

Memo



To: Georgina Moore, Secretary of the Senate

From: Kerry Rowe, Vice-Principal (Research)

Date: December 10, 2009

Re: 5-Year Review for the GeoEngineering Centre at
Queen's – RMC

Vice-Principal (Research)
MacCorry F407
Queen's University
Kingston, ON K7L 3N6
Tel: (613) 533-6933
Fax: (613) 533-6934

Copy: Susan Marlin, Office of the Vice-Principal (Research)
Ann Messenger, Faculty of Applied Science
Ian Moore, Executive Director, GeoEngineering Centre
Bonnie Stewart, Office of Research Services
Brian Surgenor, Associate Dean (Research, Graduate Studies
and External Affairs)
Sonja Verbeek, Office of the Vice-Principal (Research)

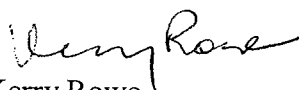
Dear Georgina,

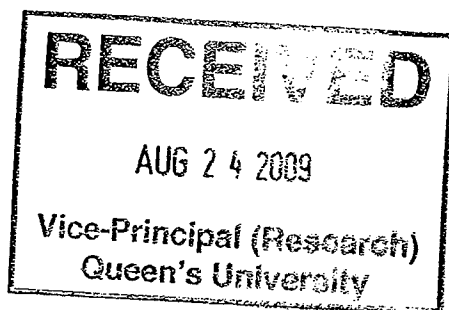
Please find attached the completed five year review documentation for the GeoEngineering Centre at Queen's – RMC. The recommendation is that the Centre be approved for another five-year period.

Susan Marlin, Associate Vice-Principal (Research), Dr. Brian Surgenor and Dr. Ian Moore are in agreement that the Research Centre be designated a University-Based Research Centre, to report to Ms. Marlin until the new Vice-Principal (Research) begins his/her tenure in September 2010.

Please note that the report has not yet been reviewed by the Senate Advisory Review Committee.

Sonja will be in contact with you in the near future to discuss next steps.


R. Kerry Rowe
Vice-Principal (Research)



DEPARTMENT OF MECHANICAL
AND MATERIALS ENGINEERING

McLaughlin Hall, 130 Stuart Street
Queen's University
Kingston, Ontario, Canada K7L 3N6
Tel 613 533-2575
Fax 613 533-6489
<http://me.queensu.ca/>

March 27, 2009

Dr. Kimberly Woodhouse
Dean
Faculty of Applied Science
Queen's University
Kingston, ON K7L 3N6

Re: Advisory Review Committee for the GeoEngineering Centre at Queen's-RMC

Dear Dean Woodhouse:

The Advisory Review Committee for the *GeoEngineering Centre at Queen's-RMC* has completed its deliberations and I am pleased to attach a copy of our final report.

The Committee has found that the *GeoEngineering Centre at Queen's-RMC* is thriving and we strongly recommend that it be authorized to continue for an additional five years.

We also believe that there are three issues that need attention to make the Centre stronger as it moves forward. Therefore, we further recommend that:

- the Centre be designated as a Faculty Centre as defined in the *Senate Procedures Governing the Establishment, Reporting and Review of Research Centres, Institutes, and other entities at Queen's University* as amended May 29, 2002.
- the constitution of the Centre be reviewed with the aim of establishing succession planning for the role of Executive Director.
- in anticipation of future contracts, the Centre work with the Faculty of Applied Science and member departments to clarify whether the contracts are with the Centre or with the individual research directors in order to regularize the distribution of overhead funds.

I am grateful to the members of the Advisory Committee for their diligent efforts and trust that you will find our recommendations useful.

Sincerely,

Ronald J. Anderson, Ph.D., P.Eng.
Professor, Department of Mechanical and Materials Engineering
Chair, Advisory Review Committee for the GeoEngineering Centre at Queen's-RMC

Queen's University at Kingston
Report of the
Dean's Advisory Review Committee for the GeoEngineering Centre at Queen's-
RMC
March 2009

The Advisory Review Committee for the *GeoEngineering Centre at Queen's-RMC* was appointed in the Fall of 2008 by Dean of Applied Science, Dr. Kimberly Woodhouse, with the mandate to advise her on the present state and future prospects of the Centre and to recommend to Senate either:

- a) the Centre be authorized for a further period of up to five years, or
- b) the Centre be phased out of existence during the remaining year of its authorized life.

The Committee membership was as follows:

Ronald Anderson, Department of Mechanical and Materials Engineering (Chair)
Richard Bathurst, Department of Civil Engineering at RMC
Brenda Brouwer, School of Graduate Studies and Research
Laeque Daneshmend, Department of Mining Engineering
Herwart Helmstaedt, Department of Geological Sciences and Geological Engineering
Joe LeBlanc, Financial Services
Brian Surgenor, Faculty of Applied Science
Margaret Burns, Faculty of Applied Science (Secretary)

A notice concerning the establishment of the Committee and its terms of reference was placed in the *Queen's Gazette*, on October 14, 2008 and members of the University community were invited to send comments on the present state and future prospects of the Centre to the committee. No comments were forthcoming.

During the review process, the committee members reviewed a number of documents, as follows:

- the 2004 proposal to Senate to establish the GeoEngineering Centre
- the Constitution of the Centre
- annual reports from the Centre
- the 2007 OCGS Periodic Appraisal Brief for the Collaborative Graduate Program in GeoEngineering, Queen's-RMC
- the OCGS letter approving continuation of the collaborative graduate program
- the fundraising planning document produced by the Centre.

The Committee sought feedback from Centre Research Directors, faculty and Department Heads who are involved with the GeoEngineering Centre. Six Research Directors responded, all very positively. One Department Head replied that he didn't have enough interaction with the Centre to provide useful comments. Three of the department heads associated with the Centre were on the committee and provided input at the meetings rather than through written submissions.

The Committee invited the Centre Director, Dr. Ian Moore, to present his views on the current state and future prospects of the Centre. Dr. Moore accepted the invitation and was in attendance at the Committee meeting of November 24, 2008.

Brief Background

Informal meetings between faculty members in the GeoEngineering field at Queen's and RMC were initiated in 2001. These meetings led to the formation of a Scientific Committee that began planning collaborative research activities and the formation of a Centre. A provisional Director was appointed in the fall of 2001.

The collaborative graduate program in GeoEngineering was proposed and received OCGS approval to commence in 2002. The first graduate students were admitted to the program in September 2002. By the fall of 2008, the graduate program had grown to over 70 students with 13 faculty members as supervisors, making this the largest group of GeoEngineering researchers in Canada.

The proposal to establish the *GeoEngineering Centre at Queen's-RMC* was submitted to Queen's Senate in October 2004. A motion to approve the establishment of the Centre was made and carried at the Senate meeting on November 18, 2004. The Board of Trustees ratified the decision at its meetings on December 3-4, 2004.

Current Activities and Future Prospects

The *GeoEngineering Centre at Queen's-RMC* is thriving. They have a very active group of researchers with many graduate students. The graduate students are publishing at the rate of 1 or 2 journal papers for each master's student and 3 or 4 journal papers for each doctoral student. The research directors are well funded from grants and contracts and several awards (a Best Paper and a Regional Excellence Award in 2008 for example) have been received by research directors.

Space for the Centre is adequate with the former Faculty of Applied Science offices in Ellis Hall having been made available for GeoEngineering Centre use. That space is used by graduate students, postdoctoral students and GeoEngineering staff.

The Centre is projecting a balanced budget until 2012 for non-research expenses. These include costs associated with the seminar series, the Golder Associates Distinguished Lecture Series, travel, and equipment. The only salary cost is associated with the administrative secretary who is a vital member of the Centre. The administrative

secretary runs the seminar series, organizes conferences, looks after the details of the graduate program, maintains the website, and does the accounts. This has grown to a four day per week activity and is the largest item in the Centre's non-research budget.

Revenues are primarily from directed sponsorships for seminars and lectures, overhead on research contracts, and profits on short course offerings. The projections that produce a balanced budget indicate fairly significant and constant growth in overhead on research contracts.

Concerns

During this committee's review of the GeoEngineering Centre, it became clear that this is neither a faculty centre nor a university centre as defined in the *Senate Procedures Governing the Establishment, Reporting and Review of Research Centres, Institutes, and other entities at Queen's University* as amended May 29, 2002. The list of Centres and Institutes at Queen's University (<http://www.queensu.ca/secretariat/senate/centres.html>) shows this as a university centre that "Reports to VP(Research) through Dean of Applied Science". This leaves a disconcerting level of uncertainty as to whether liability lies with the university or the faculty in the case of financial difficulty in the Centre.

The issue of succession of leadership of the Centre arose during our deliberations. It is widely agreed that Dr. Moore has been and will continue to be an excellent Executive Director. However, the Centre's constitution is silent on the method of selecting a new Executive Director when such an action is required. There is no indication as to who is responsible for initiating the process and what the process will be.

The question of distribution of overhead revenues from research contracts arose in our discussions. There is no established formula for the allocation of overhead funds between the Centre, the participating departments, and the principal investigators (called "research directors" in the Centre). This has been termed a "stumbling block" for participation of faculty members from one of the member departments.

Recommendations

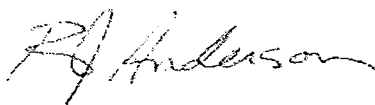
The Committee recommends:

- that the Centre be designated as a Faculty Centre as defined in the *Senate Procedures Governing the Establishment, Reporting and Review of Research Centres, Institutes, and other entities at Queen's University* as amended May 29, 2002.
- that the constitution of the Centre be reviewed with the aim of establishing succession planning for the role of Executive Director.
- that, in anticipation of future contracts, the Centre work with the Faculty of Applied Science and member departments to clarify whether the contracts are

with the Centre or with the individual research directors in order to regularize the distribution of overhead funds.

The Advisory Committee congratulates the Centre on its accomplishments to date and, fully expecting future successes, recommends that the *GeoEngineering Centre at Queen's-RMC* be authorized to continue for an additional five years.

Respectfully submitted on behalf of the Committee,

A handwritten signature in cursive script, appearing to read "R. Anderson".

Ronald Anderson, Department of Mechanical and Materials Engineering (Chair)