

W H E R E C O N V E R G I N G M I N D S F R E E L Y E X P L O R E

External Review 2011

SELF STUDY DOCUMENT, March 1, 2011



PETER WALL INSTITUTE
FOR ADVANCED STUDIES
THE UNIVERSITY OF BRITISH COLUMBIA | VANCOUVER

Peter Wall Institute for Advanced Studies External Review 2011

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1. Overview of the Institute

1.1 Foundation and development

Since its founding in 1991, the Institute's mission has been to create collaborative, interdisciplinary, basic research programs for scholars in all fields and at all stages of their career. The Institute owes its beginnings to a gift of \$15 million from Vancouver financier and developer Peter Wall, whose vision was responsible for the iconic Wall Centre building in downtown Vancouver. It is fully endowment-funded, governed by a deed of trust (see Appendix 8) and its own board of trustees, and guided by an academic advisory committee and, as of 2004, reporting for administrative purposes to the Vice-President, Research and International. Over the years since its first programs were introduced in 1994, the Institute has fostered spaces for creative thinking and rare opportunities for UBC researchers and visiting scholars—in particular, those who are likely to make the breakthrough discoveries in the years ahead. It is one of only a small group of similar institutes worldwide inspired by the Institute for Advanced Study at Princeton and devoted to the free pursuit of learning and research at the highest levels.

Motivating Dr. Wall's donation of 6.5 million shares of Wall Financial Corporation stock was the desire to repay the country that admitted him as a refugee and facilitated his economic and community success. This donation was at the time the largest gift in the 75-year history of the University of British Columbia. Peter Wall wanted his gift to be used to fund people and programs, not buildings. Accordingly, the University's president at the time, Dr. David Strangway, created the concept of a new institute based on the Princeton model.

Dr. John Grace, Dean of Graduate Studies, served as Acting Director for the first few years, which were spent exploring ways to realize the concept of an institute for advanced studies. The first two foundational programs were launched in 1994. One was a Peter Wall Distinguished Professorship, held from 1994 to 2000 by two distinguished scholars: the late Michael Smith, 2003 Nobel Laureate in Chemistry and Director of the Biotechnology Lab and the Genome Sequencing Centre, and Raphael Amit, Professor of Commerce and Business Administration and Director of the UBC Entrepreneurship and Venture Capital Research Centre. The other was the Major Thematic Grant program, awarding \$500,000, three-year projects engaged in interdisciplinary, cutting-edge research with the expectation that UBC would become a recognized permanent centre for research on the topic.

The Wall Endowment shares, which have subsequently multiplied greatly in value, generate dividend income for the Institute's annual operation. In 1994, the University donated a \$10 million Hampton Endowment to the Institute, primarily to support thematic research and a portion of the general operating expenses. In 1996, Dr. Kenneth MacCrimmon, Sauder School of Business, became the first permanent Director of the Institute and launched several dynamic new programs over the next few years.

By 1999, the Institute had acquired its current permanent facilities in the Leon & Thea Koerner University Centre, an attractive 1950s modernist building that the Institute helped to reopen and

refurbish. This move provided a supportive environment for the Institute's growing number of faculty gatherings, workshops, and scholar-in-residence programs.

Dr. Dianne Newell, a professor in the Department of History and 2002 Peter Wall Distinguished Scholar in Residence, became Acting Director in January 2003 and was appointed permanent Director effective January 2007 for a five-year term. In this role, she has led the Institute's strategic direction, which has focused particularly on creating scholarly partnerships with some of the world's most dynamic institutes for advanced study to create research with lasting value and international impact. She has also created formal collaborative relationships of deep substance with the forerunner of all institutes of advanced study, the Collège de France, Paris, established in 1530, as well as one of the newest, the Technical University of Munich Institute for Advanced Study, founded in 2005. Dr. Newell is a founding member of the latter's International Board of Trustees. The Institute has also partnered with Africa's young, unique institute for advanced study, the STIAS in Stellenbosch, South Africa.

Under Dr. Newell's leadership, the Wall Institute has updated and expanded its facilities, programs, visual identity, and technical systems to heighten its reputation as an inspiring location for high-risk research and discussions at the highest level, involving outstanding scholars at UBC and abroad. May 2011 will see the inauguration of the Institute's newest program—The Wall Exchange—a downtown Vancouver public lecture series that will feature major speakers and spread innovative research ideas to the attention of the broader community.

The Institute values its unique and inspiring location on the edge of the Pacific Ocean, at the cultural heart of the University of British Columbia, recently ranked by a respected international survey among the world's top 30 research universities. The University's prime location is in Vancouver, British Columbia, which is repeatedly cited as one of the world's most liveable cities.

1.2 Vision

The Institute aspires to be the intellectual centre at UBC for exchanging ideas and supporting fundamental discoveries in basic research involving the full range of academic disciplines. The Institute aims to create a significant, broadly based community of outstanding scholars at UBC and an even wider global research network of collaborations. It seeks to connect scholars from across the University and at all stages of their career. In particular, it wants to play a unique role in research by providing interdisciplinary opportunities for those scholars at early career stages who are the most likely to make breakthrough discoveries over the long term.

1.3 Mission

The Institute supports **basic research** through interdisciplinary initiatives that have the potential to make important advances in knowledge. The Institute brings together researchers from the University of British Columbia with distinguished scholars from around the world to conduct fundamental research drawing upon and contributing to a wide range of diverse disciplines. It supports basic research through **interdisciplinary initiatives** that contribute significantly to **innovative advances of knowledge**. Of overriding concern in all Institute activities is **excellence** in research characterized by being fundamental, interdisciplinary, and unique. (Mission Statement approved by the PWIAS Board of Trustees, April 1998.)

The Institute seeks to implement this mission through the four emphases identified in that statement:

Basic research. As an institute for advanced studies, we focus on basic research that will contribute positively to developing a fundamental understanding of the world in which we live. We hold a long-term perspective. At the Institute, we can have the sorts of conversations that are often difficult to achieve under the constant societal demand for short-term results. While it is always useful to obtain research results that are applicable today, our orientation is toward understanding tomorrow's problems and having a basis for addressing them. There are invariable pressures strongly weighted toward research with an immediate payoff, but we are taking a leading role on the UBC campus and beyond in advocating and supporting basic research without the pressure of short-term results.

Solutions to important problems in any domain (such as new medicines, innovative technologies, educational methods, and economic policies) are the final stage in extended research and development processes—processes that begin many years earlier with basic research. At the time of this curiosity-driven research, the outcomes cannot be anticipated, yet without the fundamental research, the later applications would not occur.

Interdisciplinary collaboration. Our facilities and programs represent connecting points and a refuge for unconstrained thinking in all fields. Through events and bottom-up research opportunities at the Institute, strategic alliances with other on-campus research initiatives and gala public talks given in the larger community, new groups and individuals at UBC link to the world's leading scholars and institutions. This exceptional level of interdisciplinary scholarship communicates within a global framework.

Few, if any, other research institutes, even highly interdisciplinary ones, attain the scope of the Peter Wall Institute; all the arts, sciences, and other basic fields of knowledge are of relevance. We encourage diversity in research ideas and provide intellectual leadership for broad-ranging interdisciplinary interaction. We use the term "interdisciplinary" but would equally relate to prefixes such as "multi-," "cross-," "trans-," or like terms that convey the cross-pollination of fields of study. We wish to expand the frontiers of knowledge by bridging the barriers between disciplines and connecting research in different disciplines with overlapping interests that may not yet be recognized.

Innovative research. It is important to provide opportunities for collaborations to emerge naturally rather than unduly pressing them to occur. We foster innovative research through unexpected collaborations. Yet at the same time, we also deliberately negotiate fruitful partnerships. Through these various strategies we hope to inspire new and different attacks on old problems and a capability for recognizing and framing new challenges. And not only do we provide funding for innovative research we facilitate the work through the various meetings and events held at the Institute and abroad, at our partner institutes.

Excellence. The Institute invests its resources in the best people and most promising ideas and collaborations. We want to support research in areas of highest potential: projects that take risks and offer opportunities for path-breaking work. While we want to fund the most outstanding proven researchers, of equal importance is laying groundwork for unanticipated advances in knowledge by

investing in the next generation of leading lights in the research community, early career scholars who will continue to engage with programs and events at the Institute.

Our support for people and programs at the Institute is based on competitive appraisals by established experts in individual disciplines who have the breadth of vision to recognize ground-breaking potential across disciplines. Our Major Thematic Grant is subject in addition to appraisal by an international panel of experts. While we endeavour to assure broad representation across diverse areas, it is research excellence that is of overriding importance and is the determining criterion in the Institute's awards policy.

2. Academic Programs

The Institute funds and delivers a variety of academic programs to the University community. It promotes basic, collaborative, and interdisciplinary research from its versatile and congenial facility base within the outstanding research university that UBC has become, and it continues to establish and nurture research connections around the world.

Our awards and programs have fallen into two broad categories, **Residential** and **Thematic**, to which has recently been added a third, **International Partnerships** (see Figure 1).

Figure 1: Residential, Thematic, and International Partnerships, 1996-2010

Residential and Thematic awards	Awards granted to Individuals
Distinguished Professor (1994-2010)	3
Distinguished Visiting Professor (2005-2010)	6
Distinguished Scholars in Residence	53
Early Career Scholars	158
Major Thematic Grants (8 projects)	25
Exploratory Workshop Grants (74 workshops)	92
Theme Development Workshops	39
Total	376

International Partnerships	Awards granted
International Faculty Exchanges (6 exchanges)	6
Wall Colloquia Abroad (4 colloquia)	4
Total	10

2.1 Residential programs

Residential programs bring together distinguished researchers from the University and around the world, to spend time at the Institute and share ideas and expertise. These residencies, varying in length, encourage the interaction of scholars from a variety of disciplines in exploring new research directions and collaborations. Applicants have to have tenure-stream appointments, and retired faculty are eligible to apply. While some of these individuals will engage in joint research, the main expectation is that the discourse across disciplinary boundaries will affect the research of each participant. The current residential programs are the **Peter Wall Distinguished Professor** (endowed chair held by a world-class UBC scholar for a renewable term without limit), the **Peter Wall Distinguished Visiting Professor** (renowned scholar with a reputation for interdisciplinary engagement pursuing a scholarly agenda within a brief visit), the **Distinguished Scholar in Residence** (six one-year appointments of outstanding senior UBC scholars who take up research offices at the Institute), and the **Early Career Scholar** (up to 14 one-year appointments of outstanding faculty at early stages of careers at UBC for regular monthly meetings).

Regular interdisciplinary research contacts among the residential scholars include a two-day research retreat and weekly meetings of the Distinguished Scholars in Residence, the Wall Distinguished Professor, and the Director; also monthly meetings and a two-day research retreat of the Early Career Scholars, led by the Director. These contacts provide opportunities for the Institute to obtain regular feedback and suggestions from the UBC academics that identify most closely with the Institute.

The **Wall Summer Institute for Research (WSIR)**, a pilot program, is an intensive week-long international workshop to push forward a critical topic. It includes a gala public talk and a follow-up research retreat for WSIR summer fellows abroad. To date, Summer Institute follow-up research retreats have been held at the Centre national de la recherche scientifique (CNRS), Paris; the London School of Hygiene & Tropical Medicine; and the Chinese University of Hong Kong and the School of Agriculture & Rural Development, Renmin University of China, Beijing.

The **Wall Exchange** (Wall Downtown Public Lecture Series) is a community program created by the Institute in 2011 to provide a public forum for the discussion of key issues which impact us all including genomics, the future of imagination, and children at risk. Events will be held each year in the spring and fall and will feature a well-known public figure who has contributed new knowledge to the arts, sciences, and humanities. The speaker will also spend a day or more with scholars at the Institute as a Distinguished Visitor. The new program debuts May 3, 2011 at the Vogue Theatre, Vancouver with a lecture by the scientist and sequencer of the human genome, J. Craig Venter. The public is being invited to “Join the Conversation.”

(See also Appendix 1: Residential Awards 1996-2010 and Appendix 4: Residential Award Charts.)

2.2 Thematic programs

Thematic programs generate, from the bottom up, an overall research theme in which scholars from UBC, Canada, and abroad with related expertise gather together to advance knowledge.

Interdisciplinary, adjudicated thematic programs currently offered are the **Exploratory Workshop Grant**

(\$20,000) which funds researchers from various disciplines at UBC and distinguished external experts to meet for several days at the Institute to explore research progress and possibilities on proposed themes; and the multi-year **Major Thematic Grant** (\$500,000) to provide competitive funding over three to five years to interdisciplinary teams to research a new area and make UBC a permanent centre for research on the topic (it is necessary to first hold an Exploratory Workshop). There are a number of less-formal programs that are decided by the Director: the **Colloquia** program (lunch for a small group is provided, and accommodation if necessary), which sponsors public talks by visiting researchers (including Cecil and Ida Green Visiting Professors) that will appeal to an interdisciplinary audience; the informal **Theme Development Workshop** (\$600 is provided for refreshments), which facilitates brief informal meetings of UBC scholars to explore the research possibilities of a topic of interdisciplinary interest (including planning a Wall Exploratory Workshop application); the **Associates Forum** (price subsidy for the meals), which is a bi-weekly gathering of Faculty Associates over lunches and dinners, with talks, and which is the key forum for interdisciplinary research contact at UBC; and **Special Associates Events**, which include book launches, receptions, short research discussions, and special talks and panels.

Associates Forums and Special Events: For all UBC Faculty Associates, the Institute facilitates gatherings that can generate research ideas and lead to fresh collaborations. These venues for interaction range from lunchtime theme development meetings through multi-day international workshops; three-year major, collaborative research projects; twice-monthly Associate Forums; as well as public events and visits from leading international scholars. Our thematic programs always involve a public component, and our Associates gatherings are always open to guests of the Associates.

The **Faculty Associates** of the Institute are a distinct community of scholars from across the University, comprising the Principal Investigators of Wall Centre award programs and researchers invited to join Institute selection and academic advisory committees. Associate status is a lifetime appointment. As of December 31, 2010, there were 367 Faculty Associates, representing every research unit at UBC-Vancouver (see Figure 2).

Figure 2: Wall Institute Faculty Associates, 2010

Area of the University	Faculty Associates
Applied Science	26
Arts	127
Dentistry	2
Education	16
Forestry	9
College for Interdisciplinary Studies	12
Land & Food Systems	7
Law	17
Medicine	59
Pharmaceutical Sciences	4
Sauder School of Business	11
Science	77
Total	367

(See also Appendix 2: Thematic Awards 1996-2010, Appendix 5: Thematic Awards Charts, and, for descriptions of recent thematic events, Appendix 20, the Annual Reports).

2.3 International partnerships

Memoranda of understanding for research exchanges and meetings have been developed with a strategic network of institutional connections (see Appendix 14). Through this initiative begun in 2008, the Institute has deepened the scope of its Exploratory Workshops and Distinguished Visiting Professor programs to implement an international tier of award programs—the **Peter Wall Colloquia Abroad** and the **Distinguished Faculty Exchange**—which are open to a collaboration of senior Faculty Associates of the Institute and associates of the international institutes with which we partner (see Appendix 3). An average of one interdisciplinary meeting per year will be held at each partner institute, funded by the Peter Wall Institute and co-hosted by the partner. One such Colloquium has already been held, at the Stellenbosch Institute for Advanced Study, and others are being planned for the Collège de France (one in 2011), the Technical University of Munich Institute for Advanced Study (two definite, and a third proposed, for 2011), and the Stellenbosch Institute for Advanced Study (one proposed for 2011). Four senior faculty (two from PWIAS and two from the Collège de France) have participated in the Distinguished Faculty Exchange between PWIAS and the Collège de France, and there will be there will be three or four exchanges in 2011.

(See letters of support from the directors of our international partners, Appendix 13.)

2.4 Impact of programs

Publications

One measure of the impact of Institute programs is the number of related book-length publications. An interesting feature of the annotated list that follows is the sheer length of time it still takes from the

original event or residency to the actual publication of the work, whether it is a book or a journal special issue. This list is for book-length, program-related, publications received by the Institute over the past year—not all are recent publications. Figure 3 summarizes, by program, all such publications received over the period 2003-10. (For a complete list of books received resulting from awards, 2003-10, see Appendix 6.)

Bakker, Karen. *Privatizing Water: Governance Failure and the World's Urban Water Crisis*, Cornell University Press, 2010. The draft for Dr. Bakker's monograph was completed during her year as a 2007 Distinguished Scholar in Residence.

Craig, Kenneth, et al. (eds.). *Clinical Pain Management: A Practical Guide*, Wiley-Blackwell, 2011. Dr. Craig is a 2003 Wall Distinguished Scholar in Residence whose award from the Institute assisted with the publication of this 348-page guide.

Fraser, David (ed.). *Conservation and Animal Welfare*, special issue of *Animal Welfare* 19 (2). Universities Federation for Animal Welfare, UK, 2010. This special issue is devoted to Dr. Fraser's 2006 Wall Exploratory Workshop on the topic.

Glassman, James. *Bounding the Mekong: The Asian Development Bank, China, and Thailand*, University of Hawai'i Press, 2010. Dr. Glassman is a 2004-05 Wall Early Career Scholar who began the research for *Bounding the Mekong* during his appointment.

Gleason, Mona, et al. (eds.). *Lost Kids: Vulnerable Children and Youth in Twentieth-Century Canada and the United States*, UBC Press, 2010. Dr. Gleason's 2008 Wall Theme Development Workshop launched this multi-authored study.

Hsieh, William W. *Machine Learning Methods in the Environmental Sciences: Neural Networks and Kernels*, Cambridge University Press, 2009. Dr. Hsieh is a 2000 Distinguished Scholar in Residence whose appointment at the Institute led to this recent book.

Kusno, Abidin. *The Appearances of Memory: Mnemonic Practices of Architecture and Urban Form in Indonesia*, Duke University Press, 2010. Dr. Kusno's 2005-06 Wall Early Career Scholar award assisted in the production of this novel study.

Lopes, Dominic McIver. *A Philosophy of Computer Art*, Routledge, 2009. This book was written during Dr. Lopes' year as a 2005 Distinguished Scholar in Residence. It won the 2009 American Society for Aesthetics Outstanding Book Prize.

Mackworth, Alan K., et al. *Artificial Intelligence: Foundations of Computational Agents*, Cambridge University Press, 2010. Research for this seminal work was launched during Dr. Mackworth's 2007 Distinguished Scholar in Residence appointment at the Institute.

Oishi, Meeko, Ian Mitchell, and H.F. Van der Loos (eds.). *Design and Use of Assistive Technology: Social, Technical, Ethical, and Economic Challenges*, Springer, 2010. Drs. Oishi, Mitchell, and Van der Loos led the 2009 Wall Exploratory Workshop that is the subject of their edited collection of papers.

Pandian, Anand, et al. (eds.). *Ethical Life in South Asia*, Indiana University Press, 2010. Dr. Pandian is a 2006-2007 Early Career Scholar who directed the 2007 Wall Exploratory Workshop that led to, and subsidized, publication of this collection of essays.

Perrin, Benjamin R. *Invisible Chains: Canada's Underground World of Human Trafficking*, Viking Canada, 2010. Dr. Perrin developed his early ideas for the book while participating in the 2008-2009 Early Career Scholar program.

Rea, Christopher G. (ed.). *Humans, Beasts, and Ghosts: Stories and Essays of Qian Zhongshu*, Columbia University Press, 2010. Dr. Rea's 2009-10 Early Career Scholar award assisted in the production of this edited volume.

Figure 3: Books Resulting from Awards, 2003-2010

<i>Program</i>	<i>Books</i>
Distinguished Visiting Professor	3
Distinguished Scholars in Residence	59
Early Career Scholars	14
Major Thematic Grants	4
Exploratory Workshop Grants	21
Theme Development Workshops	1
Other (discontinued programs)	2
Total	104

Testimonials

Principal investigators for exploratory workshops, theme development workshops, and major thematic grants (see Appendix 2) submit reports following their events; major thematic grant reports are submitted annually. Program reports are summarized yearly in the Institute annual reports (see Appendix 20) and posted in full on the award websites hosted on the Institute main website www.pwias.ca.

A number of Institute faculty associates responded in the winter of 2010-2011 to a query about the outcomes of their awards. The results they reported included books and special issues of journals (see Appendix 6), seminal articles, breakthrough discoveries and the filing of patents, artistic works; new research networks and collaborations; electronic information sharing systems; prestigious appointments, executive positions in professional organizations, and the training of outstanding graduate students; and grants for follow-on projects, collaborations, teaching and learning enhancement, emerging teams, knowledge translation, workshops, and new or renovated facilities. Research and best book/best article/best poster prizes were received in all program areas and at all levels; personal honours and distinctions flowed from the resident awards.

A representative sample of the responses is attached as Appendix 7. Here are a few citations from those pages:

It is difficult to imagine how I would have finished the book otherwise without the support of the Wall Scholar in Residence program. The book became the most influential work I ever produced, with over 1500 citations since its publication. ~ Dolph Schluter, Professor, Zoology (Distinguished Scholar in Residence, 1999)

My year at the Wall was enormously valuable to me: It provided the physical and intellectual space to focus on longer terms projects, networking opportunities, and intellectual stimulation, and the opportunity to essentially complete my contributions to our book. ~ Alan Mackworth (2007), Professor, Computer Science and Canada Research Chair in Artificial Intelligence (Distinguished Scholar in residence, 2007).

In addition to the opportunity to work in the lovely facilities and enjoy the contemplative atmosphere, I got to know five scholars in disciplines other than my own. This rare opportunity arises all too seldom at UBC. ~ Susan Boyd (2004), Professor, Law (Distinguished Scholar in Residence, 2004).

The Wall Institute has been one of my important intellectual homes. My month at the Institute in 2005 enabled me to complete my book on global modernity, to write the introduction and to workshop the various chapters. I returned for the book launch, and returned again in 2008 to lead a Wall Summer Institute for Research, and in 2009 to lead the follow-up research retreat in China. The conference volume I edited is in press and will be published in 2011. ~ Arif Dirlik, Emeritus Professor, History, Duke University (Peter Wall Distinguished Visiting Professor, 2005).

One outcome of my PWIAS ECS award was that I met Evgeny Pakhomov (an ECS in the senior cohort), with whom I developed a collaboration that resulted in a NSERC Strategic Project – a 3-year (now 4) project with a budget of \$620K total. ~ Kai Chan, Assistant Professor, Institute for Resources, Environment, & Sustainability (Early Career Scholar, 2006-07).

Most importantly, the research ideas and topic that began with receiving the Wall Exploratory Workshop award culminated into a breakthrough discovery that was published in the top hydrology journal “Water Resources Research.” ~ Daniel Moore, Professor, Geography and Forest Resources Management and Younes Alila, Associate Professor, Forest Resources Management (Exploratory Workshop leader, 2001).

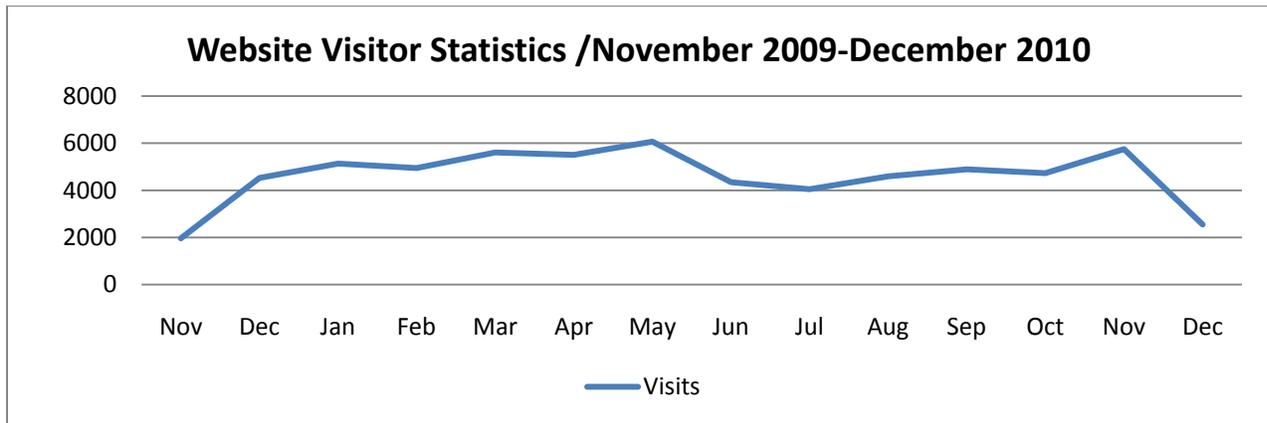
Another participant and I are in the beginning stages of editing a collection of essays for a book on the history of children and youth. The desire to produce such a book came directly out of our discussions at the workshop. ~ Mona Gleason, Associate Professor, Educational Studies (Early Career Scholar 2007-2008 and Theme Development Workshop leader).

2.5 Publicity for the Institute and its programs

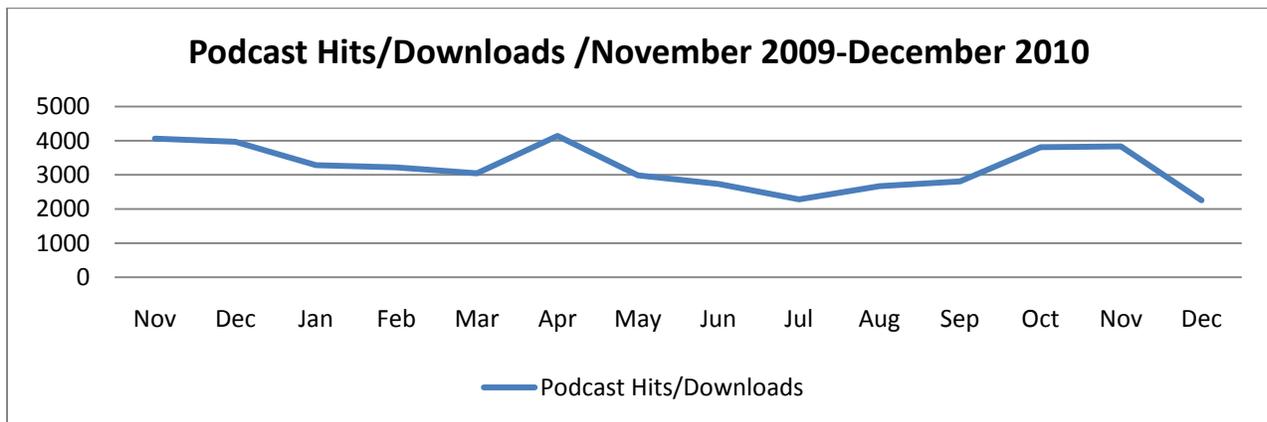
The Institute creates websites and publicity materials to advertise its grants, residential and thematic program activities, meetings, public talks, and Associates Forums; special events, such as book launches; speaker series and workshops organized by Distinguished Scholars in Residence and Early Career Scholar. Associates Forum and Colloquium talks, as well as talks by Distinguished Visiting Professors are readily available for download from the Institute and UBC home pages as **audio podcasts**. A short **promotional video** on the Institute will be available by April 2011 and be launched at the May 3 Wall Exchange. The video is intended as a tool to orient new scholars at the Institute and our partners abroad to the importance of the Institute, its aspirations, programs, and accomplishments.

The **Annual Report**, of approximately 55 pages in length, is mailed to all Faculty Associates and other Institute stakeholders. A large-format, ten-page **brochure** (see Appendix 21) on all aspects of the Institute was produced in 2009 and has been widely distributed at UBC and abroad as part of the Institute’s new visual identity and commitment to broadening its scholarly reputation. Our new **website** is heavily used and our podcasts and Annual Reports are routinely downloaded (see Figure 4).

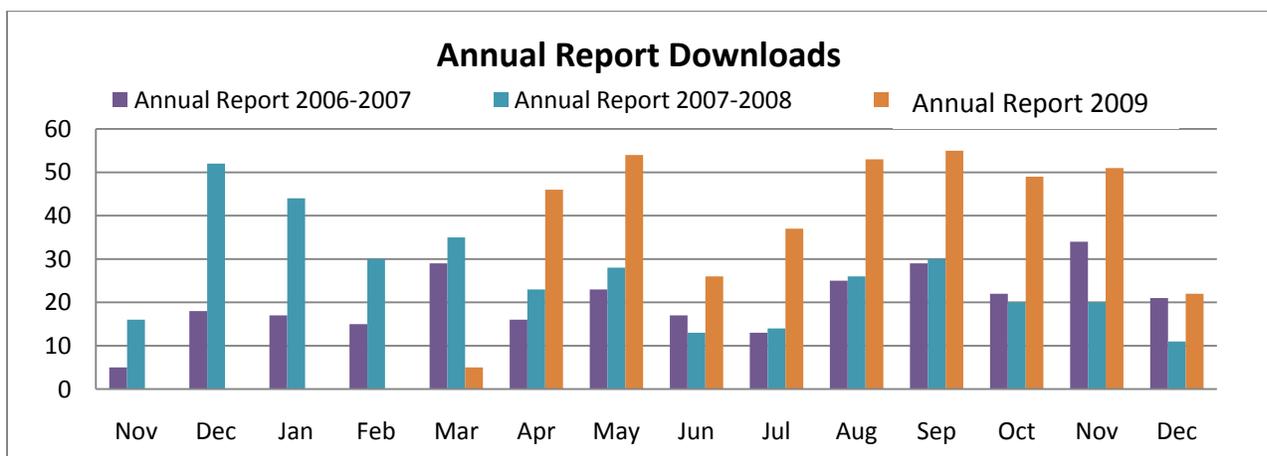
Figure 4: Website Usage Statistics, 2009-2010



Total Visits 65,115 | Total Page Views 202,115 (104 pages to date, November 2009-December 2010)



Total Hits/Downloads (48 podcasts to date, November 2009-December 2010) 45,085

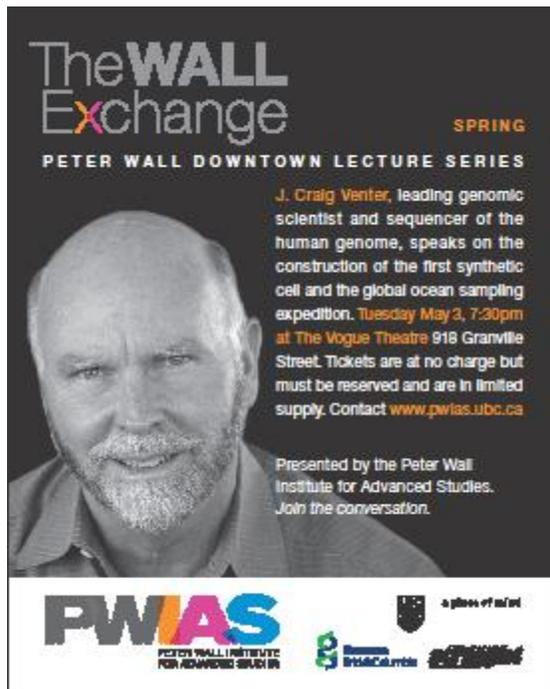


Total Downloads (2006-2007) 284 | Total Downloads (2007-2008) 362 | Total Downloads (2009) 398

Notes: A visit occurs when a webpage is accessed. A hit is counted when a website resource is accessed. A download is registered when a file is accessed and transferred.

Publicity for the May 2011 launch of the Wall Exchange is extensive, including weekly ads in the *Georgia Straight* magazine and *UBC Reports*, postings on the CBC website, postcard mail outs, and posters circulated on campus and downtown Vancouver (see Figure 5). Co-sponsorship arrangement with the *Georgia Straight* magazine include a number of free ads and a story on our speaker that will run a week or so before the May 4 talk. Genome BC will advertise the talk to its wide network. Tickets are at no charge but must be reserved. An electronic database of audience members will be used to disseminate announcements of future talks.

Figure 5: Inaugural Wall Exchange Advertisement



The poster features a black background with a portrait of J. Craig Venter on the left. The text is arranged as follows:

The WALL Exchange SPRING

PETER WALL DOWNTOWN LECTURE SERIES

J. Craig Venter, leading genomic scientist and sequencer of the human genome, speaks on the construction of the first synthetic cell and the global ocean sampling expedition. **Tuesday May 3, 7:30pm** at **The Vogue Theatre 918 Granville Street**. Tickets are at no charge but must be reserved and are in limited supply. Contact www.pwias.ubc.ca

Presented by the Peter Wall Institute for Advanced Studies.
Join the conversation.

At the bottom, there are logos for PWIAS (Peter Wall Institute for Advanced Studies), the University of British Columbia, and a logo for a glass of wine.

3. Governance, Organization, and Administration

3.1 Governance

Board of Trustees

The governing body of the Peter Wall Institute for Advanced Studies is the Board of Trustees, as specified under The Deed of Trust for the Establishment of the Peter Wall Endowment, 1991 (see Appendix 8). The Deed of Trust also specifies that the characteristics of the Peter Wall Institute for Advanced Studies “shall be developed by the President of the University.”

President Strangway assigned administrative responsibility for the Peter Wall Institute for Advanced Studies to the Faculty of Graduate Studies. In November 2004, administrative responsibility was transferred to the Vice-President Research and International.

The Board of Trustees meets twice annually. The five Trustees are the UBC President, the chair of UBC Foundation, one UBC appointed Trustee, and two donor-appointed Trustees:

Akbar Lalani, MD, Royal Columbia Hospital

Robert Lee, Prospero International Realty Inc., former Chancellor of UBC

Stephen Toope, UBC President

Sonya Wall, Donor Family

Clark Warren, Chair, UBC Foundation

Board of Trustees Official Observers

David Farrar, Provost and Vice-President Academic

Brett Finlay, Peter Wall Distinguished Professor

John Hepburn, Vice-President, Research and International

Dianne Newell, Director, Peter Wall Institute for Advanced Studies

Wesley Pue, Vice Provost and Associate Vice-President for Academic Resources

Bruno Wall, President, CEO, and Treasurer, Wall Financial Corporation

Academic Advisory Committee

The Institute’s Academic Advisory Committee meets prior to Board of Trustees meetings and as required to discuss directions for the Institute and program changes.

Anne Condon, Computer Science

Brett Finlay, Michael Smith Laboratories, Biochemistry & Molecular Biology, and Microbiology & Immunology, and Peter Wall Distinguished Professor (Vice-Chair)

Nassif Ghossoub, Mathematics and Scientific Director, Banff International Research Station

Sidney Katz, Pharmaceutical Sciences

Alan Mackworth, Computer Science

Dianne Newell, History and Director, Peter Wall Institute for Advanced Studies (Chair)

Sarah Otto, Zoology and Director, Centre for Biodiversity Research

Anthony Phillips, Psychiatry and Director, Canadian Institutes for Health Research: Institute of

Neurosciences, Mental Health, and Addiction

Angela Redish, Economics

Lawrence Ward, Psychology and Brain Research Centre

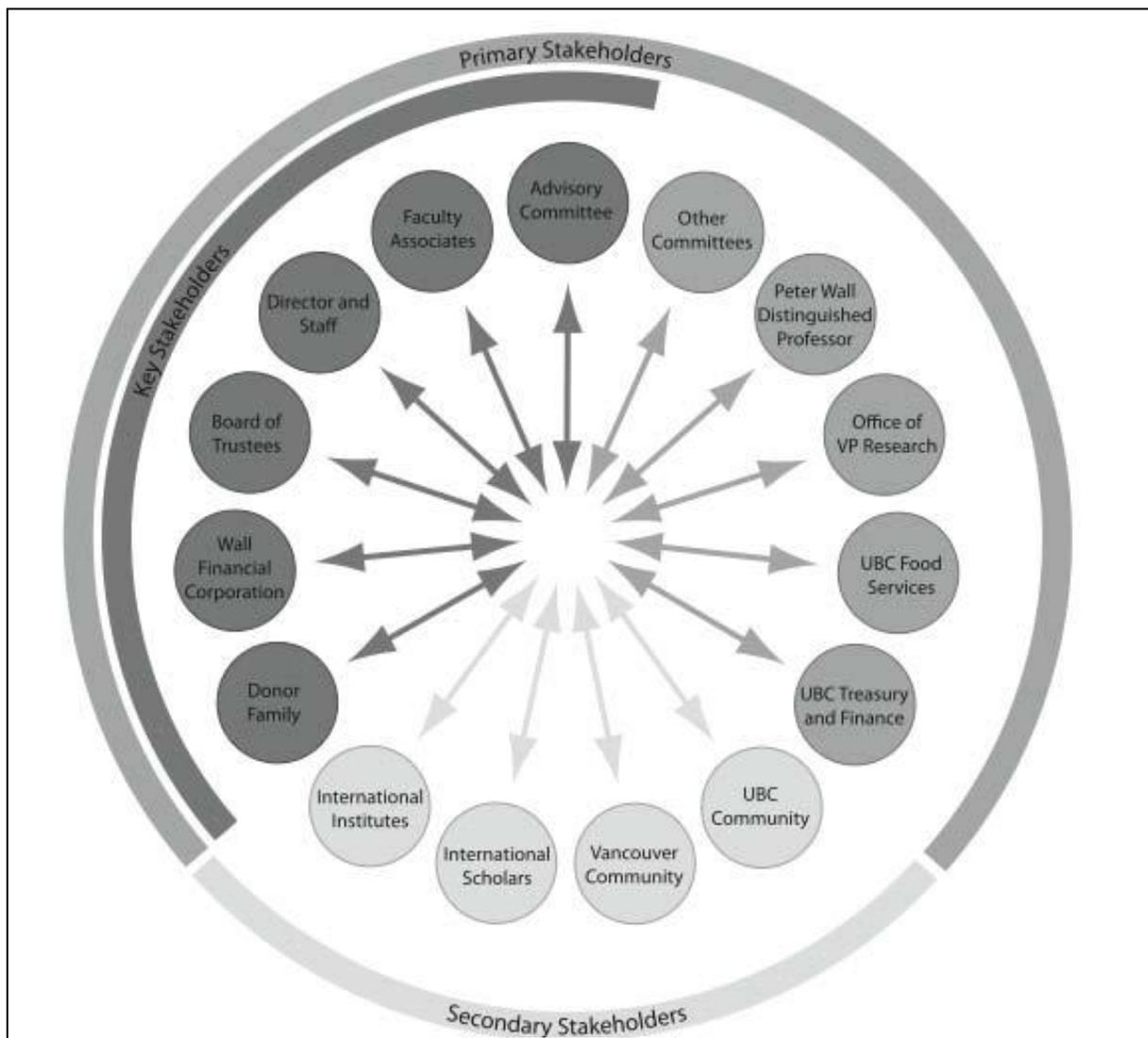
3.2 Organization

Unique and Institutionally Significant

The Institute is unique at UBC in having a Deed of Trust and a Board of Trustees. The official presence at the Institute Board of Trustees meetings of the UBC President, a former UBC Chancellor, senior Vice Presidents, and members of the Wall donor family bestows prestige and smoothes the way for the innovative programs and forward-thinking approach of the Institute. The Academic Advisory Committee and various awards committees, in all cases composed of top scholars from across the University, makes truly interdisciplinary, competitive programs possible. Because of its programs and facilities, many individuals and bodies have a stake in the success of the Peter Wall Institute for Advanced Studies.

Figure 6 illustrates the wide range and interconnectivity of stakeholder representation.

Figure 6: Stakeholder Representation



The Institute focuses spending on its programs, thus it operates with a small staff complement of, at present, one administrator and two-and-a-half secretarial/clerical positions. The funding for a half-time systems coordinator position is used to fund the services of team of experts from UBC-IT Client Services (see Appendix 12). Through its connection to UBC, the Institute is able to hire temporary staff from a pool to meet the needs of special projects and to cover our needs in times of staff turnover. Professional development for Institute staff is also encouraged. The recent development of a detailed Roles & Responsibilities Document (see Appendix 11) and a comprehensive Office Manual, plus in-depth job descriptions for each position, have served to assure the smooth running of our complex operation and to promote team work. Staff involvement and abilities have been further strengthened by the professional services of an accounting firm and of a corporate and executive development consultant, who assisted the Institute with the inevitable changes resulting from the major renovation of the Institute's facilities, including strategic planning and expansion of our personnel. The success of the decisions made by the Director and Board of Trustees and the awards committees is evidence of the high level of collaboration and cooperation with the staff and with everyone involved in the Institute.

3.3 Director and Distinguished Professor

Director: Dianne Newell is an historian of technology who has spent her career examining the diffusion of knowledge in disciplines across the social sciences and humanities. She joined the University as Assistant Professor in 1981. She was a Wall Distinguished Scholar in Residence in 2002 and appointed permanent Director January 1, 2007. She has published five books, been President of the Smithsonian-based Society for Industrial Archeology and Associate Dean of Graduate Studies at UBC, and is a founding member of the International Board of Trustees of the Technical University of Munich Institute for Advanced Study. (For Dr. Newell's UBC CV, see Appendix 9)

Distinguished Professor: Brett Finlay, OC, OBC, FRSC, FCAHS, Joined the University as an Assistant Professor in 1989 and was appointed as the third Peter Wall Distinguished Professor in 2002. His areas of interests and accomplishments include host-parasite interactions of pathogenic bacteria, especially enteric bacteria, and pioneering the use of polarized epithelial cells as models to study pathogenic bacteria penetrating through epithelial barriers. At the Institute he heads the Wall Woodwind Quintet (WW5), is an Official Observer on the Board of Trustees, is Vice-Chair of the Academic Advisory Committee, and a member of the Senior Selection Committee. He has received numerous prestigious honours and is invited to speak all over the world. (For Dr. Finlay's UBC CV, see Appendix 10)

3.4 Administration

Staff

Assistant Director: Barbara Harrmann joined the Institute in November 2008. She holds a Master's degree in History and Journalism from Leipzig University. She is responsible for the office management and administration, including facilities, finance, human resources, and event management. Barbara also

has major responsibility for the Institute's contracts and agreements and for ongoing renovations to its facilities, landscaping, and signage.

Senior Program Coordinator: Emma MacEntee received a Master's degree in Library & Information Studies from UBC and has over eight years of work experience at the University. Emma coordinates most aspects of the Institute's programs and lends administrative support to the Institute's Board of Trustees meetings.

Financial & Facilities Clerk: Nadja Stamer joined the Institute in January 2011. She has training and experience in accounts and in the international hospitality industry. In addition to booking and administering the Institute's conference and guest facilities, Nadja also handles the day-to-day financial transactions.

Administrative Assistant: Margaret Bloomquist, in this new half-time position, supports the Senior Program Coordinator and the Assistant Director and provides general administrative and clerical assistance. Margaret has a BSc in Global Resource Systems from the Faculty of Land & Food Systems at UBC.

Systems Coordination: This function, which was the responsibility of Markus Pickartz from 2004 to 2010, is now in the hands of our UBC-IT Client Services Management team. (See Information Technology (IT) Agreement (Interim), Appendix 12)

(For roles and responsibilities of staff members, see Appendix 11.)

Information technology

The Institute provides desktop computers to its staff and to Scholars in Residence, and there are hard connections in each of its guest rooms. It is able to host its own websites and post audio podcasts of talks. The Institute provides audio-visual services in its conference rooms and Board Room. Further plans are being developed, and a budget has already been approved, to enhance the Institute's boardroom to include audio-visual equipment. Furthermore, the Institute has access to additional facilities and equipment through its partnerships with other institutes and centres at UBC. The Institute has its own dedicated UBC-IT team, and also works with a graphic designer/web specialist to produce award websites and electronic posters for Wall events.

Audio (and possibly video) podcasts will make available the lectures under The Wall Exchange Downtown Public Lecture Series internationally, and partnering with the Canadian Broadcasting Corporation's CBC-Radio Ideas program will provide North American coverage of The Wall Exchange talks.

4. Interactions within the University

The Institute's programs and services have also begun to expand through term-limited partnerships and strategic alliances with select research units on campus. These are mutually beneficial to the Institute and its partners and enable resource sharing. The partnership agreement (2008) with UBC's Institute of Computing, Information, and Cognitive Systems (ICICS), a major interdisciplinary research unit with over 170 full and associate members, provides publicity and cost-sharing for targeted programs of the Institute. The Institute also partners with Green College on the Cecil & Ida Green Visiting Professors, who routinely come to the Institute as Wall Colloquia speakers. Green College promotes interdisciplinary collaborations. The Institute advertises Green College's call for proposals for both the Green Visiting Professors program and the Green College Lecture Series.

(For community and international interactions see Section 2 – Academic Programs.)

5. Infrastructure and Resources

5.1 Physical resources

Facilities

The Institute's facilities, located in and adjacent to the University Centre in the cultural heart of the University, include two fully-catered conference rooms on the top floor and a six-room guest floor in the East Wing, overlooking the Pacific Ocean and the North Shore mountains. The conference rooms and guest accommodations are dedicated for use for the Institute's programs. With a major \$1 million renovation project completed in April 2009, the Institute has created new dedicated administrative and scholars' areas. An imposing glass atrium connects the main building and East Wing areas and identifies the Institute. The new administrative floor in the East Wing (in September 2008, the East Wing was renamed the Peter Wall Institute for Advanced Studies) provides additional meeting areas, a research office for short-term distinguished visiting professors, and a project office for major grant programs. The dedicated scholars' area is the top floor of the University Centre includes private research offices for up to six Distinguished Scholars in Residence to use as their main research office during their year at the Institute; offices for the Director and Peter Wall Distinguished Professor; a boardroom and a lounge. A private, deep patio runs the full length of the top floor to serve the conference and scholars' areas.

Catering for Institute events is provided by Sage Bistro, located in the University Centre (see MOU, Food Services/Sage Bistro 2009-2011, Appendix 15)

When not in use for its own programs and meetings of committees, the Institute rents its conference facilities to the University community for research-related activities. These include faculty, departmental, and retreat facilities for academic administrators and individual departments and schools; research-based workshops and conferences; lunches, dinners, and receptions for celebrating awards or for fundraising; book launches; media interviews and press conferences on research breakthroughs; a monthly Science Supper Series; senior administrative hiring interviews; information

sessions for faculty pensions and benefits; staff think-tank meetings; and presidential- and VP-level breakfast meetings.

Premises lease

On April 1, 2006, a five-year lease was signed with the University of British Columbia for the premises occupied by the Institute. Effective April 1, 2009, the total space leased of 8,415 square feet is allocated as follows: 6,408 square feet for academic pursuits with a monthly charge for facility maintenance only; 2,007 square feet for residential use with a gross rent of \$21 per square foot per annum payable quarterly in advance, revised annually based on the Vancouver consumer price index plus a monthly charge for facility maintenance.

Minimum annual rentals excluding changes in future consumer price index are \$44,000 plus the charge for facility maintenance which is determined annually.

5.2 Financial resources

The Institute operates from funding provided by two endowments; the UBC Hampton Endowment, which once represented 40 percent of total funding and payable via 3.5 percent (lowered from a high of 6 percent earlier in the decade) on a portion of University investments, and the Peter Wall Endowment, representing 60 percent of total funding and payable via dividend payments on 6.5 million shares in the Wall Financial Corporation.

The Institute has in recent years implemented cost-saving measures and the value of the annual lease of UBC facilities, always our largest single expense, has been sharply reduced. At the same time, the annual income from the Peter Wall Endowment has greatly increased, though the size and frequency of dividend payments received. However, the current principal of the Hampton Endowment is, in the wake of the recent and still present economic crisis globally, temporarily worth less than the original endowment.

That the University bears much of the cost of financial services for the Institute enables the Institute to direct more of its administrative and financial resources to programs and people. The rules for how the Institute's funds can be spent are also less strict than for most other academic units at UBC. Not only can the Institute dedicate funds for special projects approved by the Board of Trustees, but it is also permitted to carry forward any or all unspent funding from one year to the next, and to accrue interest on its Wall Endowment cash account. These factors allow the Institute's funding to be secure and flexible to accommodate a capacity for growth and long-term development existing within the Institute. The current operating budget of the Institute assumes minimum annual revenues of approximately \$1.6 million.

Nevertheless, the UBC internal reporting structure is not optimal. It is, for example, not possible with the current UBC financial management system to know on a day-to-day basis the Institute's financial situation. Starting with year-end 2008, the Institute has retained an accounting firm to undertake an independent, annual review engagement to generally accepted accounting standards of the Institute's accounts and financial statements. This requires that the Institute maintain an internal ledger of all

income and expenses. Thus, financial reports (year-end and six-month) are prepared by UBC Financial Services and the year-end is subject to a review engagement that is reported to the spring meeting of the Institute's Board of Trustees. (See Financial Reports for 2010, Appendix 16)

6. Strategic Plan 2009-2011

The Institute undertook a strategic planning exercise in 2008-09, the object of which was to ensure and maintain long-term effectiveness, sustainability, and the reputation of the Institute, its goals, and its programs (see Strategic Plan at Appendix 17). The Institute was in a strong position, with a major renovation to its facilities nearing completion, and its reputation and financial foundation was stable and secure. Hence, the timing for growth and development was right. The Strategic Plan has led to a leveraging of the assets and strengths of the Institute and the University to lead in the field and to make a mark internationally by placing a high value on, and attracting partnerships with, international institutions.

We proposed a two-year timeline to implement the Strategic Plan beginning April 2009. Through this plan, the Institute would strengthen its position in the international field of institutes for advanced study. The Plan created greater public, international, and external exchange components to the Institute's programming. The new Peter Wall Colloquia Abroad, for example, was expected to deliver an average of one interdisciplinary meeting per year at a partner institution. The new Peter Wall Downtown Public Lecture Series would host renowned speakers once or twice yearly for the benefit of the UBC and Greater Vancouver communities.

By the end of March 2011, the Institute promised to:

- have entered formal partnerships with selected institutions internationally,
- have successfully implemented its broadened portfolio of programs, including the Wall Colloquia Abroad and the Wall Downtown Public Lecture Series
- developed and employed a comprehensive marketing strategy, and
- become a well-known leader among the international field of institutes for advanced study and like-minded institutions that foster interdisciplinary, collaborative, creative thinking that values risk-taking and long-term commitment over short-term research results.

We assured the Board of Trustees that the goals were achievable and realistic. That turned out to be so. Every one of these goals was achieved by or before January 1, 2011.

7. External Review 2003

The preparation of a Strategic Plan and Vision Statement was a prime recommendation of the 2003 Report of the last External Review of the Institute, held in December 2002 (see Section 6 above and 2003 External Review Report at Appendix 18). The Acting Director and Academic Advisory Committee responded to this suggestion with the promise that the new permanent Director, when appointed,

would redevelop and articulate the vision, and the strategic plan that flows from that vision, for approval by the Trustees (see 2003 Review Response at Appendix 19). Dianne Newell was appointed permanent Director in 2007 and initiated the strategic planning exercise in 2008.

Other highlights of the 2003 Review Report included a recommendation to revise and provide greater flexibility of funding for the Major Thematic Grant program, which had not attracted successful applications for several years. This program was revamped by the Acting Director in collaboration with an Ad Hoc Committee and the Academic Advisory Committee to include a Letter of Intent stage and flexibility of funding. Accordingly, the first new MTG award in several years was granted for a three-year project in 2007, with a beginning date of 1 January 2008. Since then, approximately one excellent proposal per year has received a MTG award (a total of three awards in the period 2007-2010), and in the year 2011, there is one full proposal for a new MTG project being completed for submission in April 2011; two Letters of Intent for the MTG have been submitted in the March 1, 2011 competition.

The Review Report also questioned the value of the Visiting Junior Scholars Program and recommended revising or eliminating it. Following a review, the program was eliminated in 2004 and replaced by the Wall Summer Institute for Research (WSIR) in 2005; a program which we feel has real value for UBC and the Institute.

The Review Report also raised concerns about the feasibility of maintaining the 12-room residential annex. The Acting Director provided a full cost-benefit analysis of the residential annex for the Institute's Board of Trustees, concluding that (1) the facilities were in demand as they were used by six of the eight programs of the Institute, (2) the availability of on-site accommodation adds to the quality and reputation of the Institute programs, and (3) the residence costs the Institute nothing to operate—in fact, it generates a small net revenue. Nevertheless, the 12-room facility has been difficult to manage, because it operated, out of necessity, on a self-check-in, check-out basis. In 2007, the new permanent Director developed renovation plans to, among other things, convert one floor of the guest room wing into offices for the staff and visiting scholars, and small meeting and storage rooms. Six guest rooms have been maintained (two are at present being converted into a two-room suite for Distinguished Visiting Professors) but are now used only for visitors who are involved with Institute programs. Moving the staff from the upstairs scholars-in-residence area to the new facilities has had the additional bonus of allowing the scholars-in-residence program to expand from a total of four to six scholars.

A final section of the Review Report recommendations addressed financial matters:

1. *Review current funding arrangements and assure stable funding to allow for proper budgeting and programming.* This has been addressed, in part, by the large increases in income generated by high Wall Financial Corporation dividend income in the past five years, and the addition to the Institute's staff of a full-time financial and facilities clerk;

2. *Recommend steps to eliminate the \$5.5 million debt of the Peter Wall Institute* (a debt that came with the original donation). The University has eliminated the debt;

3. *Explore additional funding from other sources.* This has not been attempted because, while it is a legal possibility for the Peter Wall Institute to fund raise, it is not a practical possibility, because individuals are reluctant to donate funds to a named Institute. However, the Director is at present working with the Board of Trustees to find ways to stabilize the dividend income for the years in which there is no dividend by investing of a portion of the Peter Wall Endowment cash account.