



Report to Senate
Advisory Review Committee
Queen's Institute for Energy and Environmental Policy
Oct. 20, 2011

Executive Summary

An Advisory Review Committee was struck in June, 2011, to review the proposal for the renewal of the authorisation for the Queen's Institute for Energy and Environmental Policy. The Committee reviewed the proposal, reviewed supporting documentation, met on three occasions, and formulated several recommendations. Based on our deliberations, the Committee recommends that the authorisation be renewed for an additional five years, and the Institute be renamed as a Centre. The Committee also recommends the interim Director, Dr. Mabee, be appointed for the five year period.

Advisory Committee

An Advisory Review Committee was struck in late June, 2011 to review proposal for the establishment (renewal) of the Queen's Institute for Energy and Environmental Policy. The terms of reference for the Committee are provided in Appendix A. Membership in the Committee included:

Kent Novakowski, Department of Civil Engineering – Chair of the Committee
Brian Cumming, Department of Biology and Director, School of Environmental Studies
Laeque Daneshmend, The Robert M. Buchan Department of Mining
Brant Peppley, Departments of Chemical Engineering and Mechanical and Materials Engineering
Jeanette Parsons, Office of the Vice Provost School of Graduate Studies – Secretary to the Committee

The Committee met on June 24th, June 30th, and August 10th to discuss the proposal, formulate questions, and determine recommendations. The current Director of the Institute, Dr. Warren Mabee, attended the June 30th meeting to advance the proposal and address specific questions put forward by the Committee members. Additional questions were posed to Dr. Mabee following the August meeting, although these were intended only to close a few loopholes in the Committee's understanding of the present state of the Institute, the reporting relationships, and the financial arrangements. Dr. Mabee replied to the questions in writing on August 23rd.

Information Collected

In addition to the information provided in the renewal proposal, the Committee collected the following information:

- A draft of the original proposal for QIEEP (2006)
- The request for provisional approval of an Institute (Feb. 15, 2006).

- Annual reports for 2006–2010
- Memos establishing the start-up funding for the Institute (2006)

Input from the Queen's community was also solicited via an announcement in *For the Record* (July 4, 2011 edition) and via an e-mail distributed to all department heads and directors of schools, centres, and institutes. The text of each solicitation is provided in Appendices B and C, respectively.

Despite widespread solicitation of opinion, only one response was received, which was from Dr. Paul Treitz, Professor and Head, Dept. of Geography. Treitz holds a very favourable opinion of the value of QIEEP and strongly endorsed the renewal of the present form of the Institute.

Brief History and Current Activities

The original version of the Institute was established in late 2006 with very ambitious goals. A large list of interested Queen's partners was identified although the primary contributors over the first five year mandate have been limited to 5 faculty members mostly residing in the School of Policy Studies. The initial mission of the Institute was "to generate pragmatic advice on energy and environmental policy that is relevant to the public and to government at all levels" (2006 Annual Report). Early activities centred on conference organisation, applications for research grants to support policy development under the Institute mandate, and the supervision of graduate students involved in the program. Activities in later years were heavily concentrated on conference delivery and research. Initial up funding was used lightly and a balance forward of \$40,000–\$70,000 has been available every year since then. Revenue in the most recent year for which financial information is available (2009) was almost \$120,000 which was received largely from conference delivery.

The Institute was directed during the first three years by Dr. Bryne Purchase, an adjunct professor in the School of Policy Studies, and in the final two years by Dr. Warren Mabee, Assistant Professor, School of Policy Studies. Although an advisory board for the Institute was established in 2006, the board never met over the five year mandate. Although the reasons for this are not entirely clear, it is surmised by the present director that this board was unwieldy due to the large number of members and the difficulty in getting this number together.

Committee Deliberations

Based on the deliberations in the first two meetings, the Committee concluded that the previous version of QIEEP fulfilled a very useful function. With the arrival of Dr. Mabee and the continued involvement of the Institute manager, Tom Carpenter, several new initiatives are underway with for example the Transborder Research University Network, and senior government officials in both the provincial and federal governments. The success of the conferences the Institute organises continues to grow each year and the involvement of Institute members in widening areas of research was also noted.

The Committee also determined that engagement amongst the broader Queen's community was commensurate with the

developed through QIEEP and interaction with other universities has occurred at a relatively low level. As such, the Committee

Appendix A Terms of Reference

- Advise the Dean or Vice Principal (Research) on the viability of the Centre/Institute and make a specific recommendation on whether or not the Centre/Institute should be authorized to operate for a period of up to five years or be phased out of existence during the remaining year of its authorized life.
- Comment on the leadership and make recommendations regarding the appointment of the Director for the coming five years based on a review of past performance and consideration of the recommendation from the Centre/Institute.
- Make recommendations or suggestions that the Committee deems appropriate and helpful for the future development and operation of the Centre/Institute.

As part of the review the Committee should:

- Consider the appropriateness of the organizational structure as described in the Centre/Institute's constitution.
- Consider the accomplishments of the Centre/Institute and include in their report an assessment of what has been achieved.
- Review Centre/Institute documents, including, but not limited to:
 - Annual Reports
 - Minutes of the Advisory Board
 - A five year budget and strategy document prepared by the Centre/Institute
- Meet with the Centre/Institute Director to discuss the current and future state of the Centre/Institute
- Review the current operating budget and the reasonableness of the five year budget and comment on any financial risks and benefits to the university over the next five years
- Review the adequacy of the human resources for sustaining the Centre/Institute for a further five year period
- The Committee may decide to solicit feedback from Centre/Institute members and Department Heads on the contributions of the Centre/Institute to the individual, department or university

Appendix B – Posting in “For the Record”

Advisory Committee

Queen's Institute for Energy and Environmental Policy (QIEEP)

In accordance with Queen's University Senate Policy on “Procedures Governing the Establishment, Reporting and Review of Research Centres, Institutes and Other Entities at Queen's University”, Vice Provost and Dean of Graduate Studies Brenda Brouwer is pleased to announce the membership of the Advisory Committee for the review of the Queen's Institute for Energy and Environmental Policy (QIEEP)

Brian Cumming, Department of Biology and Director, School of Environmental Studies

Laeque Daneshmend, The Robert M. Buchan Department of Mining

Kent Novakowski, Department of Civil Engineering, Chair of the Advisory Review Committee

Jeanette Parsons, Office of the Vice

Please send your comments to my attention via the School of Graduate Studies, email deansgsr@queensu.ca or by campus mail, School of Graduate Studies, 4th Floor Gordon Hall, Queen's University.

Sincerely,

Kent Novakowski
Department of Civil Engineering
Chair, Advisor Review Committee, QIEEP