

SUMMARY OF ACCOMPLISHMENT
ASSOCIATE VICE PRESIDENT, RESEARCH AND GRADUATE STUDIES
AUGUST 2006 TO OCTOBER 2010

Creating an environment to help people realize their dreams.

We are facilitating research, discovery, innovation of the TRU family and our community to build a better world.

--Staff of the office of Research • Innovation • Graduate Studies, 2010

ORGANIZATIONAL STRUCTURE

TRU Research, Innovation, and Graduate Studies (TRU-RIGS):

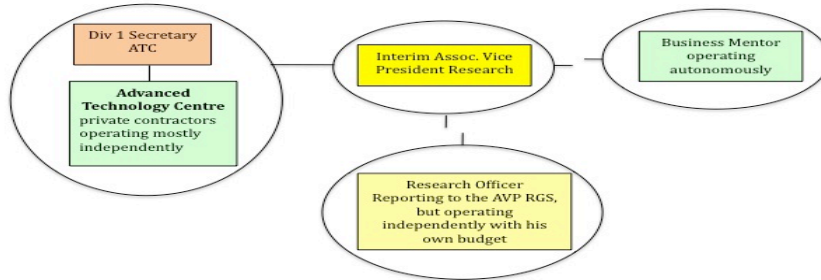
Developed the vision and created an integrated structure for graduate studies, research (as broadly defined and including undergraduate, graduate, faculty and staff) and innovation transfer, by incorporating the function of the former Advanced Technology Centre into TRU-RIGS. Increased staff by about 5 FTE, with a decline in base funding during the 5-year period (from 43% to 23% of total funding for operations). Addressed the funding challenge through increased external sources, and graduate program revenue. Challenges for approval of appropriate staff positions are ongoing, but nearing resolution with three new positions approved in September.

Creating the structure and mandate for TRU-RIGS involved consultations beginning in December 2006 with the Vice President Academic, President's Council, Deans, Faculty Councils, and Senate, with the following objectives:

- *To continue to develop TRU as a community university, contributing to the economic development of the region and the world through research (taken in its broadest sense) the training of highly qualified personnel, and the transfer knowledge to the local, regional and global community to improve the quality of life for all.*
- *To ensure the long-term viability of the function and structure of TRU-RIGS by creating a financially sustainable unit with a revenue stream from professional graduate programs, grants, contracts, service agreements, indirect costs, fees for services, and other diverse external funding sources.*

July 2006 Structure: Advanced Technology Centre and Research Office

Base funding 2006-07: \$260,312 (43%)
 External: \$348,553 (57%)
 Total: \$ 608, 645

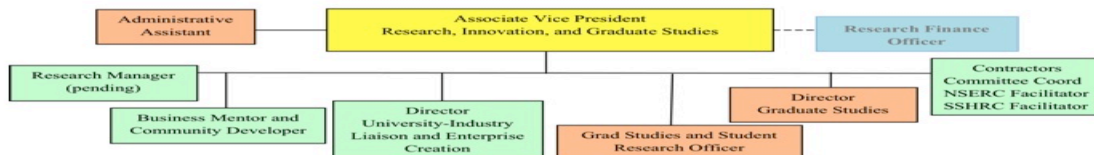


Human Ethics Committee
 Animal Ethic Committee

**September 2010 Organizational Structure
 TRU Research • Innovation • Graduate Studies**

Sourcing of Funding
 Base: \$236,104 (\$24,207 less than 2006) 23% (down by 20% from 2006)
 External: \$ \$586,472 (\$273,939 more than 2006) 57%
 Grad Program Revenue: \$209,570 (new in 2010) 20%
 Total: \$1,032,147

Note that four of the positions below were not fully approved and/or funded until September 2010. Prior to that the organizational structure was developed with the assistance of experts working on contract.



Committees in Portfolio of AVP RGS

Senate Committees
 Research Committee
 Graduate Studies

CA Committees
 University Sabbatical Leave Committee
 Search Committees for Research Chairs

Compliance
 Human Ethics
 Animal Care

THE 2010 TEAM: RESEARCH • INNOVATION • GRADUATE STUDIES

Dr. Lincoln Smith, Director, University-Industry Liaison and Enterprise Creations

PhD (2006) Sussex University, Computer Science and Artificial Intelligence, with Distinction; UVic BSc (1998) Biological Sciences. Working for the European Space Agency, Lincoln designed multi-robot systems based on rapid insect-like behaviour, he is also an inventor and entrepreneur.

Dr. Andrew McKay, Director of Graduate Studies

BA (Hons) UVic, History; Master of Public Administration; Doctor of Business Administration, Charles Sturt University, Certified Human Resources Professional designation. Joining TRU (then UCC) in 1991, he contributed to the university as the Instructional Liaison Officer, Director of Continuing Studies, and Academic Director for Business in Open Learning.

Dr. Colin James, Special Projects, Research (on Contract)

A chemist, former Dean of Science, and Associate Vice President, Academic, with responsibilities for the transition of Open Learning from an independent campus at Burnaby to TRU in Kamloops.

Dr. Jeffrey Lemieux, Major Grant Facilitator (on Contract)

(now the Area Chief of Fisheries and Oceans Canada for the North Coast Region, BC)
PhD Biological Sciences, specializing in Entomology and geospatial modeling and analysis.

Gillian Watt, Business Mentor and Community Developer, BSc Ag, MBA

BSc, Agriculture, (1985) UBC; MBA, (2002) Guelph University; former owner/manager of Black Creek Ranch, and Agriculture Accounts Manger with RBC.

Jerri-Lynne Cameron, Graduate Studies and Student Research Officer

MA English, University of Western Ontario; BA English (2009) TRU, Diploma in Animal Health Technology, and 10 years in the private sector, including seven years operating her own business in web development, marketing strategy, and project management.

Kathy G. Mitchell, Administrative Assistant

Vast experience spanning over 30 years in administration, including managing a research office for the government, serving the school board for which she was honoured with a tree planted in her name, and serving in almost every unit at TRU in a temporary capacity.

Associates/Affiliates

Primo Podorieszch—Research Financial Officer. Sponsored participation in CAURA 2010 and 2009

Yvette LaFlamme—Research Financial Management. Sponsored participation in CAURA 2009

Gary Hunt—Director of the Teaching and Learning. Support for the Scholarship of Teaching and Learning, CUR, and the integration of student research and teaching.

FINANCIAL MANAGEMENT

Operational Funding: Developed and funded a professionally staffed unit with a decline in institutional funding from Base.

Endowment Management: Secured all except the 2005 fund indicated below. Took the initiative to work with Dan Sanford, Investment Advisor, RBC, to develop an endowment management strategy and model that includes a return to capital of a minimum of 10% of the interest, and multi-year forecasting based on a number of scenarios. Some of the other key features are:

- The model allows for tracking of individual funds, and varying dispersements and reinvestment percentages,
- The \$7,000 administrative fee is distributed among the funds based on the contribution of the fund to the entire research endowment.
- The model includes calculation of available funds according to any use restrictions identified by the donor.

Endowments: Initial Investments

Regional Innovation Chair, Cattle Industry Sustainability			
BC Leading Edge Endowment Fund	1,250,000	Jun-08	
BC Cattle Industry Development Fund	625,000	May-08	
Real Estate Endowment Fund	250,000	Feb-08	
Habitat Conservation Trust Fund-1a	375,000	Mar-05	
Total	2,500,000		
Regional Innovation Chair, Aboriginal Maternal and Child Health			
BC Leading Edge Endowment Fund	1,250,000	Dec-10	pending
Family and Childrens	1,250,000	Apr-07	
Total	2,500,000		
Total Endowments for Research Chairs			\$5,000,000
Northcote and Brink Professorship			
Habitat Conservation Trust Fund-1b	375,000	Mar-05	
NRS Student Research Scholarships			
Habitat Conservation Trust Fund-2	200,000	May-07	
Total Endowments			\$575,000
Total Research Endowments			\$5,575,000

Contract and Sponsored Research Funds: Implemented a standard overhead on contracts of 20%.

Major Grant Management: Oversaw the successful financial management of complex projects such as CFI and Western Diversification. Asked by Western Economic Diversification to be their contact/oversight person for all major WED projects with TRU.

CFI Allocation Plan: Developed and manage the CFI allocation plan, based on a consultative process, beginning with the Deans, with faculty consultation, and with the approval of the Senate Research Committee.

Training: Provided opportunity for training of the research account managers at CAURA.

Teresan Rental: Worked with internal legal counsel and the property manager to be released from a rental agreement for office space in the Teresan Building, saving \$60,000 per year.

Graduate Program Cost-Recovery Model: Developed a business plan, program strategy and financial model of graduate studies, based on a combination of traditional and professional programs, reflecting the graduate-level expertise of TRU, with fees to reflect market trends, and with a mix of domestic and international students. The revenue-sharing model required enrolment management and allowed for centralized funding of scholarships, library electronic references, graduate student space, and new program development. A compromise was reached with the Deans.

CONTRIBUTIONS TO GRADUATE STUDIES

OFFICE OF GRADUATE STUDIES

All of this is new in the last 4 years. Although graduate programs were underway, the AVP RGS developed the institutional structure and governance for graduate studies, and shepherded this structure through the Senate approval process.

Office of Graduate Studies, its function, mandate, structure, and relationship to Senate and Faculties: Working with the Deans and President's Council, developed, passed through Senate (2007-08), and implemented the institutional structure for Graduate Studies, including:

- A mission and mandate for the office of graduate studies,
- Centralized and decentralized functions,
- The composition and mandate for the Graduate Studies Committee of Senate (TRU-GSC),
- Graduate program committees, composition function and relationship to the GSC, and
- Guidelines for faculty participation in graduate programs.

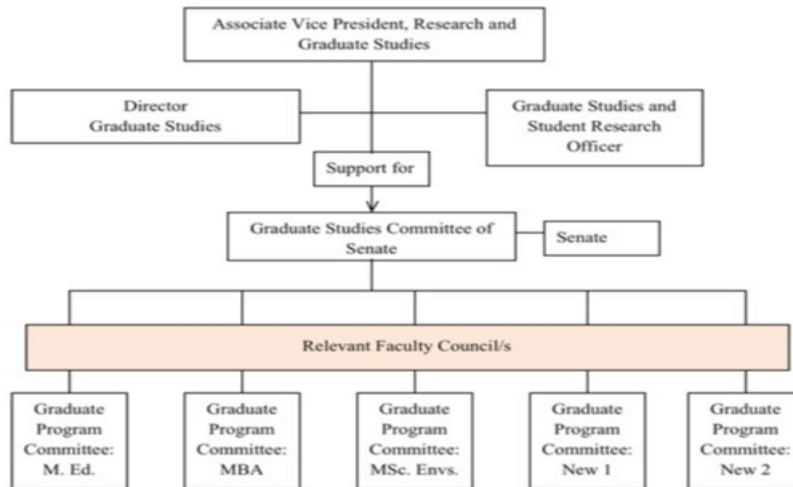
The funding and HR approval to hire staff for the Office of Graduate Studies was not approved until September 2010, therefore this work was completed by the AVP RGS.

With these new staff and the organizational infrastructure now in place the AVP RGS can increase focus on academic leadership toward sustainable, innovative, and relevant graduate program development.

Memberships in National and International Organizations

- **Canadian Association of Graduate Studies:** Based on the development of institutional organizational structure, the Canadian Association of Graduate Studies approved TRU membership in Nov 2010.
- **Council of Graduate Schools in the United States:** TRU is now eligible and is in the process of applying for associated membership with the USA Council of Graduate Schools.

Organizational Structure for Graduate Studies



TRU Institutional Governance Structure for Graduate Studies (see the Governance Handbook, including:

- History of Graduate Studies, from individual programs to creation of the Office of Graduate Studies with affiliate support units
- Mission
- Services of the Office of Graduate Studies
- Graduate Studies Committee of Senate (mandate and composition)
- Graduate Program Committees (mandate, composition, and responsibilities of the chair)—these committees are structured to be external to the ownership of any specific faculty and therefore facilitate and encourage cross-disciplinary programs
- Organizational Structure for the Office of Graduate Studies
- Approval Procedure and Criteria for New Graduate Programs—critical for subsequent program development. DQAB standards are addressed as part of the internal process.
- Criteria and approval process for faculty participation in Graduate Studies with three designations—this represents a significant accomplishment from a number of perspectives, and is important given the variable backgrounds and careers of TRU faculty. The designations are:
 - Full Graduate Instructor/Supervisor
 - Adjunct Graduate Instructor/Supervisor
 - Associate Graduate Instructor/Supervisor
- Admission Standards, and Process for Application/Admission/Acceptance, including the designation of responsibilities between units and individuals for each stage of the process, and use of Banner for recording and sharing information. Previously each faculty operated independently, requiring tact and patience to develop an institutional process and oversight:

- Drafted institutional application form for graduate studies, including recommendation forms
- Acceptance letter and attributes
- Institutional criteria for the consideration of new graduate programs, drafted and moved through the Senate approval process as new academic policy
- Approval for an institutional exit survey of graduate programs.

Financial Model and Business Plan: Developed a program typology and business plan for graduate programs including a mix of novel, profession/applied programs and more traditional programs that would allow new program development that, 1) is consistent with TRU expertise, 2) serves an identified need for which there is a viable student body, and 3) is cost recovery as a total package.

Because the initial graduate programs were developed before there was an institutional approach to graduate studies and all of the tuition revenues are assigned to the deans (there is no base funding for graduate programs at TRU), implementation of a more centralized revenue-sharing approach will require further institutional transformation.

Drafted tuition fee model, and recommended ancillary fees, and distribution model for international fees within provincial restrictions and regulations.

Assessment and Review of Graduate Programs: Drafted the criteria for assessment and review of operating graduate programs.

Policy Review and Procedures for Graduate Studies

Completed a review of all TRU policies and made modifications or developed new policies/procedures for graduate studies as required. The development and modification of policy was informed by research into the policies and practices at 14 benchmark universities from across Canada. The approval of policy was collegial through the Graduate Studies Committee of Senate. The results include:

- Publication of Graduate Studies Handbook (pending editorial review and layout)
- Institutional admission standards
- Graduate Educational Standards:
 - General Program Credit Requirements (definition of graduate degree, diploma and certificate, pending)
 - Criteria for Awarding Credentials
 - Residency Requirements
 - Registration in Undergraduate Courses
 - Program Completion Times
 - Course Transfers During the Graduate Program
 - Transfer Credit
 - Course Vectoring and Scheduling
 - Course Audits
- Admission status: part-time, full-time, maximum length of time in program

- Satisfactory academic progress: minimal grade point average, Good Academic Standing, Academic Probation, Athletic Eligibility
- Grading System (awaiting policy approval)
- Course and Program Repeaters
- Withdrawals and course changes
- Visiting Student Status
- Graduate Student Appeals
- Academic Integrity (ED 5-0): (under review as a cross-committee policy)
- Graduate course and program approval
- Copyright and IP (under consideration)
- Directed Studies and Special Topics Courses

Thesis Preparation and Defense: Developed and had passed through the GSC, the institutional guidelines for thesis preparation and defense including:

- Thesis proposal form
- Guidelines for progress reports
- Guidelines for Chairing a thesis defense
- Committee approval form
- External examiner nomination form and procedures for nomination
- Report of the internal and external examiners/reviewers
- Request to withhold circulation of the thesis/project
- Thesis exam report
- Thesis certificate of acceptability

Guide for Graduate Student Supervision: This became an essential document because many faculty members are relatively new to graduate student teaching and supervision.

Graduate Student Exit Survey: Issued one, five and ten years after program completion.

PROGRAM PLANNING FOR GRADUATE STUDIES: The formal process was delayed so that it could be included as part of the Academic Planning. New graduate program areas are being supported by the AVP RGS in areas where there is a critical mass of expertise and research activity, usually from across disciplines leading to programs that are innovative and fill a particular niche. **IT INFRASTRUCTURE**

ACADEMIC INVENTORY DATABASE

This project created a web-based inventory for the entry, storage and retrieval of academic information that can then be exported according to the choice of the faculty member to:

1. Faculty member's webpage
2. Experts database (for external clients, potential students, and the media)
3. APAR (Academic Progress and Review form, per the format specified by the Faculty)
4. Tenure/promotion portfolio,
5. CV
6. Common CV

The AVP RGS supplied the vision, and supported the consultation, development, testing and training of AID, largely through external funding.

The project was initially implemented with the staff of ITS working with coop students, but with the agreement of Brian MacKay, Associate VP ITS, the development work was contracted to IO Consulting.

The programming was completed in September 2010, meaning that it passed its audit by ITS, and is compatible with Banner. AID will go live and reside on MyTRU, once IT Services takes over the application and its implementation.

History: The former TRU research office had taken the initiative to develop research web pages for faculty, and a research webpage that included the ethics committee information. This information resided on a server managed separately from IT Services. Although the system served a valuable function, security was a concern. Part of the new leadership of the AVP RGS included a transfer of the server to IT Services and initiating of project AID and other online services that would ultimately become the responsibility of ITS.

NEW RESEARCH • INNOVATION • GRADUATE STUDIES WEBPAGE AND WEEKLY NEWSLETTER

RESEARCH MANAGEMENT SYSTEM: Purchase of a research management system is currently under review and consultation with finance and IT services, and includes a review of satisfaction of solutions implemented at other universities. Expected implementation is January 2011.

LEADERSHIP IN COMMITTEES

The AVP RGS provides oversight/leadership for three ethics/compliance committees, two Senate Committees (the Senate Research Committee and the Graduate Studies Committee) and one Collective Agreement Committee (the University Sabbatical Leave Committee).

The ethics committees operate at arms-length to the office of the AVP RGS, but report to her, and she has oversight responsibility.

Research Involving Animals

She drafted the terms of reference for the University Veterinarian,

Two successful external reviews by the Canadian Council for Animal Care

TRU-ACC—The AVP RGS worked with the former interim Chair of the Animal Care Committee to draft a new animal care policy that is now compliant with CCAC guidelines,

University Veterinarian—The AVP RGS established the position and the terms of reference for the university veterinarian, in response to the 2007 site review by the CCAC, and hired the first person in this position.

Record keeping—Provided a central repository for records.

MOU with Selkirk College—Drafted with Selkirk College an MOU to provide guidance regarding animal care, and services of the TRU-ACC.

Site Reviews by the CCAC—The AVP RGS shepherd two successful external reviews by the Canadian Council for Animal Care, 2007 and 2010, and drafted responses to the reviews. The CCAC made no serious recommendations following their 2010 review.

Research Involving Humans

The oversight of human ethics is getting increased attention at the provincial and national level. My focus is on providing opportunities for training for the TRU Human Ethics Committee and for faculty members, funding participation in conferences and workshops, and offering workshops on campus. The new chair is finishing his second year and the AVP RGS is supporting his participation at the western meeting of the Canadian Association of Research Ethics Boards.

Research Involving Hazardous Materials

BioSafety Policy/Committee/Procedures/Officer—The AVP RGS worked with the biohazards expert in the Faculty of Science to draft the BioSafety policy, the membership and mandate of the BioSafety committee, and named and supports the BioSafety officer in compliance with the Human Pathogen Act. She also supported the preparation of a TRU BioSafety Manual.

Initiation and Leadership of New Committees

She provided leadership to the committee

University Sabbatical Leave Committee [Promoting a University Standard]—First meeting December 2006. Established by the Collective Agreement, this committee, chaired by the AVP RGS, held its first meetings in December 2006. This method of granting sabbatical leaves was new to TRU. The contribution of the AVP RGS was to help the committee to identify institutional standards for sabbatical leave applications, and practices and guidelines for the consistent adjudication of applications. In 2006-07 the committee received 25 applications and rejected 10, or 43.5 %. This was very difficult for the committee, not particularly popular. In subsequent years TRUFA and the AVP RGS conducted joint workshops on applying for sabbatical. Each year the applications improved, and the acceptance rate increased to 86% in 2009-2010.

Research Committee of Senate—First meeting, November 6, 2007.

Leadership of the AVP RGS was to facilitate the committee's understanding of its institutional role, encourage the transition from FAR (Faculty Advocating for Research), an adhoc research advocacy group that had formed in the absence of another faculty voice supporting research, and lead a number of the initiatives that were passed through this committee including:

1. A complete institution-wide review research planning process, culminating in a new TRU Strategic Research Plan,
2. A response to the Plant Report: Campus 20/20: A report commissioned by the Provincial Government to recommend future directions for the higher education system.
3. A decision to recruit a CRC Tier 1 in Sustainable Development, and its approval through APPC and Senate
4. Consideration and review of Project AID
5. A number of new awards and recognitions for research (described under research awards).
6. Complete review and recommendation to the APPC of research centres, including
 - a. The New Media Research Centre
 - b. Centre for Community-Based Youth Health Research
 - c. Centre for International Social Work
 - d. A Centre for the Examination of Walking, Health and the Civic Landscape
7. Review of Tri-council MOU and institutional policy and practice
8. Adjudication of Awards: SIG, ASU, U-REAP, USRA, Postgraduate Scholarship nominations
9. Undergraduate Innovation and Research Conference Subcommittee

Graduate Studies Committee of Senate—First meeting, February 5, 2009. This committee was conceived by the AVP RGS and then refined through institutional consultation on all levels, ultimately being approved by Senate. The AVP RGS worked closely with the Chair to bring forward matters related to consideration of all policies and practices related to graduate studies. Since the inaugural meeting this has been largely completed, with the policy and practice tabled by December 2009.

CONTRIBUTIONS TO RESEARCH AND INNOVATION

INSTITUTIONAL REVIEW OF THE STRATEGIC RESEARCH PLAN THROUGH THE SENATE RESEARCH COMMITTEE AND SENATE

Led an institutional review of research leading to a revised TRU Strategic Research Plan. The review commenced in 2007 with faculty consultations and a template for faculty to develop individual research plans, and culminated in 2009 with a revised Strategic Research Plan with research themes that are reflective of TRU research expertise and activity, and allow development in key areas.

Themes new to the revised SRP are:

- Agrifoods;
- Bio-products, Biocatalysts and Microbiology; and
- Sustainable Communities.

Themes modified are:

- Healthy Communities, Wellness, and Human Development,
- Advanced Technologies and Applications (revised to reflect institutional expertise in optimization and management science).

The overarching theme of Sustainable Development was introduced.

The new SRP also includes a plan for internal allocation of research chairs.

Approved the Senate Research Committee: March 14, 2009

Approved by Senate: April 27, 2009

AWARDS RECOGNIZING EXCELLENCE (UP TO \$8,500 IN AWARDS ANNUALLY)

NOTE: All awards, including faculty and student awards are adjudicated by subcommittees of the Research Committee of Senate.

Master Undergraduate Research Mentor Award: This award honours excellence in mentoring undergraduate student research, innovation and creative works (up to two awards/year, \$1000/award, and a plaque). NEW, passed the SRC on October 19, 2010.

Excellence in Scholarship Award: The former Merit Award for Scholarly Activity was revised to become the Excellence in Scholarship Award, with clear criteria, a more robust application process, and adjudication through the SRC. The award recognizes excellence in research, scholarly activity or the production of creative works over a sustained period of time that represents a significant contribution to the field of inquiry (\$2,500 research grant and a plaque, up to two awards).

The result has been improved visibility and greater competition for the awards. In the first couple years there only enough or barely enough applications to offer the awards. Last year we received seven good applications, for two awards.

Master Scholar Award: This award recognizes the highest achievement in scholarship, achieved over a career (a \$3,500 research grant and a plaque), passed by the SRC December 15, 2009.

INTERNAL RESEARCH SUPPORT/GRANTS

THE AVP RGS initiated or wrote grants for the following:

Course Release in Support of Research, Scholarly and Creative Activity: Offered 2008-09 and 2009-2010

The purpose of this award is to support of faculty members whose research program is at a critical stage in terms of funding renewal or discovery, and who have the potential to achieve greater success in their application for funding with additional time to engage in dissemination activities, prepare a major external grant application, and/or accelerate the pursuit of a discovery. The objective of the course release is to help faculty members be more competitive for external funding, particularly at the national level. The award is for Faculty Members who will not receive a teaching release from another source in the semester they would receive this award.

2008-09: 7 awards

2009-2010: 4 awards

Research Enhancement Fund: (replaced the course release award based on feedback from faculty and the desire to create a more flexible start up fund)

This fund provides a transparent mechanism for providing start-up funds for new tripartite faculty researchers, and bridge funding for tripartite researchers actively engaging in developing their capacity to be successful applicants to external research funding.

SSHRC Aid to Small Universities:

Wrote successful SSHRC proposal ranked 2/40 (\$69,000 over 3 years) to increase research capacity and productivity in the social sciences and humanities by developing research centres in areas of institutional strength and relevance to the community. (69,000 over 3 years ending 2011)

Through the Senate Research Committee we implemented an open procedure for internal distribution of the grant that was approved and adjudicated by the SRC.

The result to date is four in-depth proposals for new research centres, each led by an SSHRC funded researcher, or in one case, a recently-funded researcher.

SSHRC Institutional Grant: This developmental grant is awarded based on a contribution from SSHRC. New to the leadership of the AVP RGS, was to work with the SRC to develop and approve a call for applications and an adjudication process.

NSERC Engage Grants:

This new program by NSERC is designed to make new connections between researchers and industry. The role of the AVP has been to make connections with industry and help researchers to see their role in R and D with industry. We have been successful in this regard.

IHA Institutional Grant

2007 TRU received a grant of \$130,000 for health research projects. The Fund supported 15 research projects, funded over a 2-year period, and was adjudicated by a committee.

Research Endowment Fund Proposal

Created: July 22, 2009 (N. Van Wagoner)

Reviewed: July 22, 2009 (U. Scheck and C. Seguin)

Revised and Submitted: August 5, 2009

Reported to Senate: September 26, 2009

The income generated from the TRU Research Endowment Fund will be used to support the following types of endeavours for research (tripartite) faculty:

- Start up research funds for new research faculty,
- Research equipment and facilities, including associated infrastructure,
- Seed funding for research projects that are part of a well-defined research program,
- Travel grants for sabbatical leaves where the faculty member will be resident at an accredited university outside of British Columbia,
- Travel grants for research collaborations and/or conferences that are critical to a well-defined research program,
- Stipends or research funding for internal research chairs that may be established by TRU (not to be used as stipends for Canada Research Chairs, or BC Regional Innovation Chairs).

Grant Facilitation

Hired on contract grant facilitators specific to each granting council, and an editor/reviewer. Each holds one or more workshops and gives individual coaching. The total investment averages about \$150,000 annually, and is greater when there are submissions of major institutional grants.

Research Workshops and Networking for Faculty

Numerous research workshops occur annually and have included:

- Research Ethics
- Aboriginal Research Ethics
- Developing a Research Program—by external grant facilitator for NSERC and SSHRC
- Grant Writing—by representative from the tri-councils, Michael Smith Foundation, BC Environmental and Occupational Health Research Network, and contract grant facilitators
- Career Planning and Publication in the Arts—Joe Van Every
- NSERC Grants—regularly sponsor information sessions from NSERC grants officers, and provide access to webinars
- SSHRC—new architecture and partnerships program
- Research Finance Systems—by the Finance Office
- Intellectual Property—by Tamsin Milley, Lawyer
- Centre for Drug Research and Development—workshop, campus tour and individual meetings
- MITACS

- British Columbia Innovation Council—invited the CEO for presentation, tour and meeting with researchers and community
- Applying for Sabbatical Leave
- Animal Care—training workshop, and support online training on good animal care for faculty and students.
- Promote faculty participation at the networking events of the BCIC, Royal Society of Canada, Manning Awards, Synergy Awards, Genome BC, Genome Canada, and other organizations as pertinent opportunities arise.

As an example of the growing research culture, I sponsored a SSHRC workshop in 2006 and attendance was about 5 or 6 people. The recent SSHRC workshop held in September 2010 attracted 45 faculty members and 5 community representatives. SSHRC grant applications are up by 50% for the Standard Research Grant, and we are anticipating 4 applications for the new SSHRC partnerships program.

Research and Innovation Gala: The First Annual Research and Innovation Gala is planned for April 2, 2011

Research Policy and Practice

- ⤴ Research Centres—approved
- ⤴ TRU-Animal Care—approved
- ⤴ Transfer agreement form--done
- ⤴ Research Ethics—needs revision awaiting committee consideration
- ⤴ Intellectual Property—draft with legal
- ⤴ Grants and Contracts—draft with SRC subcommittee
- ⤴ Field work safety--draft
- ⤴ Research Chairs—draft, reviewed by deans
- ⤴ Postdocs—draft
- ⤴ Research integrity—draft undergoing multi-committee review
- ⤴ Research Communication--draft
- ⤴ BioSafety—completed
- ⤴ Student drivers—procedure doc
- ⤴ SRC is conducting an additional view of all policies and practices with respect to the MOU with the Tri-councils, and the MOU with the Michael Smith Foundations for Health Research
- ⤴ Participated on the provincial committee that drafted language for grants, sponsored research and contracts between BC Universities and provincial ministries
- ⤴ Research handbook, draft (revising links)
- Standard Grant/Contract/ and Sponsored Research Agreements with the Provincial Ministries—served on the provincial committee to draft these documents, and presented to internal legal counsel.
- Conducted the research and drafted the following—in various stages of approval
 - Drafted a Technology Transfer Process—in legal review
 - Drafted and implemented an agreement for faculty to sign with the university concerning IP

- Commercialization/Invention Disclosure Form—drafted

STUDENT RESEARCH

Undergraduate Student Research and Innovation Conference

The success of this event could not have been possible without ongoing support and encouragement of the AVP Research. Chair, UG Conference Organizing Committee 2010

The AVP RGS became involved with this conference in its second year. My leadership was to:

- Provide a stable institutional structure and logistical support for the conference by making the organizing committee a subcommittee of the SRC, and supporting with funding and other support from the office of the AVP RGS (\$10,000 annually),
- Improve the professionalism of the conference
- Encourage campus-wide involvement of all disciplines, including the visual and performing arts, trades and technology and culinary arts, and this has occurred,
- Encourage and fund the publication of the Proceedings of the Undergraduate Innovation and Research conference, including review of articles,
- Support the preparation of;
 - Student Presenters Guide to Conferences
 - Conference Manual
 - Session Chair's Guide to Conferences
 - How to write an abstract for students
 - Call for submissions and abstract submission form
- Recognize students through the following awards (**\$6,000 total in prizes from the Research Office**):
 - Posters:
 - Most Innovative. Cash Award \$500, plus award certificate
 - Best Applied Research: Cash Award \$500, plus award certificate
 - Oral Presentations: The three best Oral Presentations receive an award certificate and up to \$1000 toward travel to present their work at a regional or national conference.
 - Papers Published in the Proceedings: The three best papers receive a cash award of \$500, award certificate, and are recognized on the back cover of the publication.

As a result of this support this conference is now entrenched as part of fabric of the university and this year will be the kick-off event to the first Annual TRU Research and Innovation Gala. **Student participation increased from 20 presentations in 2006, to 84 presentations in 2010.**

UNDERGRADUATE STUDENT RESEARCH AWARDS AND SCHOLARSHIPS

Undergraduate Research Experience Award Program (U-REAP): (\$130,000 annually through an internal contribution from CUEF).

Currently producing promotional material to develop an endowment fund to double the funds available for this award and provide ongoing support for the Undergraduate Innovation and Research Conference.

Worked with the Senate Research Committee to establish the Undergraduate Research Experience Award Program, the U-REAP Award, a new CUEF-funded student research award. The former Research Experience Service Learning Award (RESL) was modified to accommodate a research experience more similar to the NSERC USRA. Most importantly, we developed a clear application system with criteria for selection, along with a highly visible call for applications, procedures and terms of reference for the adjudication team, scholarship and finance office, and a review template for applications. The result is a growing number of applications, better and fairer selection, higher quality projects, and the program is now oversubscribed.

NSERC USRA (Undergraduate Student Research Award)

The number of awards is based on an institutional quota.

Previous to the leadership of the current AVP RGS, this award was distributed to the faculty NSERC grant holders, who personally selected their student. My leadership was an open call for applications and adjudication process to select the most deserving students who had also pre-identified a supervisor. The award is now administered through the Senate Research Committee.

CIHR HPSRA (Health Professional Student Research Award)

The number of awards is based on an institutional quota.

Previously administered by the School of Nursing, the main modification of this award was to make it accessible to all health-related disciplines that fit the CIHR criteria, with an open call for applications and transparent adjudication process.

GRADUATE STUDENT RESEARCH AWARDS AND SCHOLARSHIPS

Tri-council graduate student scholarships are 100% higher this year than any other year in the last four years.

NSERC Post-Graduate Scholarships (PGS)

The number of nominations is established by quota. The best recipients may have their award upgraded to a Canada Graduate Scholarship, or Julie Payette Award (the top award). After a poor showing in 2008, when NSERC changed the duration of the award, we invited NSERC to give a presentation about their scholarships. The following year we had our best results with 5 CGS, and 1 Julie Payette Award.

NSERC Industrial Post-Graduate Awards

These awards require collaboration with an industry partner.

TRU has increased its activity with these awards from two awards in 2007 to 7 awards in 2010.

SSHRC Bombardier awards

The number of nominations is established by quota and until 2008 TRU was not eligible to submit nominations. In the first year of eligibility we received 2 awards. The following year we received 4 awards, and one special business award.

	2006-07	2007-08	2008-09	2009-2010	2010-2011
USRA	7	9	13	9	9
CIHR			1	2	2
CUEF RESL/UREAP					
Winter	13	14	7	11	8
Summer	16	15	8	17	21
TOTALS	29	29	15	28	29
BC Govt Student-led research		9	6		
Total UG Awards	36	47	34	37	38
Nserc PGS-M	2	3	3	2	
Alexander Graham bell/CGS		3	4		5
Julie Payette Award					1
NSERC-IPS		2	2	1	7
total nserc grad award	2	8	9	3	13
SSHRC Bombardier	0	0	0	2	4
Bombardier--special business					1
Total Graduate Student Awards	2	8	9	5	18

Other Student Research Support

Student Writing Workshop

NSERC Workshop by Gillian Cooper, NSERC Ottawa Scholarships
Program **RESEARCH CHAIRS**

Endowed Chairs: Leading Edge Endowment Fund Regional Innovation Chairs (LEEF RIC)

LEEF RIC positions are funded by a \$2.5 million endowment for each chair. Half of the funds are provided by the LEEF, and the university must secure an additional \$1.25 million for each Chair. The former AVP Research submitted successful proposals for two LEEF RIC positions. My role was to finish securing the matching funds and recruit the chairs. Once a nominee is recruited, the person and the individual must go through a nomination process similar to a CRC position, which is substantial.

BC Regional Innovation Chair in Aboriginal Maternal and Child Health: working at the provincial level I secured the matching funds of \$1.25 million, recruited a candidate, brokered the conditions of employment (working with the TRU Director of Aboriginal Education) with the VP Academic, and submitted a nomination in June 2010.

BC Regional Innovation Chair in Cattle Industry Sustainability: Recruited Dr. John Church, completed the matching funds of \$1.25 million, developed the funding for a research facility, brought together a research team of over 30 researchers and community organizations, and developed an Advisory Committee to the Chair.

Canada Research Chairs

TRU was allocated the equivalent of 5 CRC Tier 2 positions. Four CRC Tier 2 were in place when I arrived. My ongoing support was different for each of the Chairs as follows.

Lauchlan Fraser: NSERC Tier 2: Community and Ecosystem Ecology. Facilitated the renewal of his Tier 2 position (October 2008 submission with approval in April 2009), and CFI application for \$99,475, matching funds of \$99,475 were secured from BCKDF.

Ashok Mathur: SSHRC Tier 2: Cultural and Artistic Inquiry: Facilitated his successful renewal application that was confirmed in May 2010.

Norman Friesan: SSHRC Tier 2 E-Learning: Finalization and implementation of CFI research space in May 2007. Provided funding from the ASU grant to develop a New Media Research Centre that was passed through APPC during the November 2010 meeting.

Amedeo D'Angiulli: SSHRC Tier 2 Early Intervention/Child Development: Amedeo was not comfortable with his CRC when I arrived and he left TRU in 2007 to take a position with the Department of Psychology and Interdisciplinary Studies at Carleton University. My role was to facilitate the transition and the re-allocation of the CFI facility.

Canada Research Chair Tier 1: I developed and passed through senate a proposal for TRU's first CRC Tier 1 position. This was drafted in consultation with the Deans and

approved through the research committee. The position in Sustainable Development was designed to be broad encompassing social, environmental, cultural and economic sustainability, thus allowing TRU to recruit the strongest candidate who best complements and strengthens existing research expertise at TRU.

THE NETWORK OF LEEF REGIONAL INNOVATION CHAIRS

Facilitated and encouraged collaboration among the other LEEF Regional Innovation Chairs in the province:

- George Penfold (Rural Economic Development, Selkirk College) is adjunct with the TRU Department of Economics,
- Deborah Henderson (Sustainable Horticulture, Kwantlen Polytechnic University) is collaborating with John Church on sustainable ranching and horticulture in Cuba,
- Vancouver Island University: we will explore a collaboration with the LEEF RIC in Aboriginal Child Education at VIU once our Chair in Aboriginal Maternal and Child Health is on faculty at TRU.

VISITING SCHOLARS

Encourage interaction with visiting scholars, including an upcoming Association of Commonwealth Universities, George Weston Limited Follow from Pakistan, Dr. Muhammad Mushahid Anwar, Department of Geography, The Islamia University of Bahawalpur.

NEW ADJUNCT FACULTY, POLICY AND PROCEDURES

New Board Policy BRD 15-5: I drafted and had approved through President's Council and the Board (with input from Dean's Council, the Senate Research Committee and Senate), revisions to the policy on Adjunct Faculty to be more in line with a university, and developed the implementation procedures. The policy was approved by the Board on December 11, 2009. Since revisions were in place or pending, at least 26 new scholars have joined TRU in an adjunct capacity, greatly expanding the research capacity and influence of TRU.

Last Name	First Name	Affiliation	Department	Start
Ballin	Peter	Vancouver Community College	Biological Sciences	Dec. 15, 09
Broersma	Klaas	Agriculture and Agrifood Canada	NRS	Jan. 1 08
Brownlee	Richard	Neurosurgeon IHA	Biological Sciences and Allied Health	Dec. 15, 09
Cleary	Michelle	Ministry of Forests	NRS	Sep. 1, 10
Cridland	Ronald	Private Practice Sleep Clinic	Allied Health	Jan. 1, 10
Davies	Julian	UBC, Biological Sciences	Biological Sciences	May 1, 09
Govindaraju	Purnima	BC MOE	NRS	Sep. 1, 08
Greenwood	Margo	UNBC	Social Work	May 1, 10
Harris	Judith Ann	TRU	OL Scholar	Nov 1, 10
Hlouskova	Jaroslava	Comenius-Bratislava Univ.	Economics	Apr. 1, 09
Holstrom	Wayne	Private Physician	Allied Health/Respiratory Therapy	Oct. 1, 08
Keener	Lee	Computer Science, UNBC	Computer Science	Jun. 1, 08
Klenner	Walt	Ministry of Forests	NRS	Oct. 1, 08
Le Dressay	André	Fiscal Realities Economics	Business and Economics	Sep. 1, 08
McLoughlin	John Grant	Faculty of Education University of New Brunswick	Education	Jun. 1, 08
Meays	Cindy	BC Ministry of the Environment	NRS	Oct. 1, 07
Minhas	Avinder	Private Practice Sleep Clinic	Allied Health/Respiratory	Jan. 1, 10
Penfold	George	Selkirk College, LEEF RIC	Business & Economics	Oct. 1, 07
Schemenauer	Robert	Environment Canada, FogQuest	NRS	Jan. 1, 08
Shamoun	Simon	Pacific Forestry Centre, Victoria	Biological Sciences	
Smyth	Richard	Founder & Director of Sleep Surgery Centre, Inc., Coquitlam, Vancouver, B.C. Canada	Allied Health, Respiratory Therapy	Jan. 1, 09
Thompson	Don	Agriculture and Agrifood Canada	NRS	
Vyse	Alan	Ministry of Forests, Emeritus	NRS	Oct. 1, 07
Wagner	Ken	RIH, Retired	Biological Sciences	May 1, 09
Wiltse	Lynn	Education, University of Alberta	Education	Aug. 1, 10

Winkler	Rita	Ministry of Forests	NRS	Sept. 1, 10
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NEW RESEARCH FACILITIES

ADDED \$3.65 MILLION IN NEW MAJOR INFRASTRUCTURE PROJECTS

Projects with Western Economic Diversification: All WED projects are managed through the office of the AVP RGS at the request of WED.

Southern Interior Development Initiative Trust: Secondary sponsor.

500 MHz Nuclear Magnetic Resonance Facility (\$904,500), March 2008.

Research and Development Facilities in Support of Ranching, Rangeland Management and Meat Production (\$555,000), March 2008. Includes state-of-the-art smokehouse for the retail meat program, Geographical Information System software, computers and plotter, cattle tracking equipment, ultrasound fat-back meter, tracking collars, meat analyzers (microbes, nitrites/nitrates, water, fat, tenderness), C-H-N element analyzer.

Liquid Chromatography Mass Spectrometer (\$528,655) February 2009

Bioproducts Research and Development (\$989,692) in progress

Innovation and Commercialization (\$2,872,392 multi-year funding) in progress

Canada Foundation for Innovation, BC Knowledge Development Fund, and Industry Funded Projects

E-Learning Practices Research Centre (\$74,905), Norm Friesen, PI.

Climate Change and Disasters Infrastructure (\$ 29,260) 2008, Julie Drolet, PI.

Ecosystems and Climate change: Upgrade to Greenhouse heating and laboratory: Solar Panels, lab expansion, new equipment (\$248,688) 2008, Lauchlan Fraser, PI.

Imaging Centre, STEM: (\$666,333) 2008, Cindy Ross Friedman, PI

Isoelectric Focusing and Chromatography Systems for Biocatalyst Development (\$607,728), 2009 Jon Van Hamme, PI.

Capillary Electrophoresis infrastructure: (\$110,000) 2010, Kingsley Donkor, PI.

EEG Achievements: Transitioned from the former CRC 2 to John Hallonquist, Psychology, as PI, (2009)

- The equipment was moved to Psychology with the support of the Dean and Psychology.

- A team of researchers was identified with Dr. Hallonquist, as PI as mentor to younger faculty.
- The equipment was tested, with maintenance and training provided from the AVP RGS

Research Truck and Trailer: Transitioned from former CRC 2 to Les Matthews for community-based and practice-based research as part of a mobile respiratory health clinic.

CURA Facility Campus Activity Centre (annual support for rent, renovations and maintenance)

RESEARCH CENTRES AND GROUPS: BRINGING POLICY AND FUNDING TOGETHER

Challenge: TRU had a number of “research centres” operating without any guidelines for creating and sustaining centre. The objective of the new policy was to develop institutional consensus regarding research centres, along with clear accountabilities, and provide a mechanism for the review and oversight of research centres.

BRD Policy 21-0: Research Centres and Groups, Approved April 9, 2008. The AVP RGS drafted and moved through the approval process this new policy, along with the implementation and procedural documents to accompany policy, and a review template for new proposals.

I then used ASU funding as seed money to initiate centres that fit with institutional expertise. The following Centres are in progress:

- Centre for New Media Research: (Norm Friesen PI) Approved by the Research Committee and APPC.
- Centre for International Social Work: Julie Drolet, PI.
- Centre for the Examination of Walking, Health and the Civic Landscape: Bruce Baugh, PI.

Existing Centres in Review Process

- Centre for Community-Based Youth Health Research—Natalie Clark, PI.

In Development

- Centre for Optimization and Management Science

RESEARCH FUNDING

Increased research revenue by at least 53% in the last 4 years.

TRU-RIGS is investigating a Research Management System that will facilitate tracking of research grants. In the interim I have supplied data submitted by Finance as part of CAUBO reporting. We have had some discussion regarding what should be included in this report and anticipated changes will increase the numbers. Nevertheless, the trends are significant.

Using these figures, external funding for research has increased by 52% since 2006, and the number of active research accounts has increased by 53% since 2007-08.

CAUBO Summary of Research Revenue		06-07	07-08	08-09	09-10
amount		2,730,000	2,770,000	3,650,000	4,100,000
active research accounts			155		238

SSHRC SRG (Standard Research Grants)

We have put considerable effort into encouraging researchers in the social sciences and humanities, including a dedicated grant facilitator who offers individual coaching. This year there are 12 submissions, up 50% from 2009-2010. Eight applicants are first-time applicants.

SSHRC Partnerships Program

This is a new program we promoted at TRU. We are anticipating 4 submissions.

SSHRC Research Creations Grant

This award was reintroduced by SSHRC after a hiatus and TRU has one (possibly two) submission.

NSERC Discovery Grants

Last year there were 12 NSERC Discovery Grant holders, five in Math and Computer Science, 4 in Microbiology and Chemistry, and 3 in Natural Resource Science. This year there were 17 preliminary grant submissions.

Other Significant Funding Sources

CIHR—new Dean of Nursing is now the TRU rep and we look forward to increasing success in this area

Forest Science Program (\$1.6 million in last 4 years, and 35 projects)

Habitat Conservation Trust Fund

Michael Smith Foundations (BC Occupational and Environmental Health Network)

Agriculture Investment Fund

Provincial Ministries

Grasslands Conservation Council

Contract Research

This is an increasing part of our business, facilitated by the UILO and Business Mentor. Through the *Innovation* function of TRU-RIGS we support the ongoing linkage between the public and private sectors and the university for applied R and D. We are currently engaged with 20 organizations for Agribusiness, and 45 industries and organizations in other sectors. This number is growing.

Other Public and Private Sector Collaborations and Funding

1. Industry Organizations for Agribusiness: 20 organizations
 - a. BC Cattlemen's Association
 - b. Food Processors Association
 - c. Cattle Industry Development Council
 - d. Real Estate Foundation
 - e. Southern Interior Development Initiative Trust—
matching funds for Centre for Innovation in Ranching,
Range Management and Meat Products
 - f. Feeders and Breeders
 - g. BC Food Processors Association
 - h. Small Scale Food Producers—TRU is a member of this
organization and work together with them on
developing technology transfer initiatives
 - i. Investment Agricultural Fund—Cattle industry
sustainability through improved meat production and
products
 - j. B.C. Cattle Feeders Association
 - k. B.C. Association of Abattoirs
 - l. Okanagan Chef's Association
 - m. Kamloops Chef's Collaborative
 - n. B.C. Association of Organics
 - o. B.C. Agritourism Association
 - p. Cariboo Cattlemen's Association
 - q. South Cariboo Cattlemen's Association
 - r. Kamloops Stockmen's Association
 - s. Kamloops Food Policy Council
 - t. Cariboo-Chilcotin Beetle Action Coalition

2. Other Industry Organizations and NGOs (45 industries and organizations)
 - a. Chambers of Commerce (various organizations in the
BC Interior)
 - b. Interior Technology Industry Association (ITIA)
 - c. Kamloops Business Startup Advisory Board
 - d. Venture Kamloops
 - a. Mike Weigle Heli-Skiing: Environmental Impacts
 - b. Absorbent Products Ltd.

- c. Zenterra Energy Inc. (R and D)
- d. Wastech Services Ltd (R and D)
- e. Save-on and Safeway for value-added food product development
- f. Imperial Oil: petroleum microbiology
- g. BC Hydro: ecosystem impacts of dams
- h. Kamloops Brewery: R and D and Quality Control
- i. Strauss Herb: Product testing
- j. Respiratory Therapy Companies (donations of equipment for training and R and D)
- k. Ducks Unlimited: Practices to minimize ranching impacts on water systems
- l. Terasen Pipelines—Land use and wildlife habitats
- m. Southern Interior Forest Extension and Research Partnership (SIFERP)
- n. Vancouver Foundation
- o. Kamloops Chamber of Commerce
- p. FogQuest: Water sequestration technologies
- q. Dental and Orthodontist Practices for respiratory therapy tools
- r. Private medical clinics
- s. Kamloops Art Gallery—business development
- t. NATA Farms
- u. Xeri Rox Productions Ltd
- v. Greenboss Energy Ltd
- w. Heartland Foods and Farm Tours
- x. Kenuc'entwec Development Corporation
- y. 100 Mile Agriculture Enterprise Centre
- z. Pro Video
- aa. Scorpion Technologies
- ab. Pacific Bentonite
- ac. Softwise
- ad. Rooted by the River
- ae. Northshore Business Improvement Association
- af. EnWave: quality verification
- ag. Innovex Engineering
- ah. Sage Information Technologies
- ai. CTQ Consultants
- aj. Bignition
- ak. Perigee
- al. North-Okanagan Business Solutions
- am. Ripcharger
- an. Prosyna Intelligent Communication
- ao. Netshift Media
- ap. Canada's Mastermind Development Corporation

aq. Scott Foubister - web startup
ar. Memory Leaf - web startup
as. ROI Media Works

LEVERAGING FAILURES TO BUILD SUCCESSES

Successful organizations value both their failures and their successes. TRU submitted three major institutional grant proposals that were not successful.

Canada Excellence Research Chair (\$10 million over 7 years): TRU submitted an LOI for a CERC in Social Entrepreneurship as a Science and Technology Strategy for the Developed World, during the inaugural year of the CERC program. That year there were 135 submissions, from 41 institutions, for 40 invitations to submit full proposals for 20 chairs. There was very little lead-time in the initial call. TRU submitted a very good proposal to nominate a Nobel laureate, who agreed to accept this nomination. Although the application was not successful, and TRU was in the good company of 95 other applications, the process was an excellent learning experience. We received valuable feedback from the review committee, and the fact that TRU entered the competition with an outstanding candidate and a credible proposal put the institution on the map with the other players.

The next call for CERC positions will be in 2015, and TRU has the opportunity to leverage the experience gained from 2010 competition to a successful application in the next round.

Canada Foundation for Innovation New Initiatives Fund: In 2008 TRU submitted an application to the CFI NIF program for The Renaissance Centre: Interdisciplinary Centre for Innovation in Regional Development, requesting \$10 million.

This was a capacity building process that began in May (due to the late call for proposals from CFI) for the submission of an LOI in August, with a full proposal in October. The process began with information sessions introducing faculty members to the CFI program, and the NIF. Most members of the Senate Research Committee, and faculty were not familiar with CFI. Those who were familiar with CFI had varying perceptions of this organization and its mandate. We then brought together the interested parties to facilitate the development of a unified institutional proposal, consistent with the Strategic Plan of TRU, and the Strategic Research Plan. The challenges were focusing the participants on collaboration at the boundaries of each of their disciplines, bringing together a group with diverse ideas, and holding the group to the terms of the NIF and eligible expenses (real vs perceived).

The vision that resulted was superb. Although the proposal was not successful, many of the parts of the proposal have been realized through smaller grants, thus building the foundation of a subsequent successful submission.

Canada Research Chair Tier 1: This failure was the most difficult because it involved a diverse search committee with differing perceptions of the CRC standards. The committee did put forward a credible candidate, and TRU-RIGS, with the help of the Dean of Science and an experienced CRC/CFI grant facilitator hired for this project,

submitted a very good proposal. Regretfully, our nominee was criticized by one of the reviewers and the nomination was not successful. This rejection was very difficult for all concerned. With new deans on board with a broader research experience, a willingness to play a more active role in recruiting, and an understanding of the benefit a CRC 1 can bring to TRU, we should do better in our next try.

Other Recommendations for Institutional Structure

Incorporation of Community-University Research Education and Extension as part of the Office of Research, Innovation and Graduate Studies

May 2008, drafted on the request of the President and VP Academic

The goals of the Structure are:

1. Facilitate synergies between some of the critical activities that link the university to the local, regional and global communities in a way that allows TRU to meet individual needs for higher education, make connections with public and private sector organizations for educational programming, realize the growing requirement for non-traditional delivery of graduate-level and post-baccalaureate programming, and link the educational requirements of communities with research that facilitates community development, and research into effective mechanisms of addressing the educational needs, particularly related to remote and rural communities in a sustainable way.
2. Centralize continuing education activity and give it a champion, which is critical to success and building an imaginative, innovative and entrepreneurial enterprise.
3. Allow TRU to take advantage of the entrepreneurial strength and proven record of success in developing profitable continuing education and research or the AVP RGS.

Integration of Research and Scholarship with Teaching and Learning Requested by the Provost and VP Academic as part of the academic restructuring process

This plan included the incorporation of Teaching and Learning with TRU-RIGS to provide greater support for developing the scholarship of teaching and learning, and the support for external grants in support of this function. Although the full plan was not realized, the TRU-RIGS is an affiliate of the Centre for teaching and Learning

MEMBERSHIPS

Centre for Drug Research and Development—Institutional membership through signed MOU
Canadian Association of Graduate Schools (approved by Board, full approval at AGM in
November
Council of Graduate Schools—pending
Council for Undergraduate Research—enhanced institutional membership
CAURA
WestLink
ACCT Canada
Canadian Association of Research Ethics Boards
AUTM—Association of University Technology Mangers

Committees of the AVP RGS

National:

- SSHRC Leaders: Institutional Representative--ongoing
- NSERC: International Committee to Review the Grant Structure: December 2006 to 2008
- Conference Board of Canada: Planning for VPR National Meeting (2007)

Provincial:

- BCNet Research Advisory Board—2010-present
- BC Environmental and Occupations Health Research Network Evaluation Committee (ongoing)
- Michael Smith Foundation for Health Research: Population Health Data Access Governance Oversight Committee (ongoing)
- The University Presidents' Council: VPs Research Group (until 2009)
 - Provincial Government-University Research Agreements (report complete 2008, MOU with Provincial agencies, standard language and definitions for grants, contracts and sponsored research). Outstanding issue: overhead
 - Beijing Pavilion: Complete (L. Fraser speaking, R. Barnsley introductions, C. Seguin, accompanying)

Local Boards:

- Western Canada Theatre (2006-present)
- BC Wildlife Park (1 year)

University Committees

- Promotion and Tenure
- President's Council—until discontinued
- Research Committee of Senate
- Graduate Studies Committee of Senate
- University Sabbatical Leave Committee--Chair
- APPC
- EPC—prior to the GSC
- Oversight and responsibility
 - Research Ethics Committee: Human Subjects
 - TRU-Animal Care Committee

— BioSafety