



VICE-PRINCIPAL (RESEARCH)

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May 3, 2012

Ms. Georgina Moore  
Secretary of the University  
University Secretariat  
Queen's University  
Kingston, ON K7L 3N6

Dear Ms. Moore:

**Re: Queen's Institute for Energy and Environmental Policy**

I am pleased to report that at its meeting of December 8, 2011, the Senate Advisory Research Committee reviewed the application for formal Institute status from the Queen's Institute for Energy and Environmental Policy and the report submitted by the Advisory Review Committee. The Institute previously had provisional status. The Senate Advisory Research Committee agreed that the Queen's Institute for Energy and Environmental Policy be granted formal Institute Status and that Dr. Warren Mabee be appointed its Director for the next five-year term.

**The Senate Advisory Research Committee recommends that Senate approve formal Institute status of the Queen's Institute for Energy and Environmental Policy for a period of five years, effective December 8, 2011, subject to ratification by the Board of Trustees.**

Should you have any questions or comments on the Committee's recommendation, I would be pleased to meet with you at your earliest convenience.

Sincerely yours,

Steven N. Liss, PhD  
Vice-Principal (Research) and  
Chair, Senate Advisory Research Committee

*think Research*  
*think Queen's*

**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 a 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 24<sup>th</sup>, June 30<sup>th</sup>, and August 10<sup>th</sup> to discuss the proposal, formulate questions, and determine recommendations. The current Director of the Institute, Dr. Warren Mabee, attended the June 30<sup>th</sup> 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 23<sup>rd</sup>.

**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. Dr. 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 5-6 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 start-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 relatively limited. In the last few years, the activities of QIEEP have been conducted primarily by a few individuals in the School of Policy Studies. No formalised credit courses or degree programs have been

developed through QIEEP and interaction with other universities has occurred at a relatively low level. As such, the Committee was concerned that the use of the term “Institute” might overstate the function of the entity, and consideration should be given to renaming.

Although significant revenue has been generated through the delivery of conferences in recent years, the Committee was concerned about the financial risk posed by the potential failure of a conference event. This concern was assuaged by Dr. Peter Harrison, Director, School of Policy Studies, who assured the Committee that any financial exigencies would be accommodated through his office. The Committee also noted that considerable university overhead might be captured from the conference fees, and that no clear plan was indentified for the distribution of this funding.

### **Conclusions and Recommendations**

Based on our deliberations, the Committee has come to the following conclusions and recommendations:

1. We recommend that the Centre/Institute be authorised for a five-year period of operation. The Centre/Institute is clearly viable with a defined revenue stream, and an active research program.
2. The Centre/Institute is well led by Dr. Mabee and Mr. Carpenter with clear roles defined for each. Dr. Mabee should be appointed as Director for the next five-year period.
3. As is indicated in the present proposal, the Centre/Institute would greatly benefit from a broader engagement with the Queen’s community. Several new potential Queen’s participants are indentified in the proposal and the Centre/Institute leadership is encouraged to foster those potential collaborations.
4. As proposed in the Constitution, a small board of directors should be established. The board should be limited to five or so members (as proposed) and endeavour to meet once a year.
5. We recommend that the QIEEP rename as a Centre.

## **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-Provost and Dean (School of Graduate Studies), Secretary of Committee  
Brant Peppley, Departments of Chemical Engineering and Mechanical and Materials Engineering

Members of the University community are invited to submit their comments on the present state and future prospects of the Institute to the Chair of the Committee, Kent Novakowsky, Chair of the Advisory Review c/o the Office of the Vice-Provost and Dean (School of Graduate Studies), by Friday, July 22, 2011. For more information on the Institute, please visit the Institute's website at <http://www.queensu.ca/qieep/>

### **Appendix C – E-mail Solicitation**

June 27, 2011

*This message is being sent on behalf of Dr. Kent Novakowski, Chair of the Advisory Review Committee for the Queen's Institute for Energy and Environmental Policy (QIEEP)*

Hello,

In response to the QIEEP's application for Institute status, the Dean of the School of Graduate Studies, Brenda Brouwer, has established an Advisory Review Committee to advise her on the viability of the Institute and to make a specific recommendation on whether the Institute should be authorized to operate, comment on the leadership and make recommendation regarding the appointment of the Director and make recommendations or suggestions that the Committee deems appropriate and helpful for the future development of the Institute.

The main purpose of QIEEP is to facilitate research concerned with issues of policy that lie at the intersection of energy and the environment. QIEEP has organized its program under three initiatives: Green Energy, Arctic, and Water and its primary function is to act as a partner with technical research institutes and centres across the Queen's campus.

Other members of the Advisory Review Committee include 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 and Jeanette Parsons, Director, Office of the Dean, School of Graduate Studies (Secretary)

I am writing to request your feedback and comment on QIEEP's application for institute status. For your reference, a copy of the application is attached. So that the Committee can submit its report in a timely fashion, we gratefully ask that you submit your comments or before **Friday, July 22, 2011**.

Please send your comments to my attention via the School of Graduate Studies, email - [deansgsr@queensu.ca](mailto:deansgsr@queensu.ca) or by campus mail, School of Graduate Studies, 4<sup>th</sup> Floor Gordon Hall, Queen's University.

Sincerely,

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