EXECUTIVE SUMMARY

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Peter Wall Institute for Advanced Studies

1. Background: Executive Summary

Origin

The Institute was established in 1991 with a gift of $15 million from Vancouver businessman Peter Wall. This donation represented the largest gift in UBC's history up to that time (and is still the third largest gift to UBC). To motivate the gift, UBC President David Strangway created the concept of an Institute for Advanced Studies inspired by, but not modelled after, the famous Institute for Advanced Study at Princeton. Peter Wall expressed his wish that the gift be used to fund people and programs rather than for a building. The Trust Deed of the Peter Wall Endowment specified the minimum level of funding to be $1.5 million prior to 1996 and then $1 million (in 1991 dollars) each year starting in 1996. Because the donation was in the form of 6.5 million shares of the Wall Financial Corporation the expectation was that share dividends would provide the required funding. UBC's Dean of Graduate Studies, John Grace, was assigned administrative responsibility for the Institute. The first few years were spent exploring ways to realize the Institute for Advanced Studies concept by travelling to other Institutes as well as through discussions within UBC. In 1994 the University dedicated a $10 million Hampton Endowment to the Institute, primarily to support thematic research. The first programs were initiated in 1994 and a search for a Director was begun in 1995. In July 1996, Ken MacCrimmon became the first Director of the Institute. Over the next five years, an average of two programs a year were developed. In 1999 the Institute moved into its own facilities in the University Centre.

Vision

The Peter Wall Institute for Advanced Studies (PWIAS) is the intellectual centre at UBC for exchanging ideas and supporting fundamental discoveries in basic research involving the full range of academic disciplines. By building a broadly based community of outstanding scholars across the University, complemented by international experts, the Institute is widely recognized for its innovative programs creating new knowledge by exploring connections across diverse fields at a fundamental level. It plays a unique role in providing interdisciplinary opportunities for those scholars at early career stages who are likely to make breakthrough discoveries over the long-term future.

Mission

The Peter Wall Institute for Advanced Studies supports basic research through interdisciplinary initiatives that contribute significantly to innovative advances to knowledge. Excellence in research is the overriding concern.

Basic Research / Theoretical Orientation

As an Institute for Advanced Studies, we focus on basic research that will contribute to developing a fundamental understanding of the world we live in. We hold a long-term perspective. While it would be desirable to obtain results that are applicable today, our orientation is toward understanding tomorrow's problems and having a basis for addressing them. There will always be pressures strongly weighted toward research with an immediate payoff but we will assume a leading role on the UBC campus, and beyond, in advocating and supporting basic research.

All the activities of the Institute should have a strong grounding in theory: both theory development and theory testing. Even in applied disciplines the underpinnings need to be theoretically based and it is toward these aspects that the Institute is oriented. There are usually many sources of support and funding (within the University, government and industry) for work that is heavily applied, clinical, or policy-oriented. Hence it is vital that the Institute be positioned at the theoretical end of the spectrum.

Solutions to important problems in any domain (e.g., new medicines, innovative technologies, educational methods, 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 fundamental, curiousity-driven research the outcomes cannot be anticipated, yet without this, the later applications would not occur.

Interdisciplinarity / Innovativeness

Unlike the focus on basis research, an Institute for Advanced Studies does not necessarily have to be interdisciplinary. However, this broad viewpoint was adopted early in the existence of the Peter Wall Institute for Advanced Studies as a defining element, and it helps to establish the Institute's distinctiveness. Few, if any other research institutes, even highly interdisciplinary ones, have the scope of the Peter Wall Institute. To the Wall Institute, all the arts, sciences and other basic fields of knowledge are of relevance. Indeed we hope to bridge the "two cultures" by not just supporting each but by creating opportunities for bringing them together. We encourage diversity in research ideas and provide intellectual leadership for broad ranging interdisciplinary interaction. We use the term "interdisciplinary" but would also relate to prefixes such as "multi", "cross", "trans" or other terminology which conveys the cross-pollination of different fields. We wish to contribute to expanding 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.

We encourage collaborative research reflecting the high potential for knowledge, which builds on the interdependence among disciplines. We foster innovative research through unexpected collaborations and fruitful partnerships. It is important to provide opportunities for collaborations to emerge rather than forcing them to occur.

Excellence

The Institute invests its resources in the best people and most promising ideas. We want to support research in areas of highest potential: projects that take risks and offer opportunities for path breaking work. We hope to inspire different attacks on old problems and a capability for recognizing and framing new problems.

We will assure support to areas in which there is the greatest potential for developing intellectual capital and exploiting new opportunities. While we want to fund the most outstanding current researchers, of particular importance is laying the groundwork for unanticipated advances in knowledge by investing in the next generation of research stars.

The support for people and programs is based on competitive appraisals by established experts in particular disciplines who have the breadth of vision to recognize ground-breaking potential. While

we endeavour to assure broad representation across diverse areas, research excellence is of overriding importance and will be the determining criteria in awards.

Executive Summaries

The following sections of this Executive Summary deal with

2. Financial issues: Endowments and Budget
3. People, Structure, and Governance
4. Programs
5 Facilities

For each section in the Executive Summary, there is a corresponding section in the Appendix which provides more details.

The following materials related to this Executive Summary are found in Appendix 1

A. Trust Deed
B. Blake Bromley report and Ken MacCrimmon comments
C. Annual Reports 1998-1999, 1999-2000, 2000-2001 (Located at end of set of Appendicies)

Prepared by Ken MacCrimmon Oct. 21, 2002

Peter Wall Institute for Advanced Studies

2. Financial Structure: Executive Summary

Overview

The Institute is facing a severe financial crunch due to a shortfall in revenues. For the Peter Wall Endowment, the dividends on the Wall Financial Corporation shares have been significantly less than specified and a major long-term debt has become due. On the Hampton Endowment, the payout rate will be cut from 6% and the value of the endowment has fallen due to the drop in endowment values given the poor state of financial markets.

Endowments and Income

Funding for the Institute comes from two endowments: the Peter Wall Endowment and the Hampton Endowment. The Peter Wall Endowment comprises Peter Wall's original gift of 6.5 million Wall Financial Corporation shares given in April 1991. This endowment is held outside the UBC Endowment and administered separately by the UBC Treasury Dept. At the time of the initial gift the shares were valued at $2.75 which resulted in a gross valuation of about $18 million (but see the discussion of the debt two paragraphs below). The current trading value (mid-Oct. 2002) is about $3.15 per share and they are generally considered to be significantly undervalued. Thus it would be shortchanging the future of the Institute to sell off shares at anything like the current value.

The dividends from these shares support the Residential Programs and a portion of the Institute administration, including the facilities. The 1991 Deed of Trust specified that the Institute should receive $1 million annually in 1991 dollars (thus today it would be greater than $1.3 million) starting in 1996 (with $1.5 million to be paid before 1996). However this level of funding has not been realized. The cumulative dividends, and associated interest, have been only about 60% of the anticipated amount (about $5 million instead of $9 million). The funding shortfall, combined with the future uncertainty of regular dividends from the Wall Financial Corporation (e.g., no dividends yet in this fiscal year), is a major impediment to the Institute's ability to continue to properly fund key programs.

At the time the shares were donated, the University established a ten-year loan for the Institute in order to pay in cash a debt of $2.75 million associated with the donated shares. During this 10 year term, no payments were made for the principal or interest (at 10% pa), so upon maturity in June 2001 the Institute was faced with the repayment of this accumulated $5.5 million debt. Fortunately, the University accepted an arrangement in which it would be paid back over 10 years with no additional interest. Furthermore repayment was conditional on the Institute receiving dividends of more than $650,000 which was deemed the minimal level to fund core programs (i.e., after the first $650,000 in dividends in a given year, the next $550,000 is to go to debt repayment, and then any extra amount would be split evenly between funding programs and the debt). Given past performance, it seems very unlikely that more than $650,000 per year can be expected from the Peter Wall Endowment.

The Hampton Endowment, a $10 million fund was dedicated to the Institute in 1994, and has been used to primarily support the Thematic Programs. The most recent (May 2002) valuation of the

Hampton Endowment is approximately $13 million due to recapitalization in the early years. The Hampton Fund is held within the UBC Endowment. To the end of the 2003 Fiscal year the endowment has paid an annual rate of 6%. (on a 36 month average unit value). The Hampton budget in 2002-03 was $829,000. However, as of April 1, 2003 the UBC endowment will pay a reduced annual rate of 5.5% (and a further reduction to 5% is proposed for April 2004). This reduction in the budget received from the endowment, along with the current downturn in the markets, will result in a significant reduction in Hampton Endowment income for at least the next several years.

The Institute generates income from the rental of the conference and residential facilities. Rental income has been growing steadily each year. In the 2002-03 fiscal year the Institute will earn approximately $198,000 from the rentals. All rental income is credited against the facilities costs. However, because the lease cost alone (paid to UBC) is about $210,000, there is little prospect of doing more than breaking even on facilities costs.

The Institute receives no general purpose operating (GPO) funds from the University.

Budget

The annual PWIAS budget is normally submitted for approval at the Spring Trustees Meeting. The Director submits a budget for the Peter Wall Endowment (Residential Programs + facilities + 60% of administrative costs) and the Hampton Endowment (Thematic Programs + 40% of administrative costs) separately. A five year rolling budget was established in 1996 in which the PWE budget was based on the level of $1 million (in 1991 dollars) and the Hampton Endowment was based on the anticipated yearly revenue. Thus with the PWE component being roughly $1.3 million and the Hampton revenue being about $800,000, the overall budget of more than $2 million prior to 2001 covered the core programs and provided surplus funds for special new programs. Even though budgets of more than $2 million were approved, expenditures were generally less than $1.5 million, in anticipation of the revenue shortfalls.

Starting in the 2001-02 budget year, however, acknowledging the dividend shortfall and the loan repayment, the Trustees capped the PWE budget component at $650,000 (which is less than half of the amount specified in the Trustee Deed). This amount barely covers the core expenditures. Furthermore extra Trustee initiatives costing about $100,000 in the current fiscal year were imposed on the core budget.

Financial statements

In addition to the budget which the Institute prepares, a financial summary for the Peter Wall Endowment is prepared separately by UBC Treasury. The current financial summary shows that even if a dividend of $650,000 is received in this fiscal year and all programs are operated at a very basic level, then the Peter Wall Endowment will only have a positive balance of about $100,000 on hand at the end of the fiscal year (March 31, 2003).

Financial Management.

The Management Committee formed by the Trustees is responsible for all financial aspects of the Institute. This Committee consists of Frieda Granot (Dean of the Faculty of Graduate Studies), Ken MacCrimmon (Institute Director), Terry Sumner (VP-Finance and Administration), and Bruno Wall (CEO, Wall Financial Corp). The budget, and all other financial matters, are first discussed by the Management Committee and then brought to the Trustees for approval.

The following materials related to this Executive Summary are found in Appendix 2

A. Summary for the Peter Wall Endowment of the income expected, dividends (and associated interest) received, program and other expenses, and the accumulated debt for the whole period since the establishment of the Institute in April 1991 (Prepared Jan. 17, 2002)

B. Comparable summary for the Hampton Endowment.(Prepared Jan. 17, 2002)

C. Loan repayment agreement (Dated July and April 2001)

D. Status report for the current year's budget (Prepared Oct. 15, 2002)

E. Current UBC Treasury statement for the Peter Wall Endowment

Prepared by Ken MacCrimmon Oct. 21, 2002

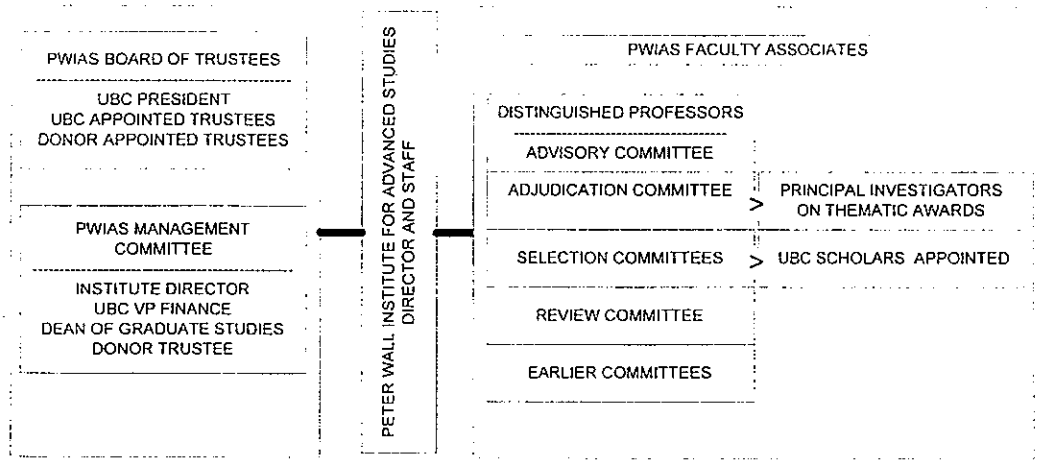
Peter Wall Institute for Advanced Studies

3. People, Structure, and Governance: Executive Summary

Overview of the People and the Institute Structural Relationships

A main objective has been to associate some of the most outstanding researchers at UBC with the Institute This was done initially by the creation of the two Peter Wall Distinguished Professorships and then later by developing a category of "Institute Faculty Associate" that applied to anyone who had received a competitive award from the Institute or who had served on an Institute Committee. Deliberate attempts were made to solicit proposals from excellent researchers and to invite onto Institute Committees the best researchers who were not otherwise affiliated. Special efforts were made to involve top researchers in every discipline. Even though the top-level governance of the Institute is a Board of Trustees made up of non-academics (except for the UBC President), otherwise all those affiliated with the Institute (except for a small staff) comprise some of the most outstanding researchers at UBC.

The diagram below illustrates the academic and administrative responsibilities and links within the Institute.



Board of Trustees

The Board of Trustees has overall responsibility for policies, programs, and finances of The Peter Wall Institute. The Trustees comprise the President of UBC (as Chair), two appointees by the donor, and two appointees from the University. There are four UBC ex-officio (non-voting) observers: the VP academic, the VP-Finance, the Dean of the Faculty of Graduate Studies, and the Director of the Institute. The Management Committee of the Trustees is primarily responsible for the Institute's fiscal management. Its membership includes the Dean of Graduate Studies, the VP-Finance & Administration, an appointee of the donor, and the Institute Director. The Trustees normally meet twice annually, spring and fall, with the Management Committee meeting shortly

before each Trustee's meeting. The five current trustees are: Martha Piper (Chair) UBC President, two ex-Chancellors as UBC appointees: Robert H. Lee (Prospero International Realty Inc.), and Les Peterson (Boughton Peterson Yang Anderson), and two donor appointees: Akbar Lalani (Royal Columbian Hospital) and Bruno Wall (Wall Financial Corp.).

University Reporting Relationships

When the Institute was first established in 1991 it was placed in the care of the Dean of the Faculty of Graduate Studies. For University administrative purposes, it has remained within the Faculty of Graduate Studies even though the Institute has no students or post-doctoral fellows, and has no teaching faculty. As noted in the Financial section, the Institute doesn't receive general purpose or other funding from Graduate Studies or the University. In the view of the Advisory Committee of the Institute, it would be more logically related to the office of the VP-Research.

Advisory Committee

An Advisory Committee consisting of outstanding UBC researchers was established in 1996. The Advisory Committee provides guidance on all aspects of the operation of the Institute and has prime responsibility for overseeing the academic directions of the Institute. The current members are: Brett Finlay (BioTech Lab, Biochemistry, and Microbiology) who has been chair since November 2000 and Patricia Baird (Medical Genetics), Richard Ericson (Sociology and Law), Anthony Phillips (Psychology and Psychiatry), William Unruh (Physics), Patricia Vertinsky (Education) who have been members since 1996 and Donald Brooks (Pathology and Chemistry), George Sawatzky (Chemistry and Physics), and Janet Werker (Psychology). Nobel Laureate, Michael Smith had been chair of the Advisory Committee from 1996 until his death in October 2000. Other previous members include Jane Coop (Music), David Kirkpatrick (Computer Science), and Martha Salcudean (Mechanical Engineering) who left the Committee in 2001 and Peter Hochachka (Zoology) who died in Sept. 2002.

Adjudication Committee

The Adjudication Committee evaluates all thematic grant applications: the Major Thematic Grant, the Exploratory Workshops, and the Catalytic Visitor program. The Adjudication Committee was reconstituted in 1996 to include representatives of all 12 Faculties at UBC with the larger Faculties having proportionately more representation. With such a broad and large Committee (about 20 members), it became possible to make the appraisals for the smaller grants (e.g., the Exploratory Workshops) strictly within the Committee without the delays and burden imposed by consulting external referees. Everyone on the Committee was expected to evaluate all applications rather than break the assessments into subcommittees. One rationale for having everyone appraise every proposal was to encourage interdisciplinary perspectives at the Committee level.

Selection Committees

In mid 1998, with the pending completion of our new facilities in the University Centre, and the prospect of having offices for UBC Scholars to be in residence, a special Selection Committee (called Selection Committee-Senior Applicants) was formed primarily as a sub-committee of the Advisory Committee. Over time the composition of that Committee has changed to have one representative of past and current cohorts of Distinguished Scholars in Residence on the Committee augmented by some other outstanding UBC researchers. It is chaired by the Director.

In early 1999, to select applicants for the Visiting Junior Scholar program to run that July, a special Selection Committee (called Selection Committee-Junior Applicants) was formed. Subsequently

this Committee also evaluated the applications to the UBC Early Career Scholars program. It is chaired by the Director.

Faculty Associates

Faculty Associates of the Institute are those UBC faculty members who have received a competitive award (either an individual award or PI on a thematic grant) from the Institute or who have served on an Institute Committee. There are currently 210 Faculty Associates drawn broadly from across the campus. All 12 Faculties are represented. For the three large departmentalized Faculties (Arts, Medicine and Science) more than 40 different departments are represented among the Associates. The current policy is that once a person has become an Associate they remain an Associate (even post-retirement) until they ask for this connection to be dropped.

There are two occasions every month which provide opportunities for Associates to get together at the Institute. Each Associate is invited to a lunch (typically on the second Wednesday of the month) and a dinner (typically on the fourth Wednesday of the month) which is specially prepared by the Sage Bistro. At both the lunch and the dinner, one of the Associates makes a presentation (of about an hour) providing an overview of her/his research. The informal talk around the lunch or dinner table itself provides an opportunity for the exchange of research ideas on a campus-wide basis. Each Associate is allowed to bring one guest (e.g., spouse, partner, colleague, post-doc, student) to the session. We average about 35 people at lunches and 50 people at dinners. In a given year, about 70% of the Associates attend at least one lunch or dinner. This program of regular Associates' talks was started when we moved into the University Centre in March 1999 and more than 70 presentations have been given since that time.

In addition to providing a forum for the exchange of research ideas and a social occasion on a campus-wide basis, the gatherings of the Faculty Associates represent an opportunity for a broad group of faculty to learn first-hand about Institute activities and allow them an opportunity to provide informal advice on the operation of the Institute.

Director

The Director reports to the Board of Trustees and is responsible for all aspects of the operations of the Institute. The main responsibilities revolve around initiating, managing, and participating in all aspects of all programs. A prime duty is to oversee all the financial aspects of the Institute. More mundane activities revolve around responsibilities for the effective operation of the Institute's facilities. The Director has a 75% appointment with the Institute.

Ken MacCrimmon was selected as Director starting July 1, 1996. Initially his appointment was for two years which was extended to March 31, 2001 when he presented an approved five year budget covering the periods up to that date. At the Trustees meeting in April 2001, at the lapse of his appointment, three options were considered: terminating the appointment, reappointing through Dec. 31, 2002 (date of his mandatory retirement), or offering a five year extension. UBC has strictly enforced mandatory retirement and the middle alternative was selected. At that point, he applied for the position of Division Director at NSF for Social and Economic Sciences and was appointed unofficially as on Nov. 1 and officially as of Jan. 1, 2002 with a plan to continue at PWIAS until a new director was appointed. Unfortunately, a Committee to search for a new Director was not initiated until Spring 2002 and the ad announcing the search was not finalized until August 2002 with a deadline of October 15. In order not to leave PWIAS in the lurch, he resigned NSF in Dec. 2001 to return to UBC for calendar 2002. The Director search is currently (October 2002) on-

going. If the person selected to be the new Director is not available on January 1, 2003, it will be necessary to have an interim director until the new Director is available.

Staff

The Institute operates with minimal staffing: two full-time people and one half-time person in addition to the Director. Since May 1999, Chris McGill has had the position of Assistant to the Director with primary responsibility for the operation of the facilities. He also takes care of the regular financial operations and assists on programs. Katie Eliot has been the Institute secretary since March 2000 handling the booking operations and assisting with program requirements. Dale MacCrostie has been the Systems Coordinator on a part-time basis since Sept. 1996, with responsibility for computer-related issues

The following materials related to this Executive Summary are found in Appendix 3

A. Summary of department affiliations of Faculty Associates
B. List of Faculty Associates by name and department
C. List of members of current Committees
D. Short summary of Advisory Committee members
E. List of PWIAS staff
F Announcement for 2002 Director search
G. List of factors suggesting an affiliation with the office of the Vice-President-Research
H. Minutes of Board of Trustees meetings since 1996

Prepared by Ken MacCrimmon Oct. 21, 2002

Peter Wall Institute for Advanced Studies

4. Programs: Executive Summary

Context of the Programs

There are a variety of programs of the Institute. Some are directed at UBC faculty while others are directed at attracting outstanding researchers to UBC; others are a blend of the two. Some are focused on distinguished senior faculty while others provide unique support to junior faculty; some provide opportunities for faculty at all levels to come together. Some programs are of long duration (e.g., 3 or more years) while others are quite short.

Programs can be roughly classified into ones that select the best people in some defined category while others involve selecting a theme and having excellent people come together to discuss and research the specified topic. The former, which we call either "residential" or "people-based" began with the establishment of the Peter Wall Distinguished Professorships and continued with the Distinguished Scholars in Residence, the Visiting Junior Scholars, and the Early Career Scholars. The Institute Faculty Associates would also fit here. The "thematic" programs, also called "topic-based" include the Major Thematic Grants, the Exploratory Workshops, the Catalytic Visitors, the Theme Development Workshops, and the Weekly Colloquium. It is important to have a portfolio of programs that includes both residential and thematic components. Breakthrough research can occur both by gathering researchers together around pre-defined themes as well as bringing outstanding people together and letting the research connections emerge.

Program Initiation, Budget, and Scope

When the first programs were introduced in the 1994-1997 period, the lack of Institute facilities resulted in the Institute being perceived as more of a "Foundation" than an Institute. With the arrangements made in early 1998 to create Institute facilities in the University Centre, new programs could be initiated that provided the intellectual excitement of a real research Institute. The table below shows the date when each program was announced, when the first award was made, as well as the number of awards made to date (October 2002).

Program	Program Introduced	First Award	Number of Awards / Appointments	Program Target, Budget and Scope
Peter Wall Distinguished Professor	1994	1994	3	$100,000 per year. Target: 1 or 2 on-going per year.
Major Thematic Grant	1994	1996	5	$500,000 over 3 years. Target: 1 or 2 on-going per year.
Faculty Associates	1996	1996	219	No direct cost. Target: about 40 new Associates per year
Exploratory Workshop	1997	1997	35	$15,000-$25,000 each. About 10 per year

Trustee Initiative	1997	1999	3	Unspecified
Distinguished Scholars in Residence	1998	1999	20	$12,000 stipend plus $5,000 for workshop. Four per year
Visiting Junior Scholars	1998	1999	45	$6,000 stipend. 10-11 per year.
Catalytic Visitor	1998	2000	1	$50,000-$75,000 when operates- now on hold
Faculty Associates Forum	1999	1999	73	About $1000 partial subsidy per event. About 20 per year.
Weekly Colloquium	1999	1999	10	About $300 each plus residential and conference space- currently on hold.
Theme Development Workshop	1999	1999	10	About $300 each plus conference space. About 12/yr
UBC Early Career Scholars	1999	2000	48	$5,000 stipend. 16-18 per year.
Interdisciplinary Colloquium (VJS)	2002	2002	1	Approx. $30,000 per. About every 5 years.

Attributes of the Programs

Each program has particular characteristics that span forms of participation and duration, which taken all together contribute to the overall research mandate of the Institute. The following table provides a summary of key program attributes.

	Form Of Participation				Duration					
Institute Programs	Primarily non-UBC but UBC initiated	Balanced: UBC & significant externals	UBC oriented- plus a few externals	Completely UBC oriented	Hours	Days	Months	Year	Multiple years	Indefinite
Thematic										
Major Thematic Grant			√						√	
Catalytic Visitor	√						√			
Exploratory Workshop		√				√				
Theme Development				√	√					
Residential										
Distinguished Professorships				√						√

Distinguished Scholars in Residence			√					√		
Early Career Scholars				√				√		
Visiting Junior Scholars	√						√			
Associates Forum				√	√					

<u>The following materials related to this Executive Summary are found in Appendix 4</u>

A. Letter to UBC faculty re participation in various programs (dated May 2002)
B. Thematic Programs (Major Thematic Grants, Exploratory Workshops) announcement
C. List of Thematic Program awards
D. Thematic program statistics
E. Status Report on Major Thematic Grants
F. Distinguished Scholars in Residence announcement
G. List of appointments as Distinguished Scholars in Residence, 1999-2003
H. UBC Early Career Scholars announcement
I. List of UBC Early Career Scholars, 2000-01, 2001-02, 2002-03
J. Agenda for Early Career Scholar Retreat, September 2002
K. Visiting Junior Scholars announcement
L. List of Visiting Junior Scholars, 1999-2002
M. Participants and Sessions for VJS Interdisciplinary Colloquium, July-Aug. 2002
N. List of Faculty Associates Talks at Lunches and Dinners, 1999-2002

Prepared by Ken MacCrimmon Oct 21, 2002

Peter Wall Institute for Advanced Studies

5. Facilities: Executive Summary

Background on the University Centre Facilities.

Until 1996, the Institute had no physical presence but was operated from the office of the Dean of the Faculty of Graduate Studies. From 1996 until early 1999, the Institute rented two rooms first at Green College and then at St. John's College. In the early days the lack of facilities had not been a problem because of the slow start (dictated by the Trust Deed) in establishing programs. As soon as new programs were initiated, it became clear that the lack of facilities was a major constraint on the Institute's activities. In the original gift, the donor had specified that the endowment was to be used for programs and not for facilities.

In 1997 the opportunity emerged for being involved in reopening the former Faculty Club which had ceased operation in 1994. With the moral support of the University administration and the donor's willingness to see funds diverted to facilities costs, it was possible to remodel the facilities to accommodate the Institute's needs. The Institute acquired use of the top floor and the residential annex, while Sage Bistro (a unit of UBC Food Services) had the main floor. The incorporation of the Institute into the building provided the basis for acquiring a sizeable grant (more than $500,000) from the Provincial Government that would not have been received if there had not been an academic unit involved.

In March 1999 the Peter Wall Institute for Advanced Studies (PWIAS) moved to its new facilities in the University Centre. The east side of the top floor was remodeled to provide eight offices, several work areas, a lounge and a board room; while the east side provided two conference rooms. Having our own facilities made feasible the introduction of several new programs and a strengthening of existing ones. The offices provided a space for the Peter Wall Distinguished Professor, Michael Smith, and for four Distinguished Scholars in Residence chosen competitively across the whole campus. The residential rooms allowed for the introduction of the Visiting Junior Scholars program. The conference rooms made possible bi-monthly meetings of the Institute Associates, the meeting space for the Visiting Junior Scholars, and for the housing of the Exploratory Workshops, previously held in other venues.

At the time of the negotiations underlying the facilities lease, it had been stated that the Wall Institute and the Sage Bistro were to be co-tenants, presumably each paying comparable lease costs which amount to a very sizeable $210,000 per year for the Institute. However, the current arrangements entail no lease costs being paid by Sage and, in addition, the Wall Institute's lease payment is diverted to the Sage Bistro to help subsidize the food operation Sage is open to the public for lunch five days a week and dinner two days a week; and provides catering service for activities held in the University Centre.

While the facilities occupy perhaps the prime space on the campus, they are quite limiting because due to the heritage character of the building, the outside footprint cannot be changed. The basement of the building was not reopened in 1999 and would provide very useful expansion space for the Institute but the current financial constraints, which even limit operating the core programs, does not make it feasible to divert program funds to remodeling the basement area. Unfortunately, the current plans for that area seem to be directed at non-academic uses, based on what can raise money from the external community.

Administrative and Research Offices

There are five research offices, one for the Peter Wall Distinguished Professor and four Distinguished Scholars in Residence offices. A lounge and boardroom adjacent to the research offices are for the exclusive use of the scholars in residence. There are three administrative offices; the Director, Assistant to the Director, and the Systems Coordinator, as well as a work space for the Institute Secretary. The research and administrative offices area has direct access to the terrace.

Conference Rooms

The Conference Area consists of two separate rooms, which can be joined, and is for the use of Institute program related events. The space is also available for rent by non-PWIAS groups when it is not in use by the Institute. A small servery is adjacent to room 309. The conference rooms have direct access to the terrace.

Residential Rooms

The residential annex is on the east side of the University Centre, adjacent to the Rose Garden. There are twelve rooms which can also be configured as six two-room suites. Odd numbered rooms are furnished as standard hotel-type rooms with queen-size beds. Even-numbered rooms have a sofa bed (queen size) and a kitchenette with microwave and mini-fridge. All rooms have a bathroom with tub/shower. Amenities include a PC computer with Internet access, a phone with local calling capability and voicemail, and a cable TV. On regular weekdays only, breakfast is available to the residence rooms at extra cost. All rooms are non-smoking.

The following materials related to this Executive Summary are found in Appendix 5

A. Brochure for the University Centre (1999)
B. PWIAS booking information sheet (current version)
C. Occupancy rates for PWIAS conference and residential space
D. Lease between PWIAS and the University for the University Centre space (dated June 30, 1998)

Prepared by Ken MacCrimmon Oct. 19, 2002