



November 16, 2018

Dear Philippe,

Thank you for your time to prepare for and participate in the recent meeting of the PWIAS Board of Trustees. You are an enthusiastic leader of the Institute, and the energy that you bring to its mission is clear. For that we offer our sincere thanks.

As promised, I am writing to share feedback, recommendations, and requests from the Board of Trustees. We had a fulsome in-camera discussion of our perspective on the programmatic priorities for the Institute, and the related budgetary implications. The Board agrees on the catalytic and transformational role that the Institute should play at UBC. We are excited at the potential to realize that vision through the strategic plan that you are developing, and through increasing alignment with the *UBC's Next Century*.

I have included as an appendix to this letter a version of your budget that reflects the Board's thinking on the best path to a sustainable budget for the Institute. As I expressed to you and as the Board agreed, in light of our fiduciary responsibility to the Institute, we can only approve a budget model that is sustainable with the Institute's current resources. In addition, I have summarized the key decisions and recommendations from the Board below. Together, this information will serve as the Board's formal feedback on the version of the strategic plan that you presented to us.

The Board agreed that an important evolution would be to develop formal Terms of Reference for each of the core programs. These Terms will outline the conditions and expectations of funding, one of which will be reports of progress and impact to the Board. For programs such as the Wall Scholars and Distinguished Professors, they could serve as something of a position description, which we understand are not currently in place. It is our hope that this request signals the importance and value the Trustees place on these particular programs. We feel strongly that this additional degree of rigour will allow the Institute to have a more robust, structured understanding of the impact of its funding.

Specific feedback on the Research Award programs is as follows:

Wall Scholars

- The Board is comfortable setting the capacity for this program at between 5-6 scholars per year;
- Funding will be used to support buy-out time and the research award that you described in the draft strategic plan;



- As will be established in Terms of Reference for this program, Scholars will be expected to engage directly with relevant Research Excellence Clusters. They will also be invited to report on their activity and the impact of the Institute's investment, to the Board on an annual basis.

International Visiting Scholars

- The Board recognizes this as an important, opportunistic program, and agrees with the forecast that you had suggested for FY20.

As will be set out in Terms of Reference for this program, these Scholars will also be invited to report to the Trustees on the impact of their award in their area of scholarship.

Thematic Groups

- The Board appreciated the thought you had put in to the Thematic Research Fellows program, and is comfortable with the annual budget amount you have proposed.
- In keeping with the Board's desire to enable greater alignment with the new UBC strategic plan, and recognizing the success and impact of the Clusters of Research Excellence program, it will be important that a large portion of that funding go to enhance and complement the work of existing Research Clusters. We recognize the importance of keeping some funds available for new themes that emerge within the Institute. However, the focus of this program should be on the existing Clusters program, with funding being awarded primarily to members of those Clusters.

The Board decided that the International Research Roundtable, the Distinguished Visiting Professor, and the Wall Solutions Initiative will be discontinued as of April 1st, 2019. The combined budget lines for International Partnerships and New Research Initiatives will be reconfigured into a single budget item in the amount of \$110,000 for FY20, which will be a discretionary amount for the PWIAS Director. The Board will expect an annual report that captures the use, outcomes and impact of this funding.

The other substantive change that you will see in the revised budget is in the intent of funds currently earmarked for Facilities. The board considered some one-time improvements and specifically the installation of plumbing to the Ideas Lounge to enhance its usability. We will cease the annual transfer to the Ideas Lounge. Please advise the Board on the financial status of the Ideas Lounge vis-à-vis the prior use of this subsidy.

There is a regular cycle of Board and Finance Committee meetings to be scheduled in the next few months. Those meetings will be the opportunity for the Board to approve a one-year budget for FY20, along with the Institute's new strategic plan. The Board appreciates the consultation you have undertaken in developing the plan thus far, and look forward to seeing a



final plan later this year. Please continue to work with Gail Murphy and Andrew Szeri as you finalize the strategic plan and complete any remaining consultations that you wish to carry out.

The new PWIAS strategic plan marks an exciting milestone, Philippe, and we again thank you for your thoughtful and enthusiastic leadership of the Institute.

Sincerely,

A handwritten signature in black ink, appearing to read 'Santa J. Ono'.

Santa J. Ono
President and Vice-Chancellor