and UBC better articulate its investments in Europe, connect with consulates and embassies, and foster an academic and a public dialogue on Europe and on its relationship to Canada? The IES and its Director will have ample opportunities to contribute and foster UBC's relations to Europe and Europe-related academic research. The current director of IES holds the Jean Monnet Chair for

European Integration at UBC; the broad research network of IES and its strong relations to the European Commission, the Delegation of the EU in Canada, European embassies as well as to European post-secondary institutions and public foundations will significantly add to the already existing opportunities to engage more fully on Europe.

3. Benefits to the student and teaching experience

The IES has attracted some high quality MA students since its inception, and in 2008-2010 averaged about 15 new students a year, equally divided between international and domestic students. In those years, 5 students attracted UBC funding, and 2 attracted external funding. Professor Huebner was successful in attracting international funding for enrichment experiences, notably the pan-Canadian EU Study Tour and an internship program in Europe. Additional student funding was provided by Research Assistantships from research grants obtained by the Director. If the MA in European Studies Program is continued, new students should contribute to European Studies in the Faculty of Arts.

4. Strategic Opportunities

The major strategic opportunities for IES within the Faculty of Arts are: to grow both the diversity and scope of its research interests; to invigorate and improve the graduate program; to use the resources of the Faculty of Arts to broaden a campus-wide mandate and to foster not only academic but public discourse on European issues. The IES will join a department that has two other small but very visible and active Centres (Centre for the Study of the United States and the Centre for the Study of Democratic Institutions); the Department has a demonstrated capacity to manage such resources. Departments in the Faculty of Arts including Political Science, Geography, Central, Eastern, and Northern European Studies and other units as noted previously will benefit from collaboration with IES when IES is housed within the Faculty. Professor Huebner brings a demonstrated ability to raise funds in the European arena, and thus to increase the opportunities available to the Faculty.

5. Resource Management and Efficiency

There are structural problems providing administrative support for small units with small budgets. If IES is embedded within the Department of Political Science, synergies in regards to staffing arise. Therefore IES can expect a much more effective level of service and support in the Faculty of Arts. The Department of Political Science has 29 faculty members currently, with another named chair in progress, so adding one more professor should not significantly affect departmental staffing resources.

Physical Context

The IES is housed in the Choi Building at 1855 W. Mall, and the Department of Political Science is located in the Buchanan Building at 1866 Main Mall. After the attachment, the Faculty of Arts will acquire 1,283 sq. ft. of space in the Choi building that is currently used by IES.

Appendix H:

Proposal to transfer the Liu Institute for Global Issues (Liu Institute) from CfIS to the Faculty of Arts for administrative support and reporting relationships

Executive Summary

The Liu Institute for Global Issues conducts and facilitates leading edge research and debate on global issues: mobilizing knowledge into solutions and policy. The three main areas of strategic focus include Sustainability, Security, and Social Justice. The Institute serves as a hub for global issues research at UBC and is designed to engage researchers and students across disciplines through partnerships with governments, NGOs and the private sector. The Institute also houses an interdisciplinary group of exceptional scholars, with over 10 cross-faculty appointments conducting global research in cross-cutting fields including law, business, political economy, international relations, comparative public policy, socio-cultural analysis, and socio-technical studies.

Through the Liu Global Policy Dialogue, the Institute actively engages in global policy dialogue with the broader community including practitioners from government, industry and civil society. Additionally, the Liu Institute invites leading scholars and distinguished practitioners to take up residence and engage in research and teaching activities at the Institute and has visiting scholars and distinguished fellows in corporate social responsibility; transitional justice and reconciliation; conflict and development; conflict financing; climate and environmental governance; and international law and civil society.

The Institute has post-doctoral Fellows in the areas of corporate social responsibility, human security, disarmament and non-proliferation, Canadian security and foreign policy, the bottom billion, and energy, climate and development. The Liu Scholar Program brings together exceptional graduate students from across UBC (Law, Forestry, Education, Engineering, Medicine as well as the Departments of Geography, Political Science, Anthropology, Sociology and History) to collaborate in cross-disciplinary research on global issues.

We propose the following, effective April 1, 2012:

- The Liu Institute be transferred from CfIS and attached to the Faculty of Arts;
- Name of the Liu Institute for Global Issues will remain, the Liu Institute will be autonomous and will maintain a Director;
- The Liu Institute will report to the Dean of the Faculty of Arts and receive advice and support from a pan-university Interdisciplinary Advisory Committee;
- At the Faculty level, promotion and tenure cases will be reviewed according to University policy and procedure with assurance that members versed in interdisciplinarity will be represented on the faculty-level committee. Individual faculty members' offer letters will contain specific details about promotion and tenure.
- Faculty in the Liu Institute will contribute to undergraduate teaching;

- Space currently occupied by the Liu Institute at 6476 NW Marine Drive will continue and will become part of the Faculty of Arts.

All elements are described below.

Rationale

1. Benefits to the academic mission and organization of the Liu Institute

The Liu Institute will benefit from informal interaction with disciplinary units in the Faculty of Arts, and vice versa. The Faculty of Arts has faculty members in the Departments of Anthropology, Economics, Political Science and Sociology, who are likely to welcome interaction with the Liu Institute.

The Liu Institute runs a renowned series of talks and events open to the UBC community and beyond. However, small units lack the resources to fund significant numbers of visiting speakers. As part of the Faculty of Arts, the Liu Institute should be able to partner with Departments with overlapping interests, arrange joint funding for visitors and increase the number of speakers.

2. Benefits to the academic mission and organization of the Faculty of Arts

The Liu Institute is engaged in exactly the kinds of activities that form the pillars of *Place and Promise*. Through its public dialogues, interaction with the community, and community service learning, the Liu Institute embodies the ideals of Community Engagement. Similarly, the Liu Institute has a history of important research and activities around the theme of Sustainability, often leading the way for change at UBC, and far beyond our own environs. The Liu Institute has also advanced the *Place and Promise* goal of intercultural understanding through activities such as the Justice and Reconciliation Project, which works with war-affected children and youth in Uganda. The Project also assists young ex-combatants from Uganda's civil conflict as they return to their communities.

The Liu Institute is already engaged with the School of Social Work, Departments of Economics, Geography, Sociology, Political Science and Journalism and proposes to increase linkages throughout the faculty while maintaining its strong linkages with faculty in the IRES, Land and Food Systems, Law, Fisheries, School of Population and Public Health, and the Clean Energy Research Centre.

3. Benefits to the student and teaching experience

The Liu Institute does not have a graduate program, but it has recently launched a partnership with the Interdisciplinary Studies Graduate Program (ISGP) in the Faculty of Graduate Studies to recruit interdisciplinary PhD students interested in pursuing global issues research at UBC.

This partnership is designed to attract students from across disciplines who are interested in conducting and facilitating issue-based research. In addition, the Liu Scholars Program is an award-winning network of interdisciplinary PhD Scholars at the Institute. This program offers membership in a number of research networks, office space, and funding for various activities including field research.

A hallmark of the Liu Institute is to provide innovative learning and research opportunities for UBC graduate students, postdoctoral fellows, faculty, and community members that help to bridge the gap between academics and practitioners. By the transfer of the Liu Institute to the Faculty of Arts, faculty in the Liu Institute will have the opportunity to teach both undergraduate and graduate courses and students in the Faculty of Arts will gain exposure to community engagement through problem-solving activities, fulfilling one of the goals in *Place and Promise*.

Student feedback through the Liu Scholar Program supports the Institute's mission to offer an intellectual commons for dialogue on global issues and space to express different perspectives and break down disciplinary barriers to understanding the world's problems and identifying what to do about it. Additionally, transfer of the Institute's 12 research networks and groups will increase interest and broaden research areas within Arts.

4. Strategic Opportunities

Joining the Faculty of Arts has the potential to create new academic programming through a larger umbrella of expertise and greater capacity to tackle all themes under global issues. Transfer of the Liu Institute to the Faculty of Arts will bring a larger pool of research and teaching expertise on global development.

Liu Institute staff are well-versed in communications and business development bringing an experienced and knowledgeable team to work with Arts staff in cross-training and quality improvement. In addition, Liu Institute staff can provide global issues researchers with research services that support grant-writing, study design, implementation, knowledge translation, and communication activities. The Institute brings capacity to run summer institutes/programs/courses to further utilize its space and support for summer-term programming.

Physical Context

The Liu Institute building is at 6476 NW Marine Drive and contains 9,808 sq. ft. of space. Space currently occupied by Liu Institute faculty, staff and students and managed by the Liu Institute will continue and become part of the Faculty of Arts.

Appendix I:

Proposal to transfer the Media and Graphics Interdisciplinary Centre (MAGIC) from CfIS to the Institute for Computing, Information and Cognitive Systems (ICICS) for administrative support and reporting relationships

Executive Summary

MAGIC highlights the commitment of UBC to the use of advanced media technology and brings together existing efforts and new initiatives from various research programs. MAGIC serves as a catalyst to assimilate and exploit new technology in research and education at UBC and to strengthen interaction with industry through collaborative research. MAGIC was created to foster research covering the entire spectrum of new computer-based and computer-associated media. Some examples include multimedia, mobile computing, computer animation, 3-D modeling, interactive web-based applications, hypermedia, computer music, and computer-based tools for collaboration in education, medicine and entertainment.

MAGIC has over 30 affiliates from UBC and SFU, whose home departments range from Computer Science and Electrical and Computer Engineering to Music, Forestry, Psychology, Medicine, Education, Commerce and Fine Arts.

MAGIC does not have its own degree program, but it does administer the Sub-Specialization in Human Computer Interaction for Master's students. Currently, the Sub-Specialization is open to Master's students in Electrical & Computer Engineering, Computer Science, Psychology, Forestry, **School of Library, Archival and Information Studies** and Educational Psychology and Special Education, but it is intended to be easy to extend to any Masters student in any discipline.

For almost 20 years, MAGIC has worked in areas similar to those of ICICS, particularly with regard to graphics and human computer interaction. Therefore, the transfer of MAGIC to ICICS will reduce overlap.

We propose the following, effective April 1, 2012:

- MAGIC will be transferred from CfIS to ICICS;
- Name of MAGIC will remain, MAGIC will be an autonomous unit, and will maintain a Director;
- MAGIC will report to the Director of ICICS;
- All affiliated faculty members have appointments in Departments in various Faculties, who will continue to handle promotion and tenure;
- Faculty in MAGIC will contribute to undergraduate teaching through their home departments;
- Space currently occupied by MAGIC in the Forest Sciences Centre at 3640-2424 Main Mall will be transferred to ICICS.

All elements are described in the proposal that follows.

Rationale

1. Benefits to the academic mission and organization of MAGIC

MAGIC will benefit from informal interaction with disciplinary units, and vice versa; faculty members in ICICS are likely to welcome interaction with MAGIC's affiliates. In turn, this will increase the possibilities for research collaboration and group grants for MAGIC with faculty members in ICICS.

2. Benefits to the academic mission and organization of ICICS

As part of ICICS, MAGIC could build upon its history and relationships to play a significant role in outreach and support for ICICS researchers in Media, Graphics and Human Interaction. With collaboration as a hallmark of its activities, MAGIC brings a wealth of connections within UBC as well as to other academic institutions and local, national and multi-national companies. A sizable list of research affiliates and inter-faculty collaborations brings a potentially new network of associations and potential collaborators to ICICS, with an exceptional ability to share research broadly; new opportunities for collaboration arise regularly.

MAGIC has been planning a new program in Innovation focused on Media Graphics and Information and communication technologies that fits very well with the objectives and organization of ICICS's Master of Software Systems program. Thus, having MAGIC within ICICS will support expanding the educational offerings that ICICS is promoting, providing unique value to UBC and the local industry.

While MAGIC enjoyed success in obtaining tri-council funding, there was also considerable success in attracting funds from other sources. For example, in 2009-10, MAGIC attracted \$44,000 in Tri-Council funding and \$538,800 in other kinds of research funding (not including gifts). The research of MAGIC has attracted sizable donations and the very substantial groundwork laid by the CfIS Development team can be passed to ICICS to continue to build long-term, productive relationships with donors.

3. Benefits to the student and teaching experience

Graduate students currently in ICICS will gain enormously from access to the faculty affiliates in MAGIC. Students in the Sub-Specialization in Human Computer Interaction run by MAGIC will see immediate benefits from the transfer to ICICS. The increased possibilities for networking, peer support, and speaking at, or attending departmental seminars will enrich the student experience. A key advantage is that MAGIC will be more visible to potential students when it is embedded in ICICS. As well, MAGIC plans to extend the Sub-Specialization in HCI to align with the Master of Software Systems to complement ICICS's educational offerings to benefit a larger range of students. The

proposed transfer will reinforce and enhance much broader multidisciplinary scholarly work at UBC.

4. Strategic Opportunities

The major opportunities available to MAGIC after transfer to ICICS will be the ability to design and contribute to programs in partnership with ICICS. This will extend their integration within ICICS and the university, and give them access to greater resources. Conversely, the major strategic opportunity for ICICS is to increase the access of their graduate students to teaching and learning experiences in interdisciplinary, problem-based and industry-focused research.

Physical Context

MAGIC is housed at 3640-2424 Main Mall and the ICICS building is located at 2366 Main Mall. After the attachment, ICICS will acquire 3,259 sq. ft. of space in the Forest Sciences Centre.