

Office of Research
2008/09 Annual Report to the Board of Governors

May 22, 2009

1. Background

Research is identified in the Royal Roads University Act (1996) as one of the University's three stated purposes, i.e., "to maintain teaching excellence and research activities that support the University's programs in response to labour market needs of British Columbia." The Office of Research was established in 2000 in response to that mandate.

The state of research today at RRU bears little resemblance to the year 2000. There is progressively more complexity in the nature and range of activity of the Office of Research as a result of both research integration and research success. Research is increasingly being integrated into the academic planning and programming of the university in contribution to the university's four strategic directions.

The Office of Research is comprised of: 1) the AVP Research and one coordinator, 2) the Manager of Research Development with one and one half research development coordinator positions as well as one research special projects position; 3) the Research Ethics Coordinator with one research ethics officer. Note however, for 2009/10 the Aboriginal Research Coordinator position has been positioned with research and a research grants coordinator position has been added for one year on a pilot basis supported on soft funds. The research centres report to the AVP Research. The staff for those centres will be reported further in the report under the respective centre sections.

2. Key Business Drivers

Current Key Business Drivers are:

- Increased individual core faculty member research capacity development and quality research activity in each faculty and school, thereby promoting RRU as a leader in applied research in "learning and innovation" as well as "sustainable communities and societies;"
- Enhanced strategic development of the three existing organized research centres and the Canada Research Chair as well as the development of a newly allocated Canada Research Chair, consideration of additional chairs and a limited number of centres through established policies and procedures relating to academic fit, establishment, and cost;
- Cooperative activity with the other academic units, the RRU Foundation, and external stakeholders, on project, chair, and centre development;
- Advancement of learner research as well as the maintenance of support for quality and standards for learner research (ethical reviews, scholarly integrity, etc.);
- Increased focus on commercialization and IP support through the partnership with the Innovation and Development Corporation;

- Graduate Studies components – facilitating learner scholarship selection, liaison with government funding agencies, maintenance of memberships in federal and regional graduate study organizations, program development activities (DSocSci) and International Liaison Officer for AUCC; and
- Maintenance of approximately 25 internal and external memberships by the Office of Research AVP and staff (for example, externally, the Canadian Association of Graduate Studies; internally, Academic Management Committee).

3. Research Approach

Much of RRU's research agenda has been built on the idea of institutional support for public scholarship, similar to the concept of "reflective engagement" – "The idea is that the university should: support the efforts of its faculty and students to do research on subjects of importance to the general public as well as to public agencies; to promote the civic engagement of students and faculty through experiential learning projects; to communicate more effectively with the many publics outside the university; and more" (the Chronicle, January 30, 2008). This can also be articulated as the social engagement of the social scientist.

RRU graduate learners engaged in research projects, major papers, theses and organizational consulting projects, are more often than not sponsored by their workplace or another sponsoring organization. Therefore, the applied research they take on most often, directly and/or indirectly, benefits the organization or sector.

Innovation and Knowledge for Social and Economic Benefit

Innovation is a close companion to entrepreneurship, a core pillar upon which RRU stands. At RRU, innovation refers to the way in which knowledge can be applied to advance new processes, services, or products.

Innovation is the process through which new economic and social benefits are extracted from knowledge. Through innovation, knowledge is applied to the development of new products and services or to new ways of designing, producing or marketing an existing product or service for public and private markets. The term "innovation" refers to both the creative process of applying knowledge and the outcome of that process. Innovations can be "world first," new to Canada or simply new to the organization that applies them. Innovation has always been a driving force in economic growth and social development. But in today's knowledge-based economy, the importance of innovation has increased dramatically (Canada's Innovation Strategy, February 12, 2002).

In mobilizing RRU's learner and faculty research talent, the potential for innovation increases because of the applied and integrated nature of the university's research and other outreach initiatives. For example, RRU's knowledge from its use of technology, the blended learning model, and other innovations in e-learning and e-research, can be harnessed and disseminated. It could, for example, result in social innovation that could bring benefit to RRU because of public or private policy development. In other cases, innovation might result in commercialization, either through an industry partner, the university itself, or a targeted organization.

4. Research Themes

A. A Leader in Learning and Innovation

In a very short period of time, RRU has demonstrated the effectiveness of a blended learning model. RRU's learning and teaching model is one of a kind in Canada and of interest to many institutions recognizing the potential for innovative learning and for e-learning educational delivery in meeting the demands of today's knowledge-driven economy. This model, combining distance learning and short on-campus residencies, provides high-quality graduate education to geographically dispersed career learners that can be capitalized on for a range of research, outreach, and innovation initiatives including the advancement of the scholarship of teaching. With the awarding of a second Canada Research Chair, its focus is likely to be in innovative learning.

B. A Leader in Sustainable Societies and Communities Research

The 2006 university strategic plan positions the university in terms of sustainable development:

"...we will be a leader in sustainable development. This will be achieved through environmental education, research, and a demonstration campus – also a national historic site and future home of the Robert Bateman Centre for Art and Environmental Education – that preserves, protects and showcases Canada's natural and cultural heritage."

Sustainable societies and communities as a research theme is the most advanced of the research themes within the university and has attracted the most funding to the university to date. The majority of the university's current research initiatives fall within this theme which captures environmental, economic, and social sustainability, including the Canada Research Chair for Sustainable Community Development (awarded for an additional five years) and the Centre for Non-Timber Resources. As importantly, both the Centre for Health Leadership and Research and the increased focus by the university on the health sector contributes to this leadership role and the Todd Thomas Institute for Values Based Leadership.

5. Student Research

Student research funding has steadily increased as demonstrated in the table below. Research funding sources include the federal research councils: SSHRC CGSM, NSERC CGSM, NSERC PGSM, NSERC IPS, NSERC USRA, CIHR-CGS, AUCC SFD and the Student Led Research Grants. Student research awards are coordinated by the Coordinator of Student Aid and Awards, University Life, in collaboration with the Office of Research.

Student Research Grants

Date	Amount
April 1, 2008 – March 31, 2009	\$276,500.00
April 1, 2007 – March 31, 2008	\$310,800.00
April 1, 2006 – March 31, 2007	\$316,800.00
April 1, 2005 – March 31, 2006	\$316,300.00
April 1, 2004 – March 31, 2005	\$192,500.00

April 1, 2003 – March 31, 2004	\$115,000.00
April 1, 2002 – March 31, 2003	\$ 40,500.00
April 1, 2001 – March 31, 2002	\$ 43,000.00
April 1, 2000 – March 31, 2001	\$ 23,500.00

See Appendix A for full detail.

6. Faculties and Schools Applied Research

Research carried out by core faculty is growing steadily in each RRU Faculty and School. Faculty members have been successful with both peer reviewed grants (for example, SSHRC) as well as research contracts (with industry, governments, and communities).

Please see Appendix B for a complete list of projects for 2008/9 and Appendix C for research project examples.

7. Canada Research Chair in Sustainable Communities

Dr. Ann Dale, professor in Environment and Sustainability, has been awarded a second five year term as Canada Research Chair. She made history in 2004 by becoming the first research chair awarded to RRU by the federal government. Her research explores the mobilization of online communities of practice within and between Canadian communities to speed the exploitation of sustainable development knowledge across Canada. Dr. Dale's work emphasizes the meaning of place, scale, limits, and diversity while exploring how these elements affect the future of communities and their sustainable development. As part of this research, Dr. Dale is creating deliberative spaces for dialogue and exploring novel concepts such as e-clustering, whereby a set of communities are linked electronically, engaging people and decision-makers at all levels. She is also developing new tools and enhancing existing ones to engage communities in more integrated decision-making for sustainable development. Dr. Dale ultimately aims to develop new knowledge, models and tools for trans-disciplinary civic engagement. Her research is also supported by a Canada Foundation for Innovation infrastructure grant. For more information on Dr. Dale's CRC research and related research activities, please see:

<http://www.crcresearch.org>. Also see grant details listed under School of Environment & Sustainability Research.

8. Research Centres

A. Centre for Non-Timber Resources

The Centre for Non-Timber Resources (the Centre) is staffed with one faculty position (Director), three full-time staff and a range of consultants and collaborators. This year we were able to ramp-up activities significantly with the addition of several additional term staff. We were successful with an application for support through Service Canada's Jobs Creation Program, which provided salary subsidies for 3 staff positions focused on the "Buy BCwild" initiative (see below). A fourth, a research assistant, was

recruited, using restricted project funding, to contribute to research activities in both the “Ecology and Management” and the “Socio-Economics and Policy” research programs.

As well as the ongoing research, extension and sector support work, the Centre invested effort in organization, developing and working to consolidate three main programs, and also in our branding, with a several-month exercise to revise our name. With help from an external consultant we have reviewed our purpose and engaged colleagues and collaborators in a couple of surveys to consider our options. The final decision is still pending, but the new name will reflect a broader and less esoteric mandate, with the aim of increasing our accessibility to and our range of partnerships both within and outside the university.

The Centre’s work is organized in three programs.

1. Ecology and Management: The goal of this program is to contribute to the integration of NTFP management into conventional resource management regimes. Research projects were underway in several locations in the province (Burns Lake, Williams Lake, Haida Gwaii, Fort St. James) to develop and test new methods for measuring and estimating quantity and quality of non-timber resources. An important and innovative element of this work is the deliberate blending of First Nations traditional ecological knowledge and western scientific approaches. The research identified priority species, defined quality attributes and began the work of analyzing the ecological conditions that are associated with quantity and quality of production, as a basis for predictive modeling. The success of the work so far is indicated, on the one hand, by the good reception the team received during workshops to report progress to the local communities, and on the other hand, by interest expressed by provincial forestry officials to use results of this research in land management plans, including in Allowable Annual Cut (AAC) determinations. Another FSP-funded project on fuels management options in the wildland-urban interface was completed this year, providing guidance to communities to help develop hazard assessments and reduction strategies.
2. Socio-economics and Policy: The goal of this program is to provide better evidence of the contribution of forest resources (especially non-timber resources) and their market systems to rural livelihoods (broadly defined) in Canada and internationally and to help increase this contribution in selected locations/regions through more effective policies and projects. With a SSHRC-supported development grant, the Centre did reconnaissance and preliminary research on the impact of past investments in NTFP-based development in Northern Manitoba and in the Peace River region of BC. The Manitoba case in particular was fruitful, with an interesting model of a forest-products market support organization. The Centre is working on a journal article to report lessons learned and it successfully developed a SSHRC Standard Grant proposal for more thorough research on livelihoods impacts in that location, as well as a successful proposal for a curriculum development project to improve support to harvesters and small-scale entrepreneurs. International work continued as well, with a seminar organized during the International Conservation Congress in Barcelona, field work in the Lao PDR site and the recruitment of an RRU Peace and Conflict Management student to work in the Cameroon site. The PEN study, a large international comparative study on the contribution of forests to rural livelihoods, advanced well with most collaborators now having completed their data collection and entry. Work is underway to clean and begin the analysis.
3. Training, Extension & Sector Support: The goal of this program is to promote sustainable development in the sector by providing relevant information in an accessible format, raising awareness, and facilitating coordination. The program was very active this year with the completion

of several new “compatible management guides” and a “Guidebook for WUI Fuel Reduction Assessments”, the initiation of new work to develop appropriate training curriculum for harvesters and small-scale entrepreneurs, and the conclusion of the RBC-Foundation supported project on supporting First Nations Entrepreneurship and the CIDA funded NORDEP project on “Promotion of sustainable commercial use of non-timber forest resources in Khanty-Mansiysk Autonomous Okrug” in Russia. Based on the success of the initial project in Russia, a follow-up project also funded through the NORDEP program has recently been approved. Closer to home, the “Buy BCwild Initiative” made great strides with the publication and distribution of 25,000 copies of a high-quality fourth annual edition of the Buy BCwild Directory, a third annual “Shop the Wild” festival and market at RRU which attracted over 2000 visitors, and the preparation of a toolkit for others wishing to organize similar events.

As the Centre’s reputation grows, it gets increasing requests to collaborate and to provide input in a variety of fora. For example, the Centre maintained its role as Secretariat to the Provincial Interagency Committee on Non-Timber Forest Products, a unique platform for Ministry of Forests and Range, Ministry of Agriculture, Ministry of Community Development, First Nations Forestry Council and others. Brian Belcher and Wendy Cocksedge served on Forest Investment Account - Forest Science Program (FIA-FSP) advisory groups for forestry research priority setting, and Brian joined as an invited member of an *ad hoc* committee to guide the creation of an “Indigenous Science stream” for FSP. Tim Brigham presented to a meeting at Canadian Forest Service headquarters aimed at refining the role of the CFS in NTFP research and development. More recently, the Centre has been approached by the International Model Forest Network Secretariat to help develop an international e-directory and knowledge centre for forest-based enterprises in model forests globally. Requests for collaboration in projects at the provincial, national (Manitoba, Ontario, Quebec) and international levels attest to the Centre’s achievements to date and its recognized role as a Canadian leader in NTFP research.

B. Centre for Health Leadership and Research, Outcomes for 2008/09 Goals

The Centre is staffed by a full time Director and a Centre Coordinator. Over this past year, the Centre has also had a secondment from the provincial government as well as a senior research associate on contract. External contractors are engaged on a regular basis for project work.

Strategic Objectives	Outcomes for 2008 – 2009 Goals
Leadership	<ul style="list-style-type: none"> • New role and name change for the CHLR’s Advisory Board: <ul style="list-style-type: none"> • Now called the Advisory Board for the Centre For Health Leadership and Research and University Health Sector Programming • New Terms of Reference drafted
Quality	<ul style="list-style-type: none"> • Research projects completed: Leadership Bytes; LEADS Capability Framework: six research papers completed • Research projects in progress: Physician Engagement; Downstream Evaluation; 12 for 12 Evaluation; SDL project and evaluation; IHN; CHLR/CHCM collaboration and others • Three papers written for publication internationally; two international conference presentations

Building Community	<ul style="list-style-type: none"> Maintained strong, supportive and strategic relationships including: the Ministry of Health Services; Vancouver Island Health Authority; IMPACT BC; Leaders for Life; CHLNet; the Canadian College of Health Service Executives; the Canadian Forces Health Services; the Canadian Medical Association; the Canadian Health Services Research Foundation; Dorothy M. Wylie Nursing Leadership Institute Developed a partnership with the UBC Centre for Health Care Management
Stewardship	<ul style="list-style-type: none"> Support provided for Health Sector strategy activities: <ul style="list-style-type: none"> Support for the Corporate Education and the Leaders for Life operations Positioned RRU within the BC Leaders for Life program to provide scholarships for RRU programs Connected the Faculty of Management with a business opportunity to work with the Canadian Medical Association to develop a Certificate in Medical Leadership. Relationships including: the Ministry of Health Services; Vancouver Island Health Authority; IMPACT BC; Leaders for Life; CHLNet Hosted an international symposium for senior health leaders in BC from Australia, UK and New Zealand
Financial	<ul style="list-style-type: none"> Revenues for 2008/09 – \$389,958.08. Significant revenue was generated for other units in RRU, e.g., CALM; SoLS; Corporate Education
Human Resources	<ul style="list-style-type: none"> Recruited new Centre Coordinator and a Research Associate
Technology and Infrastructure	<ul style="list-style-type: none"> CHLR’s research capacity established with: <ul style="list-style-type: none"> Acquisition of data analysis and tracking software, and audio recorders Development of processes, procedures and contracting of required resources

Relevance to 2009/10 planning:

- Projects initiated in 2008/09 are in first phase of implementation; second phase in 2009-10
- Poised to support President’s Health Sector Strategy when articulated
- Relationships with health organizations across Canada are generating strong interest and profile for RRU
- Groundwork done for grant applications: *Funding Development “Trajectory” for Health Leadership Network Centres of Excellence.*

C. Todd Thomas Institute for Values Based Leadership

The Todd Thomas Institute is in the early stages of its operation. It is staffed by a one half time Research Director (core faculty member) and a one-half time Director (both positions are funded by the Todd Thomas Foundation).

As organizations seek to create sustained high performing workplaces, the role of leadership in creating the elements and environment critical to success becomes ever more apparent. Motivating, empowering, and inspiring others to build strong relationships and stronger, healthier organizations has become a defining factor in achieving personal and corporate goals. The Todd Thomas Institute for Values-Based

Leadership is dedicated to becoming a centre of excellence for applied research, education and the practice of values-based leadership.

In a world driven by bottom lines, higher profit margins, and stock market scandals, the importance of ‘values’ as a basic operating principle is brought to the forefront as a critical element in ensuring sustainability of organizations, communities and the environment. Linked to the importance of ‘values’ are examples such as the ‘all-stakeholder groups win’ philosophy, where both those who take various types of risks are rewarded for their contributions to the organization while also demonstrating social responsibility to the society which enabled them to have this opportunity (and whose resources they use); and the philosophy of the triple bottom line which considered the social (fair and beneficial practices towards labour and the community); the environment (sustainable environmental practices which endeavour to benefit the natural order as much as possible or at least do no harm and curtail environmental impact); and the financial impact of decisions, actions and non-actions¹.

The goal of the Todd Thomas Institute for Values Based Leadership is to provide sound applied academic research in this field. Applied research is designed to solve practical and particular problems of the modern world, rather than to acquire knowledge simply for knowledge's sake. Applied research considers ‘real world’ issues, their impact and looks to study not only the effectiveness of strategies and solutions, but the development of those strategies and solutions as well. Applied research tends to be inter- and trans-disciplinary in nature bringing multiple research perspectives to bear on complex challenges. In many cases, applied research focuses on improving the human condition.² For example, applied research would look at determining the cause of low morale in a given department of an organization whereas basic research would look at understanding the underlying principles behind human behaviour.³

The Todd Thomas Institute for Values Based Leadership is adding to the leadership and organizational research currently undertaken at Royal Roads University by focusing on and providing clarity around values based leadership in organizations. Focusing initially on research in this area, the Institute explores the history of values based leadership, the various methods and methodologies around defining values based leadership; current research being undertaken in this area nationally and internationally; and determining how to expand this topic in the future. The Institute undertakes research to define values based leadership within the context of current leadership, human resources, and organizational behavior theory and research.

The Institute explores the potential of values based leadership to positively impact individuals, organizations and society and will communicate approaches for fostering values based leadership in undergraduate, graduate and executive education programs, and practical, high impact real-world applications.

The Institute also sponsors various business and civic community events designed to raise the profile of this topic including: sponsored think tanks, community town halls, discussion panels, policy review and recommendation, a seminar series bringing in key researchers and practitioners in this field, etc.

¹ drawn from Wikipedia (http://en.wikipedia.org/wiki/Triple_bottom_line).

² <http://www.lbl.gov/Education/ELSI/research-main.html>

³ http://www.analytictech.com/mb313/kinds_of_research.htm

The Todd Thomas Institute for Values Based Leadership in Organizations has been established initially for a period of three years and includes a named professorship appointment (term) in this area. The Institute held two colloquia, one in November and a second in December with Michael Adams of Environics as presenter, to initiate internal discussion around values based leadership. In March, the Institute held a workshop with Richard Barrett, of the Barrett Values Centre, on “Leadership in the 21st Century”. See Appendix D.

9.. Research Funds Received

The following displays the research funds received by RRU for the past six fiscal years.

Per Fiscal Year:

Date	Amount
April 1, 2008 – March 31, 2009	\$2,536,035
April 1, 2007 – March 31, 2008	\$2,403,259
April 1, 2006 – March 31, 2007	\$2,277,766
April 1, 2005 – March 31, 2006	\$1,582,983
April 1, 2004 – March 31, 2005	\$1,607,619
April 1, 2003 – March 31, 2004	\$ 643,892

Rolling Three Year Average:

Date	Amount
2006/07 – 2008/09	\$2,405,686.67
2005/06 - 2007/08	\$2,088,002.67
2004/05 - 2006/07	\$1,822,789.33
2003/04 - 2005/06	\$1,278,164.67
2002/03 - 2004/05	\$1,214,645.00

10. Ethical Reviews

The RRU Research Ethics Board has three new external members: Mary-Anne Neal, Program Consultant at the BC Public Service Agency, Art Hamilton, Community Member, and Nancy Greer, Community Member.

At our REB meetings, the Board has implemented advice from NCEHR (National Council on Ethics in Human Research) and reviews sample case studies to highlight quality control.

Several REB members have been working on an “RRU Research Ethics Framework Statement” to illuminate for researchers key areas and special considerations in action research.

Ethical Review Numbers – April 1, 2008 – March 31, 2009:

School	Number
Faculty of Management	130

School of Leadership Studies	170
School of Environment and Sustainability	72
Miscellaneous (e.g. faculty, external researchers, etc.)	25
School of Information and Society	3
Conflict Analysis and Management Program	11
Communication and Culture	28
MA Disasters and Emergency Management	30
Human Security and Peacebuilding Program	9
Tourism	<u>10</u>
Total	488

Previous five years:

2007/08	451
2006/07	480
2005/06	618
2004/05	632

11. 2008-2009 Research Goals, Strategies, and Priorities (h=high, m=medium, MM=maintenance mode)

University Objectives	Research Goals	STRATEGY	PRIORITY			STATUS (as at Mar 31./09) Research Development
			H	M	MM	
2 Excellence in Teaching and Applied Research	Promote quality	(a) Planning for doctorate and assistance with doctorate implementation (b) Input as required around program research requirements (c) Ongoing peer reviewed research (d) Ethical reviews and integrity policies, domestic (e) Ethical reviews, international (f) Ongoing representation with earned memberships in institutional and professional associations (g) Research policy development, including those that meet Tri-Council MOU agreement requirements	Y	Y	Y	(a) DSocSci successful; in implementation stage, hiring for Director (b) Input provided as needed (c) Faculty research: 84 proposals submitted; 46 proposals successful (55% success rate) + 2 grants/contracts transferred to RRU; funding total for all disbursements in FY 08-09: \$2,536,035 (d) Ethics side (see stats) (e) Ethics side (see stats) (f) Attendance at regional and national Canadian Association of University Research Administrators conferences; Western Deans of Graduate Studies, WESTVAC, CAGS, etc. (g) Development and completion of Conflict of Interest in Research Policy as per Tri-Council MOU requirement, with final internal approval/ratification in progress.
1 Leadership in Innovative Programs and Research; 2 Excellence	Generate research project funding	(a) 140 research/consulting /development/community projects proposals. \$2.25 M in revenue target. (b) A balance of peer reviewed research, contract research/consulting. (c) Collaboration with Foundation (d) Establish Integrated Applied Research and Outreach Centre	Y	Y	Y	(a) Faculty research: 84 proposals submitted; 46 proposals successful (55% success rate) + 2 grants/contracts transferred to RRU; Learner research: 20 Tri-Council scholarships; funding total for all disbursements in FY 08-09: \$2,536,035 (b) Overall: 42 grants, 22 contracts, 1 award (c) Collaboration with Foundation strong on Robert Bateman Centre (including infrastructure proposals), Homefulness project, food security project, Centre for Peace, Security and Good Governance, Learning Commons/Media Centre, etc. (d) The “Integrated Applied Research and Outreach Centre” is on hold as a formal entity, however the Office of Research has expanded its role to include Aboriginal Relations, increased community engagement, and serves as a point of incubation and coordination on several university wide initiatives: Aboriginal Service Plan, DSocSci, gender initiative, university infrastructure funding, as well as community/partner-based initiatives including: Fielding Graduate University-RRU Canada-US Health System workshop, food security/issues, Online Dispute Resolution Forum, Homefulness project, etc.
1 Leadership 2 Excellence	Facilitate the development of organized	(a) Development and positioning of the Centre for Health Leadership and Research	Y	Y		(a) CHLR has positioned itself so as to lead 2 CIHR applications in 2009-10 that will be the foundation for a larger national initiative, with an array of partners it has developed; recruitment for a Director and Toupin Fellowship

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	research centres	(b) Positioning the Centre for Non Timber Resources as the leading research centre in Canada in this area (c) Feasibility of additional centres and early stage development in collaboration with other academic units, Foundation, and external stakeholders		Y	underway. (b) CNTR has changed its name to Centre for Sustainable Livelihoods and Ecosystems to reflect its increased reach and focus. It continues to be highly successful in winning grants and contracts, including new international partnerships/funding and funding to develop a national NTFP network, which recognizes CNTR's leadership role in the sector.
1 Leadership 2 Excellence 4 Building Capacity.	Create Research Chairs	(a) Canada Research Chair in Sustainable Community Development, funded projects and publications (b) CRC renewal (c) Develop proposals and work in conjunction with RRU Foundation for Chair in Learning and Innovation and other identified chairs (d) Toupin Chair implementation	Y Y Y	Y	(a) The CRC in Sustainable Community Development was funded for five years, ending in 2008/09. A full application for an additional five years was submitted and has been awarded (2009-2014); 08-09 was also highly successful in publishing, completing the "scale", "limits", "diversity" and "place" series – the foundational pieces of the 5-year research plan. (b) The CRC renewal was submitted in Nov. 2008 and has been awarded (c) Based upon successful Tri-Council grants, RRU was deemed eligible for a second CRC, which in early discussions will likely become a Chair in the area of innovative learning (d) The Toupin Chair/Fellowship recruitment/development is underway.
2 Leadership 3 Community	Promote consulting	(a) CNTR and CHLR consulting contracts, balance		Y	(a) Balance in grants and contracts: CHLR, 3 grants, 7 contracts; CNTR, 18 grants, 6 contracts.
1 Leadership 2 Excellence 3 Community	Position RRU as a leader in e-research and e-learning	(a) Outreach with the Faculties (and their schools) on targeting learning and innovation proposals (b) Foster scholarship of teaching research (c) Develop proposals in conjunction with Foundation for Chair in Learning and Innovation	Y Y	Y	(a) Brought BCcampus director to RRU campus to meet with interested faculty for Online Knowledge Development Fund RFP to encourage more submissions. Led to 3 submissions and one further submission later in the year. (b) In process of adding SoTL/learning and innovation research and information on research website, as separate page/channel (c) Proposal for newly allotted CRC, likely in innovative learning, is in early stages
1 Leadership 2 Excellence 3 Community	Position RRU as a leader in sustainable societies and communities research	(a) Continued focus on sustainability proposals including those from the School of Environment but also including the other schools (b) Start to link research with the Bateman Centre (c) Develop proposals for Chair in Non-Timber Forest Products (d) Link research to demonstration campus	Y Y Y	Y	(a) Largest research proposal of year –a CFI national project with RRU as lead with 15 partnering institutions, 100 co-researchers, worth \$15 million, submitted in Oct.08; successful NSERC and SSHRC proposals in sustainability area. (b) Greater research and aboriginal linkage occurring with Bateman Centre via Knowledge Infrastructure Program and Building Canada proposal development, by Office of Research; initial meetings with Foundation and CNTR re: CNTR connection (c) No further developments re: Chair in Non-Timber Forest Products (d) Research is being strongly linked to the campus as a demonstration site for sustainability – via Knowledge Infrastructure Program proposal development that has linked research to the Robert Bateman Centre (building monitoring/design/ standards; environmental education/outreach;

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					centre for dialogue; wetlands research; tourism/ecotourism research); Learning & Innovation Centre (media productions/lab, Digital Innovation & Mobile Engagement research), Aboriginal Gathering Place & Learning Centre (faculty and learner research); Campus Retrofits (heritage building best practices); Waste and Energy Resource Recovery Facility (waste/alternative energy research).
1 Excellence 4 Capacity	Develop research infrastructure	(a) Infrastructure applications		Y	(a) Applications made to: CFI New Initiatives Fund, national project designation – Resource+, \$15M; Knowledge Infrastructure Program - Learning & Innovation Centre (Innovative Learning Commons), \$3.045M; Robert Bateman Centre, \$22M; Aboriginal Gathering Place & Learning Centre, \$0.6M; Cogeneration Facility, \$8M; Campus Retrofits, \$1.29M; planning for two CFI Leaders Opportunity Fund submissions (Matt Dodd – resubmission; Audrey Dallimore – first time submission).
1 Leadership 3 Community	Promote partnerships and collaborative, multi-sector and inter-disciplinary research	(a) Continue partnership development on major research initiatives, e.g.. BALTA Partnership with 30 other organizations (b) Work with FSAS Research Committee on interdisciplinary research advancement, and increased collaboration between the centres and the schools (c) Integrated Applied Research Centre and Outreach Centre	Y	Y Y	(a) Largest partner development initiative: CFI Resource+ proposal, with 15 partnering institutions, 30 co-researchers and another 70 associated researchers; First Nations/aboriginal partnerships are being strengthened and are growing in number (~31 First Nations bands/communities in BC) via Aboriginal Relations coordinator, special projects coordinator (Yekooche project), CNTR research partnerships, individual faculty research; health sector partnerships are being developed as part of health sector initiative (focused on health leadership) and also CHLR planning for an NCE in health leadership; RRU is participating and helping to lead the Vancouver Island University Research Alliance (VICRA) to foster collaborative research and community engagement; the Office of Research is assisting the Todd Thomas Institute with activities/events to generate internal collaboration and engagement. (b) Assisted FSAS Research Committee with Forum in January 2009; leading in implementing outcomes, including student journal, lunch hour talks. (c) While the “Integrated Applied Research Centre and Outreach Centre” is on hold, the Office of Research has increasingly taken on roles that align with this expanded mandate
2 Excellence 4 Capacity	Advance learner research	(a) Continue to foster Tri-Council awards for RRU learners; maintain or exceed success rate which is currently comparable to the national average. (b) Plan an occasional paper series or on-line journal. (c) Foster awareness/understanding of IDC services for students		Y Y Y	(a) RRU learners received 18 Tri-Council scholarships: 4 NSERC Undergraduate Student Awards; 1 Michael Smith Foreign Student Supplement; 12 SSHRC J.-Armand Bombardier Masters Scholarships; 1 NSERC CGS Masters Scholarship. Total: \$256,000. (b) An online student journal is in development (c) After half a year with only limited capacity at IDC for outreach, 7 presentations were made in the latter half of the year.
2 Excellence	Maximize the	(a) Ongoing encouragement of full-time		Y	(a) Internal research grants committee looking at ways to report on how

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	integration of research in the classroom for the benefit of learners	<p>faculty and associate faculty to integrate their research into the classroom and curriculum</p> <p>(b) Ongoing facilitation of graduate learners into faculty funding proposals</p> <p>(c) Form an ad hoc committee to specifically develop ways to enhance the transfer of research into the curriculum and classroom</p>		Y	<p>research was integrated into classroom and curriculum.</p> <p>(b) New page established on MyRRU for research job postings to facilitate linkage of research opportunities with potential students.</p> <p>(c) Ad hoc committee has not yet been established – rather, discussion of the role of the RRU Research Committee underway to consider strategic development, integration, promotion of research, etc.</p>
2 Excellence 4 Capacity	Attract and retain high quality faculty, researchers and trainees	<p>(a) Canada Research Chair supports post-docs and attracts faculty beyond the Chair to work on Chair research</p> <p>(b) Creation of new Chairs to attract new faculty</p> <p>(c) Creation of new centres to also attract full- and part-time faculty</p> <p>(d) Creation of increased faculty collaboration and training opportunities within existing research centres</p>		Y Y Y	<p>(a) CRC is supporting one post-doc, has integrated post-doc into a funded SSHRC Standard application (as co-applicant) where post-doc is a collaborator; Dr. Newman continues her collaboration with Dr. Dale on Chair research; linkages being developed to Robert Bateman Centre (Centre for Dialogue).</p> <p>(b) New CRC, likely in innovative learning, is in development</p> <p>(c) The Todd Thomas Institute for Value-Based Leadership launched in 2008-09 and is holding a series of workshops/events to attract faculty collaborations and engagement. Development of Centre for Peace, Security and Good Governance underway.</p> <p>(d) CNTR and CHLR directors will take on a teaching role, which will increase collaboration and training opportunities. New partnership between CNTR and School of Business in development; CNTR and Robert Bateman Centre linkages in development; CHLR outreach expanded with health sector initiative.</p>
2 Excellence 3 Capacity.	Respond to research service demand	<p>(a) Ongoing services including contract negotiation, notification of requests for proposals and other opportunities for research collaboration, compliance with ethical policies and misconduct policies, proposal writing assistance, research workshops and seminars, and guidance on intellectual property.</p> <p>(b) Fulfillment of any additional schedules with Tri-Council</p> <p>(c) Development of effective financial post award system</p>		Y Y	<p>(a) The Office of Research responds in continuous manner and at high volume levels to all service requests; send out regular Research Notices with funding opportunities, conference announcements, special events, etc; held proposal writing workshop in Aug. 2008; developed mechanisms for compliance with new Conflict of Interest in Research Policy.</p> <p>(b) Developed and completed the Conflict of Interest in Research Policy, with final internal approval/ratification in progress.</p> <p>(c) By end of FY08-09, successfully negotiated the establishment of a temporary finance position in the Office of Research to support post-award financial administration.</p>
2 Leadership	Expand communication and	<p>(a) Dissemination key information to government, industry, other educational institutions and</p>		Y Y	<p>(a) The new 'Research in Action' report (due out in June 2009) will be a primary means of research dissemination in FY09-10</p> <p>(b) Research in Action report was developed and sent for final layout and</p>

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	marketing initiatives	<p>communities</p> <p>(b) Preparation and distribution of new research report</p> <p>(c) Ongoing website updates and close collaboration with Communications Office on promotion of specific research activities</p> <p>(d) Development of a new communication strategy</p>			<p>Y</p> <p>Y</p>	<p>printing</p> <p>(c) Ongoing website updates are lagging due to workload, but are in progress; working with Communications Office on research related announcements</p> <p>(d) Development of a new communications strategy not yet underway.</p>
1 Leadership 3 Community	Innovate and exploit research knowledge for social and economic benefit	<p>(a) Advance knowledge dissemination and transfer (for example, through IDC) for benefit of RRU faculty, staff and learners</p> <p>(b) Development and Implementation of Integrated Centre for Applied Research and Outreach</p>	Y		Y	<p>(a) IDC held meetings with 5 RRU faculty and a Communications Officer re: knowledge dissemination/transfer</p> <p>(b) The formal development and implementation of the “Integrated Centre for Applied Research and Outreach” is on hold, however the Office of Research takes on this role as part of its regular tasks.</p>
2 Excellence 4 Capacity	Develop indicators and evaluation and monitoring mechanisms for tracking the out-comes of research and alignment with university goals	<p>(a) Develop a mechanism to track impact of research, e.g. influence on policy, etc.</p> <p>(b) Building on existing database, propose a new database for increased effectiveness and efficiency that can be linked to Finance’s system</p>			Y Y	<p>(a) Development of mechanism to track impact of research – still under discussion.</p> <p>(b) Need for a new database continues to be communicated.</p>

Appendix A: Learner Research Grants for FY2008-09

SSHRC-CGSM 2008-09		\$17,500	
312109	Adrian Bergles	MAPC-IIC	Perception and reality: Which social factors limit B.C. First Nation communities from inclusion in the cities and towns they neighbour?
310338	Conny Betuzzi	MA Leadership	The Transdisciplinary Model of Rehabilitation for Young Children: A Systematic Review
311008	Glen Farrelly	MAPC	Untangling the Web: How to Help Make Canadian Websites Accessible for the Visually Impaired
311912	Kathleen Frith	MAPC-IIC	International Pandemic Communications
311450	Rebecca Henn	MEEC	The Nahanni Case Study: Building tools for Environmental Communications
310086	Alison James	MAHSP	Rethinking' Peace: Youth, Identity and Conflict in Rwanda
310126	Gordana Jelinic	MAHSP	Croatian Women in a Transforming Democratic Society
312939	Johann Jenson	MEM	unknown
311348	Dorothy Kelker	MAEEC	Examining the influence of local nature on daily teaching practices
311061	Michelle Mungall	MAHSP	Women's Participation in Participatory Democracy
302803	Eloise Pulos	MAHSP	How do pro-poor conservation initiatives contribute to fostering peace in the Great Lakes Region of Africa?
311278	Shane Rooney	MAHSP	Examining the Impact of Education for the Prevention of Human Trafficking in Moldova
CGS - Michael Smith Foreign Study Supplement		\$6,000	
310126	Gordana Jelinic	MAHSP	
NSERC CGSM 2008-09			
314576	Adrian Leslie	MEM	External recipient
AUCC-Students for Development Summer Internship 2007		\$10,000 + \$500 of the \$2000 Admin portion for public engagement	
312744	Kristen Petri	MAPC	
Irving K. Barber Pacific Horizons Scholarship		\$1,000	
213518	Paul Barnard	BAIHM	
Irving K. Barber One World		\$3,000	

Scholarship	311400 Ben Gregoire	BAIHM
	312045 Greg McCallum	MAIHM
	213647 Wade Schlatter	MAIHM
	310959 Chandler Vandergrift	MACAM Thai
BC Innovation Council	313162 Alex Whitehouse	MBA
USRA 2008	\$4500 NSERC + \$1250 RRU	
	310868 Terra Murdoch	BSc ES
	302344 Marlo Taylor	BSc ES
	310593 Megan Wainwright	BSc ES
	310817 Devin Yacura	BSc ES
Irving K. Barber University Transfer		\$5,000
	313221 Jeffrey Rees	BSc EM
	313758 Nicole Havers	Bcom
TD Canada Trust Scholarship for Community Leadership		\$10,000
	310421 Kyla Darroch	Bcom 2008
Millennium Excellence Entrance Award		\$5,000
	313861 Jenette Leung	Bcom 2008
Student Led Research Award		\$1,500
	304432 Ceren Caner	MEEC
	313890 Diana Dinh	BCOM
	311335 Morgan Jormalietis	BCOM
	313861 Jennette Leung	BCOM
	302924 Tyrone Lingley	BCOM
	313173 Bruce Passmore	MAHSP
	314288 Kevin Robertson	BCOM
	304913 Lee-Anne Walker	MEM
	311070 Ann Zee	BCOM
	213434 Helen Zhao	BCOM

Appendix B: 2008-2009 Research Disbursements per Faculty, School, and Academic

Researcher	CoApplicants	Funder	Grant Title	Status	Cost Centre	Type	FY08-09_	\$
CHLR								
Dickson, Graham	Sept, Ron	CHL Net	Canada Health Inventory	successful	200436	Grant - Full	\$15,000	
Dickson, Graham		Health Care Leaders' Association of BC (HCLABC)	Research and Secondment Grant	successful	200333	Contract	\$78,000	
Dickson, Graham		CCL (Canadian Council on Learning) - Health and Learning Open Grant (Health & Learning Knowledge Centre - UVic)	Self-Directed Learning as a Strategy for Health Human Resource Continuing Professional Education - Phase 2	successful	200357	Contract	\$30,000	
Dickson, Graham	Duffell, Ron	Ministry of Health (BC)	RRU-Fielding workshop support	successful	200372	Grant - Full	\$2,400	
Dickson, Graham		Health Care Leaders' Association of BC (HCLABC)	12 for 12 Research Project	successful	200388	Contract	\$144,000	
Dickson, Graham		Ministry of Health (BC) - Primary Health Care Branch	Integrated Health Network (IHN) Learning Session 3	successful	200396	Contract	\$45,000	
Dickson, Graham	Sept, Ron	Health Care Leaders' Association of BC (HCLABC) - Leaders for Life	Integrated Health Network	successful	200431	Grant - Full	\$9,000	
Dickson, Graham		Health Care Leaders' Association of BC (HCLABC)	Secretariat and project management function	successful	65000	Contract	\$20,000	
Sept, Ron	Dickson, Graham	Health Care Leaders' Association of BC (HCLABC) - Leaders for Life	Physician Leadership Engagement	successful	200427	Contract	\$30,000	
Sept, Ron	Dickson, Graham	Health Care Leaders' Association of BC (HCLABC) - Leaders for Life	Downstream Evaluation Project	successful	200426	Contract	\$58,000	
						School Total:	\$431,400	
						Percent:	17.01%	

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Researcher	CoApplicants	Funder	Grant Title	Status	Cost Centre	Type	FY08-09_\$
CNTR							
Belcher, Brian		Winrock International Institute for Agricultural Development	Integrated Bamboo Development in Peru	successful	200363	Contract	\$2,000
Belcher, Brian		Nova Forest Alliance	Non-Timber Forest Products Strategic Initiative	successful	200414	Contract	\$8,000
Belcher, Brian		Ministry of Forests and Range (BC)	Support of the InterAgency Committee work	successful	200380	Grant - Full	\$50,000
Belcher, Brian	Darcy Mitchell, Tim Brigham; Terry Sunderland, Bruce Campbell - CIFOR	CIDA (Canadian International Development Agency) - CGIAR-Canada Linkage Fund	Developing More Effective Methods for Assessing Conservation and Livelihoods Outcomes in Forest Landscapes	successful	200365	Grant - Full	\$49,840
Belcher, Brian		Thrifty Foods	Buy BCwild Directory (08/09)	successful	200325	Grant - Full	\$2,500
Belcher, Brian	Hobby, Tom	Ministry of Forests (BC) - Forest Investment Account (FIA) - Forest Science Program	Reducing wildfire hazards in the wildland urban interface: impacts on timber yeilds and best practices for stand management (year 2)	successful	200369	Grant - Full	\$72,468
Brigham, Tim		Coastal First Nations	Turning Point Initiative	successful	200381	Contract	\$2,000
Brigham, Tim		VanCity	Buy BCwild Initiative	successful	200379	Grant - Full	\$5,000
Brigham, Tim	Belcher, Brian	Human Resources Development Canada - Job Creation Partnership Program	for 3 Buy BCwild support positions [funding of \$54,990 does not flow thorough RRU, but directly to position holders)	successful		Grant - Full	\$-00
Brigham, Tim		BC Investment Agriculture Foundation (administered by Federation of BC Woodlot Associations) - Agroforestry Industry Development Initiative	Shop the Wild Festival and Sector Networking	successful	200394	Grant - Full	\$15,874
Brigham, Tim		Manitoba Model Forest Inc.	Manitoba Model Forest Development	successful	200433	Grant - Full	\$9,060
Brigham, Tim		Natural Resources Canada, Canadian Forest Service	Electronic Newsletter Development for the Canadian NTFP Network	successful	200422	Grant - Full	\$5,000

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Researcher	CoApplicants	Funder	Grant Title	Status	Cost Centre	Type	FY08-09_ \$
Brigham, Tim		Forest Ethics Rainforest Association	Rainforest Solutions Project	successful	200419	Contract	\$2,100
Brigham, Tim		Turning Point Initiative	NTFP development	successful	200425	Grant - Full	\$1,500
Brigham, Tim		Ministry of Agriculture and Lands (BC)	AgroForestry Directory/Handbook	successful	200428	Grant - Full	\$20,000
Brigham, Tim		CIDA (Canadian International Development Agency)-AUCC - Canada-Russia Northern Development Partnership Program (NORDEP)	Promotion of sustainable commercial use of non-timber forest resources for the growth of well-being in Khanty-Mansiysk Autonomous Okrug - Ugra with a focus on the remote settlements of the Beryozovo Municipal District	successful	200332	Contract	\$39,985
Brigham, Tim		University College of the North	Harvester Training Program	successful	200435	Grant - Full	\$6,000
Cocksedge, Wendy	Mitchell, Darcy; Brigham, Tim	Ministry of Forests (BC) - Forest Investment Account (FIA) - Forest Science Program	Timber/NTFP compatible management extension	successful	200367	Grant - Full	\$42,120
Cocksedge, Wendy		Ministry of Forests and Range (BC) - Forest and Range Evaluation Program	Understanding the spatial and quality attributes of culturally important plant species	successful	200356	Contract	\$75,000
Cocksedge, Wendy	Belcher, Brian	Ministry of Forests (BC) - Forest Investment Account (FIA) - Forest Science Program	Impact of Accelerated Timber Harvesting on NTFPs in Burns Lake Community Forest	successful	200368	Grant - Full	\$45,360
Cocksedge, Wendy	Mitchell, Darcy	Ministry of Forests (BC) - Forest Investment Account (FIA) - Forest Science Program	Understanding the spatial and quality attributes of culturally important non-timber forest product species in mountain pine beetle affected areas of the Cariboo-Chilcotin-Year3	successful	200366	Grant - Full	\$56,160
Cocksedge, Wendy		Gwaii Forest Society	Developing effective methods for incorporation of cultural use species into inventories and land use planning in Haida Gwaii.	successful	200353	Grant - Full	\$15,018

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Researcher	CoApplicants	Funder	Grant Title	Status	Cost Centre	Type	FY08-09_ \$	
Cocksedge, Wendy	Richard Holmes - University of Northern British Columbia's Quesnel River Research Centre; Robin Hood - Likely Xat'sull Community Forest	Western Economic Diversification	An Assessment of the Effects of the Mountain Pine Beetle on Non Timber Forest Resources in the Likely Xat'sull Community Forest	successful	200393	Grant - Full	\$25,000	
							School Total:	\$549,985
							Percent:	21.69%
Communication & Culture								
Rowe, Wendy	Walinga, Jennifer; Cunningham, Bart	BC Occupational Health & Environmental Research Network	To Thrive or To Survive: Toward a Model of Stress Thriving in the Workplace	successful	200421	Grant - Full	\$9,985	
Vannini, Phillip		SSHRC - Standard Research Grant	We are all on the same boat: The technoculture of ferry transportation in coastal British Columbia	successful	200376	Grant - Full	\$27,550	
							School Total:	\$37,535
							Percent:	1.48%
CTET								
Drummond, Wendy	Hamilton, Doug	Ministry of Advanced Education (BC) - Aboriginal Special Projects Fund	Yekooche First Nation and Royal Roads University Governance Capacity Building Project	successful	200392	Grant - Full	\$99,950	
							School Total:	\$99,950
							Percent:	3.94%
Environment & Sustainability								
Dale, Ann		Nuclear Waste Management Organization (NWMO)	E-Dialogue on NWMO's Draft Implementation Plan	successful	200374	Contract	\$15,000	
Dale, Ann		Canada Research Chair	Canadian Research Chair in Sustainable Communities	successful	200129	Grant - Full	\$100,000	
Dale, Ann		CFI (Canada Foundation for Innovation) - accompanying CRC	Canadian Research Chair in Sustainable Communities	successful	200153	Grant - Full	\$10,000	

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Researcher	CoApplicants	Funder	Grant Title	Status	Cost Centre	Type	FY08-09_ \$
Dale, Ann	Onxy, J.; Hanna, K.	SSHRC - Standard Research Grant	Agency, Social Capital and Sustainable Community Development	successful	200212	Grant - Full	\$29,935
Dale, Ann		Nuclear Waste Management Organization (NWMO)	E-Dialogues on NWMO's Implementation Plan: Siting	successful	200413	Contract	\$70,000
Dale, Ann		Carleton University School of Public Policy and Administration - Bissett Alumni Award for Distinctive Contributions to the Public Sector	Bissett Award	successful		Award	\$-00
Dallimore, Audrey		NSERC - Discovery Grant	Paleoclimatic, paleoceanographic and paleoseismic history of the northern Pacific coast of British Columbia	successful	200386	Grant - Full	\$15,000
Dodd, Matt		Health Canada	Participation in a Health Canada BARC workshop Sept 18-19	successful	200395	Contract	\$2,100
Dodd, Matt		Health Canada	Analysis and Assessment of the Bioaccessibility of Various Elements in Atlantic Canada Using Physiological Based Extraction Tests (PBET)	successful	200423	Contract	\$24,675
Dodd, Matt		SNC LAVALIN Environment Inc	Determination of the Bioaccessibility of Metals in Soil Samples Using Physiological Based Extraction Test (PBET)	successful	200112	Contract	\$3,188
Dodd, Matt		SNC LAVALIN Environment Inc	Determination of the Bioaccessibility of Metals in Soil Samples Using Physiological Based Extraction Test (PBET)- Project #133160	successful	200112	Contract	\$3,562
Dodd, Matt		Health Canada	Bioaccessibility testing for lead in soil	successful	302006	Contract	\$14,858
Dushenko, Bill		CFI (Canada Foundation for Innovation)	Atmospheric Monitoring Research Station	successful	312027	Grant - Full	\$13,000
Newman, Lenore		SSHRC - Standard Research Grant	The Impact of Urban Farmers' Markets on Community Sustainability	successful	200377	Grant - Full	\$17,970
						School Total:	\$319,288
						Percent:	12.59%

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Researcher	CoApplicants	Funder	Grant Title	Status	Cost Centre	Type	FY08-09_
Faculty of Management							
Sagebien, Julia		IDRC (International Development Research Centre)	Both Sides Now: Corporate Social Responsibility in the Latin American Extractives Industries: An Examination of Challenges and Best Practice Opportunities	successful	200415	Grant - Full	\$68,480
						School Total:	\$68,480
						Percent:	2.70%
Leadership							
Dyson, Lily	Coupal, Linda	SSHRC - Standard Research Grant	Tracing the Roots of Competence: The Developmental Pattern of Literacy and its Psychosocial Correlates during the Middle Childhood of Children with Socio-economic Disadvantages	successful	200375	Grant - Full	\$63,444
Dyson, Lily		SSHRC - Standard Research Grant	Childhood Literacy (UVic transfer)	transferred to RRU			\$52,979
Dyson, Lily		Canadian Language and Literacy Research Network	The literacy competence of and the instructional methods used for children with intellectual disabilities: A systematic review	transferred to RRU	200411	Grant - Full	\$38,364
Dyson, Lily		Canadian Language and Literacy Research Network	The development patterns of literacy and the correlates of changes in elementary school children from low-income neighborhoods	successful	200412	Grant - Full	\$47,670
Taylor, Marilyn		City of Kingston	Results Oriented, Customer Service Focused Leadership Development	successful	200231	Contract	\$50,000
						School Total:	\$252,456
						Percent:	9.95%
Office of Research							
Drummond, Wendy		First Nation Technology Council	First Voices - Yekooche	successful	200424	Grant - Full	\$15,000
Zornes, Deborah		Tri-Council - Indirect Costs Program	Indirect Costs Program - 2008-09	successful	200227	Grant - Full	\$105,551

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Researcher	CoApplicants	Funder	Grant Title	Status	Cost Centre	Type	FY08-09_\$
Zornes, Deborah		SSHRC - Institutional Grant	SSHRC Institutional Grant Program	successful	200226	Grant - Full	\$5,190
Zornes, Deborah	Lewis, Mike	SSHRC - Social Economy Suite (full project funds)	The Social Economy in British Columbia and Alberta: Strengthening the Foundations for Growth	successful	200285	Grant - Full	\$350,000
						School Total:	\$475,741
						Percent:	18.76%
School of Leadership							
Agger-Gupta, Niels	Rowe, Wendy	Ministry of Health (BC)	Health Systems Leadership Impact Study	successful	200417	Grant - Full	\$20,000
						School Total:	\$20,000
						Percent:	0.79%
University Life							
University Life		NSERC - CGS Masters Scholarship	Adrian Leslie	successful		Grant - Full	\$17,500
University Life		SSHRC - J.-Armand Bombardier (CGS) Masters Scholarship	Student Scholarships (12 - Dorothy Kelker; Alison James; Gordana Jelinic; Michelle Mungall; Eloise Pulos; Shane Rooney; Conny Betuzzi; Glen Farrelly; Adrian Bergles; Kathleen Frith; Johann Jenson; Rebecca Henn)	successful		Grant - Full	\$210,000
University Life		NSERC - Undergraduate Student Awards	Student Scholarships (4 - Terra Murdoch; Marlo Taylor; Megan Wainwright; Devin Yacura)	successful	460020	Grant - Full	\$18,000
						School Total:	\$245,500
						Percent:	9.68%
VPA							
Hamilton, Doug	Cran, Greg	CCL (Canadian Council on Learning) - Aboriginal Learning	Using e-learning to build governance capacity in the Yekooche First Nations	successful	200288	Grant - Full	\$33,200
Hamilton, Doug		Society for Teaching and Learning in Higher Education - 2008 Educational Developers' Caucus Grant	Instructional Skills Workshop Facilitator Communities: Institutional, National, and International Perspectives	successful		Grant - Full	\$2,500

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Researcher	CoApplicants	Funder	Grant Title	Status	Cost Centre	Type	FY08-09_\$
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School Total: \$35,700
Percent: 1.41%

Grand Total \$2,536,035

Appendix C: Research Samples for FY2008-09 (listed by Faculty/School)

SEZAME: Special Economic Zones in Asian Market Economies: What Next for SEZs?

Connie Carter, Ph.D., Faculty of Management

(Start: September 2008)

Dr. Connie Carter's research examines Special Economic Zones (SEZs) in China. SEZs are often highlighted as one of the major drivers of China's economic development success story. A SEZ is a geographically defined location within a country which is endowed by a national, municipal or regional government with special tax and other incentives in order to attract investors to establish themselves in the site. Most SEZs are designed to attract foreign direct investment (FDI), typically multi-national firms (MNFs) manufacturing goods for export. The first Chinese SEZs were established in 1980 as a direct result of Premier Deng Xiaoping's policy of "opening up" to the world. During the next two decades, hundreds, some say thousands of SEZs followed – even though they would be called by various other names, sometimes Export Processing Zones, Industrial Parks, Technology Parks, Free Trade Zones and so on. India and other developing countries now want to emulate China's experience.

Carter's research focuses on two SEZs in China, Wenzhou SEZ and Suzhou SEZ and seeks to answer the following questions about them: To what extent is it true to say that Wenzhou SEZ with its predominantly domestic investment produced outcomes that are superior to those produced by Suzhou SEZ with its more sophisticated foreign direct investment? If the hypothesis is true, what specific factors account for the superior performance? Can they be replicated elsewhere?

Some Chinese scholars say that zones which have predominantly or exclusively domestic investment, have out-performed Suzhou and other zones which have foreign investment. They cite Wenzhou as an essentially domestically invested zone which has out-performed Suzhou SEZ. A number of Chinese scholars have therefore raised doubt about Suzhou's success and held the Wenzhou model in higher esteem. This is a claim that has not been studied by anyone outside of China and if, through empirical study, Carter finds this claim to be true, it could disrupt the perception of the Chinese SEZ model, which is being imitated by the rest of the world, particularly by developing countries such as India.

Carter will gather official data about "development" in each SEZ using the UN Human Development Index as a means of obtaining relevant uniform data. In addition, Carter will conduct follow-up in-depth interviews in China with a sample of the survey respondents to gain a more nuanced view of the key findings. Carter will present the findings of this study at a conference in Kyushu, Japan on 14th February 2009. After the conference, additional information may be sought for clarification and the paper will be revised and written for formal publication as the chapter of a book reflecting the conference proceedings.

To Thrive or To Survive: Toward a Model of Stress Thriving in the Workplace

Dr. Wendy Rowe and Dr. Jennifer Walinga, School of Communication and Culture

(Start: November 2008)

The goal of this project is to conduct a pilot study to develop a measure of 'stress thriving' which can support the development of a SSHRC proposal and, within a larger research program, lead to further instrument development and investigation into factors enhancing 'stress thriving' in the workplace.

To operationalize the dimensions of stress thriving and to develop a measurement tool, qualitative interviews and analysis will be conducted with middle and junior level managers in the public sector.

The pilot study will inform a SSHRC proposal which will seek to develop further instruments in work stress, adaptive strategies and organizational context, and generate guidelines for work redesign and training programs. The pilot study will also contribute to both academic and professional discussions via presentations and journal articles.

We are all on the same boat: The technoculture of ferry transportation in coastal British Columbia

Phillip Vannini, School of Communication & Culture
(Start: April 2008)

On March 22nd, 2006 the MV Queen of the North, while on route from the port of Prince Rupert in northern British Columbia (BC) to the northern tip of Vancouver Island, struck an uninhabited island and sank. Two people drowned with the vessel. As an improvised fleet of fishermen-turned rescue-heroes took to the sea from the nearby community of Hartley Bay to assist the crew and passengers, waves of the impact of her sinking began to crash ashore all over Canada's Pacific Coast: communities lost access to groceries and supplies overnight; travellers remained stranded away from home for days; businesses lost thousands of dollars, due the sudden inability to ship or receive goods, or due to the cancelling of tourist reservations. The impact was also emotional: some were so touched by the loss of the flagship of the BC coast that they began to write poems, songs, and odes to their lost flagship; to perform makeshift memorial ceremonies; and to embark on solemn sailings dedicated to remembrance and respect for the sea and the souls and bodies it had taken. Children put their fears, hopes, and wishes into the forms of drawings and pictures and sent them to the people of Hartley Bay.

As multiple investigations began to unravel the technical causes of the mishap, others realized the larger social relevance of what the accident had made apparent: the dependence of the regional economy and polity on the operation of BC Ferries Inc.—the owner company of the Queen of the North and thirty-five other ferry boats daily enabling geo-political unity and social order of life in coastal BC. The proposed program of research will systematically catalogue the ways in which BC ferries shape the culture and society of the Pacific Coast of Canada. As media of transportation and communication, they play a vital socio-economic, technological and infrastructural, symbolic-material, socio-historical, geo-political, and cultural role in the lives of hundreds of thousands.

Drawing upon an interpretivist approach to communication and culture, this three-year study, funded by SSHRC, will examine everyday “life on the coast”—BC Ferries Inc.’s apt slogan. By focusing on narratives, experiences, and daily rituals surrounding the vessels themselves and their passengers, this study will shed light, not on “BC Ferries Inc.” as a corporation, but rather on “BC ferries” as an institution: a concept that sensitizes the research program to the sociological aspects of transportation as communication. By engaging in interviews in every community where BC ferries dock and in extensive observation onboard and off-board every vessel in the fleet, the applicant aims to develop an understanding of ferry transportation as everyday life technoculture. Technoculture is a sensitizing concept which refers to the cultural dimensions of technology and to the material and technological dimensions of culture. A view of humans as engaged in making their unique ways of life is central to this approach. Technoculture is the “creative process whereby people produce and maintain forms of life and society and systems of meaning and value” (Christians & Carey, 1981, p. 346, emphasis added). The proposed program of research builds upon the idea that there is no culture without a “creative activity [which] is grounded in the ability to build cultural forms from symbols that express the will to live and assert meaning” (ib., p. 346, emphasis added) and the idea that technology is never a “force outside culture” but instead something “intrinsically cultural” and a “creation of human practice and ingenuity ...embod[ying] concrete lifeways” (Carey 1989, p. 317).

Academic audiences will gain from this study's contribution to knowledge on material culture, technoculture, and to the sociology of communication, as well as from advances in theoretical perspectives such as symbolic interactionism and in methodological perspectives such as technography, the ethnography of technoculture. Non-academic audiences, such as residents of the Pacific Coast, provincial policy-makers, BC Ferry executives, and all Canadians interested in transportation and/or daily living in marine and island communities will be given tools to reflect and debate on the status of BC Ferries Inc. as a private company and about the efficiency, fairness, safety, and relevance of the services the company provides to its passengers and constituencies. This will enable them to reflect on ferry transportation—an institution as central to the Canadian imagination as the railway and the train—from the stories of people whom, like themselves, depend on transportation technology daily.

American Center for Mongolian Studies

Charles Krusekopf, PhD, School of Environment & Sustainability

(Start: Ongoing)

Charles Krusekopf, School of Environment and Sustainability, is working to build connections between RRU and Mongolia. He is the founder and executive director of the American Center for Mongolian Studies (ACMS), a non-profit educational organization based at the National University of Mongolia in Ulaanbaatar that supports the development of Mongolian Studies and academic exchanges with Inner Asia. RRU is an institutional member of the ACMS, along with 33 other universities, including UBC and York in Canada.

In March, the American Center for Mongolian Studies won a \$333,000 grant from the Luce Foundation to fund graduate and post-doc fellowships in Mongolia for Canadian and US students, along with a series of conferences. Last fall the ACMS was awarded \$440,000 from the US Department of Education to support its operational budget through 2011. To date the ACMS has raised over \$1.2 million to support academic research in Mongolia.

In August 2008 the ACMS hosted a conference on Owen Lattimore, a noted scholar who is considered the father of the field of Mongolian Studies in the West. Krusekopf organized the conference organizer and also presented a paper. He attended a conference in Calgary earlier this year where he made a presentation to Mongolian and Canadian government officials and Canadian mining companies about ways RRU can support environmental monitoring and training in Mongolia.

Krusekopf is also developing other connections. Cate McEwen, a graduate of the MA Environment and Management program and sponsored by ACMS, spent two months in summer 2007 conducting river water quality monitoring training workshops. She returned in 2008 to continue these workshops and also to provide river rafting training, which will further water quality monitoring activities and has the potential to extend these skills to ecology studies, taimen monitoring, and entry into the river rafting tourism economy.

The activities of the American Center for Mongolian Studies include research support for visiting scholars, student fellowships and internships, organizing and hosting academic tours, the development and operation of a research library in Mongolia, online and onsite Mongolian language courses, and the development of information resources related to Mongolia, such as Mongolian Studies wikis and online publishing. For more information on the American Center for Mongolian Studies and opportunities in Mongolia see: <http://www.mongoliacenter.org/>.

The Impact of Urban Farmers' Markets on Community Sustainability

Lenore Newman, School of Environment & Sustainability

(Start: April 2008)

The industrial food system is seen as over-reliant on chemical fertilizers and fossil fuels, damaging to soil health, destructive of local farm communities, and based upon processes that demand uniformity over nutrition, biodiversity, and flavour. As a result, farmers' markets selling locally-produced food are growing in popularity as consumers search for food options that are perceived to be healthier and to have a smaller environmental impact than the industrial food system. However, studies of rural farmers' markets have questioned the environmental benefits of such venues given the impact of the transport of goods and customers to these markets' rural locations, and have critiqued the markets as catering to wealthy urbanites willing to invest time and money into the acquisition of specialty food. The authors of these rural studies suggest urban farmers' markets might not share these drawbacks, but existing studies of customer motivations and demographics in urban markets are scarce.

This research, a three-year study funded by SSHRC, will investigate key knowledge gaps with regard to urban farmers' markets, and contribute to a broader understanding of the role of urban farmers' markets in fostering sustainable community development. This study will address questions regarding the demographics of urban market patrons, the role of these venues as sites of knowledge diffusion, and the availability of local food at each market. To this end three key questions will be addressed:

1. How do the demographics of urban farmers' markets compare to existing studies that suggest those attending rural markets are from a narrow urban elite?
2. What is the potential role of customers of urban farmers' markets as early adopters of a sustainable lifestyle and as diffusers of sustainable knowledge and practice?
3. How accessible, in quantitative terms, do Canadian urban farmers' markets make locally-produced food products?

In each of four urban centres, two markets - one seasonal and one all-season - will be studied using a case study methodology. During the first phase of research, a survey of market-goers will be conducted to determine demographic data and gather general consumer opinions on sustainable food choices and purchasing habits. A concurrent interview process will document the diversity of products available and geographical location of each producer. All markets will be visited in the summer harvest season. Each all-season market will also be visited in the winter season to survey whether local food is available in the winter months and whether a similar demographic group is attending both all-season and seasonal markets. In the final phase of the project an on-line tool will be designed to map the location of each producer in the countryside surrounding the host city and calculate the average driving distance between producers and the market. Using the concept of "foodprint" as a guide, the tool will allow the calculation of a quantitative local production factor, and the creation of a visual "foodweb" representation of each market as an indicator of the availability of local food choices. This will allow for a quantitative comparison of each urban market's connection to the surrounding food system.

This project is situated within the primary researcher's larger program of research involving the evolution of community sustainable development. The study will provide new insights into the impact of farmers' markets on the urban consumer and the effect of markets upon the diffusion of sustainable values and practice around food choices such as locally-produced product. It will also address the efficacy of urban Canadian markets to support local producers, and will provide a quantitative basis of comparison through the development of the on-line spatial mapping tool that will clearly identify the "foodshed" that each market draws upon. This research will be of interest to academics working more broadly in the area of sustainable community development (e.g. local food production, social capital), practitioners (e.g. local food activists and urban planners), and farmers.

Paleoclimatic, paleoceanographic and paleoseismic history of the northern Pacific coast of British Columbia

Audrey Dallimore, School of Environment & Sustainability
(Start: April 2008)

Earth's climate is highly variable on both long- and short-term time-scales. The Pacific ocean-atmosphere processes which contribute to this variability can be interpreted from a combination of: a) surveys of the modern ocean conditions along coastal British Columbia, and b) "laminated" ocean sediment records. These "paleo" or "past" sediment records extend our knowledge of variations in the natural climate system well beyond the reach of the existing century-long instrument record and help us to understand climate changes which occurred thousands of years ago. In turn, this enhanced knowledge of our climate system increases our understanding of the rapid climate changes we are now experiencing. Similarly, the nature and frequency of past great earthquakes along the Pacific coast of Canada can be interpreted from these same laminated ocean sediment records.

This five-year research program, funded by NSERC, involves ocean research cruises to obtain oceanographic data and piston cores of laminated ocean sediments along the previously uninvestigated mid and northern B.C. coast. These data and cores will be subsequently analyzed in the laboratory for clues to the functioning of the northern Pacific climate system, both what occurred in the past and what we may expect in the future. The results will contain insights into the causes, dynamics, critical thresholds and past impacts of natural rapid climate changes, as well as seismic activity along the B.C. coast, on time scales of human interest.

The conclusions will fill critical knowledge gaps, not only for the understanding of physical sciences researchers studying the Pacific Ocean, but also for planners, policy-makers and the public in order to minimize their future risk under rapid climate changes and possible large earthquake events. An improved understanding of Pacific paleoclimate is also critical for validating global and regional climate models which are currently being used to forecast future climate change.

To Thrive or To Survive: Toward a Model of Stress Thriving in the Workplace

Dr. Wendy Rowe and Dr. Jennifer Walinga, School of Leadership Studies
(Start: November 2008)

The goal of this project is to conduct a pilot study to develop a measure of 'stress thriving' which can support the development of a SSHRC proposal and, within a larger research program, lead to further instrument development and investigation into factors enhancing 'stress thriving' in the workplace.

To operationalize the dimensions of stress thriving and to develop a measurement tool, qualitative interviews and analysis will be conducted with middle and junior level managers in the public sector.

The pilot study will inform a SSHRC proposal which will seek to develop further instruments in work stress, adaptive strategies and organizational context, and generate guidelines for work redesign and training programs. The pilot study will also contribute to both academic and professional discussions via presentations and journal articles.

Tracing the Roots of Competence: The Developmental Pattern of Literacy and Its Psychosocial Correlates during the Middle Childhood of Children with Socio-economic Disadvantages

Lily Dyson, Adjunct Faculty, School of Leadership Studies
(Start: April 2008)

Funded by SSHRC, the purpose of this three-year study is to identify the pattern of development and the factors contributing to the development of literacy during the middle childhood of those children who live in low-income homes. The study will specifically examine the growth of literacy in these children with regard to: (a) its pattern over a period of 5 years; (b) its psychosocial correlates; and (c) the effects of intervention. Comparisons will be made with children who live in middle and high income homes on

the pattern and the psychosocial correlates. However, the intervention will be applied to only the low income children.

Despite extensive research and policy support, poverty remains wide spread in society and the academic achievement of children with socio-economic disadvantages continues to be reported as a problem. Of particular concern is the literacy skill of these children. Literacy serves as the foundation of the economic development of a society as a whole and is associated with children's academic achievement and life adjustment. However, research has highlighted the adverse effects of socio-economic disadvantage on children's literacy during the elementary school years. There is an urgent need to determine the extent to which the presence of socio-economic disadvantage contributes to the development of competent literacy and the factors that may influence it so that effective intervention can be initiated. Such knowledge, however, is currently incomplete for the middle childhood years when children learn to read and read to learn. To fill this gap, this study will test the assumptions that: (a) the level of literacy of children with socio-economic disadvantage is lower than the normally expected throughout the period of middle childhood; (b) literacy development is linked to psychosocial contexts; and (c) intervention serves to improve the level of literacy development.

The study builds on a current research project, funded by the Canadian Language & Literacy Research Network. In that project, a sample of 456 children has been drawn from Victoria, B.C. Each of the children has completed 3 tests – one each year. These children will serve as the participants for this study. In what will amount to a 5-year assessment encompassing the entire span of middle childhood, the participants will be followed up for two more years. At Year 1 of the study, the participants were aged 5 to 8 years; at the start of this study, 8 to 11 years; and in the final year of the project, 9 to 12 years. With an anticipated attrition rate of 33%, a final sample with 5 years of measurement will be 300.

The participants were initially divided into 3 socio-economic categories: middle/high-, medium-low-, and low-income. In addition to children's literacy skills, information on the psychosocial contexts of their family and school was collected but only once when they first entered the study. In this study, children's literacy will continue to be assessed yearly for two more years while family and school data will be collected one more time. A system of psychosocial factors that would influence the literacy development of the children is assumed to derive from the child, home, and school. These factors are thought to consist of: the child's motivation for reading; home environment related to learning; teacher expectations for student performance; and parental involvement in the child's education. Another factor to be included is participation in an intervention program aimed at improving literacy skills. Applying multi-level growth modeling, the study will generate new data on the pattern of literacy development and psychosocial factors that influence the literacy development during the middle childhood of children living in poor or low-income homes. The study will also determine if intervention provided during the middle childhood period has a long-term effect on the literacy development of low-income children.

The results will provide a guide for an integrated model of service and policy for enhancing the literacy competence of low-income children. Therefore, the results will not only advance research on literacy and poverty but also benefit children, policy-makers, and practitioners. The results will be widely disseminated through various channels that include a summary delivered to the general public (families, schools, and community); child and family services; the full report to government agencies; and publications to the academic community through conference presentations and journal articles.

Public Dialogue: Leadership for Health Care Change Through Public Dialogue in Canada & the US

Graham Dickson, Centre for Health Leadership and Research

Funders: Royal Roads University, Fielding Graduate University, B.C. Ministry of Health

April 25, 2008

Welcome to a Public Dialogue on Canada-US Health Care

The two-day workshop on **Leadership for Health Care Change through Public Dialogue in Canada and the US**, held April 25-26, 2008 at Royal Roads University in Victoria, British Columbia, is now over.

This workshop is part of a larger initiative by Royal Roads University, and Fielding Graduate University to support dialogue that will lead to new understandings, dialogue, collaborative publications, research, and action in support of health care transformation in Canada and the US.

Workshop and research outcomes will be posted on the site as they become available. Audio recordings of all panel sessions have already been posted under workshop proceedings, including the **audio recording of the opening panel**, a public dialogue on *Health Care in Canada and the US*, moderated by CBC Radio's Jo-Ann Roberts.

The online discussion forum is still available for you to make contributions to the conversation. *Most functions on this website are available to all users. To participate in the discussion forum, you need to be a registered user. Your contact information will not be shared and will remain confidential.*

The Poverty Environment Network

Brian Belcher, PhD, Director, Centre for Non-Timber Resources
(Start: Ongoing)

The Centre for Non-Timber Resources is part of the core team of researchers in a large international comparative study called “The Poverty Environment Network” (PEN), an international network and research project on poverty, environment and forest resources.

We know that forests and other natural resources are crucial to the livelihoods of millions of poor people worldwide. But just how important are forests for poverty alleviation? Can they help lift people out of poverty, or are they mainly useful as gap-fillers and safety nets preventing extreme hardship? How do different forest management regimes and policies affect the benefits to the poor? Answers to such questions are essential to design effective policies and projects to alleviate poverty, and thereby contribute to meeting the Millennium Development Goal of 50 % poverty reduction by 2015. Yet we have surprisingly little systematic knowledge to answer them adequately.

Launched in September 2004 by the Center of International Forestry Research (CIFOR), PEN aims to fill the gap in knowledge through the systematic collection of uniform socio-economic and environmental data in a variety of tropical ecosystems. This tropics-wide data collection is being conducted at household and village levels by about 30 PEN partners (mainly PhD students), generating a global database with some 5-6,000 households and 200-250 villages from more than 20 countries, and something exceeding 17 million data cells. The data collection, which will be completed by the end of 2008, includes a careful recording of all forest and environmental uses. All income data are collected through four quarterly surveys to shorten recall periods and increase accuracy. Data analysis will commence in 2009 and is expected to take several years. The project will make the complete data-set available to other scholars in 2012.

PEN research will serve as the basis for the first global comparative and quantitative analysis of the role of tropical forests in poverty alleviation.

For more information, see the PEN website.

Assessment of the Effects of the Mountain Pine Beetle on Non-Timber Forest Resources in the Likely Xatsu'll Community Forest

Wendy Cocksedge, Centre for Non-Timber Resources

(Start: August 2008)

Funded by Western Economic Diversification, this project aims to develop and test non-timber forest product (NTFP) inventory methodology specific to the Likely-Xat'sull Community Forest, but applicable to other areas throughout B.C.

NTFPs are not typically included in land use planning, limited by data availability, incompatible management practices and a lack of communication between the users and land managers. Additionally, there is not yet a suitable or feasible methodology for incorporating NTFPs into conventional vegetation inventories, and therefore it is difficult, if not impossible, to carry out the planning activities necessary to ensure the sustainable harvest and use of identified non-timber forest products. These land use planning activities generally include: mapping quality NTFP habitat, determining representation of species across a defined area, setting management activity limits, and monitoring of indicators.

Overlaying this scenario is an increase of disturbance within areas traditionally harvested, including severe mountain pine beetle (MPB) outbreaks. The mountain pine beetle, by effectively killing large portions of the pine forests, is inevitably affecting the distribution, abundance and quality of the understory. This in turn affects community access to and ability to use these species.

This project involves building a predictive NTFP inventory, starting with many of the existing data (Predictive Ecosystem Mapping (PEM), Terrestrial Ecosystem Mapping (TEM), Biogeoclimatic Ecosystem Classification (BEC), Vegetation Resources Inventory (VRI), and Terrain Resource Information Management (TRIM)). In addition, new data will be collected to define NTFP species' habitats and to verify species presence, abundance and, most importantly, quality. It will then be possible to look at the distribution, abundance and quality of the species within MPB affected areas, compare with non-affected areas or historical data in order to understand the effect of the MPB on the understory and therefore help to address remediation of effects and possibly guide restoration efforts.

Reducing Wildfire Hazards in the Wildland Urban Interface: Impacts on Timber Yields and the Best Practices for Stand Management

Tom Hobby and Darcy Mitchell, Centre for Non-Timber Resources

(Start: April 2008)

Project Summary

The BC Rocky Mountain Trench (RMT) has an estimated 250,000 hectares departed from historical fire regimes consisting of heavy fuel loads needing thinning and prescribed burning (RMT ER Steering Comm. 2006). Thousands of hectares are in the wildland urban interface (WUI), generally described as a 2 km buffer zone around municipalities, and pose significant wildfire risk (Filmon 2004).

Problems facing fuels reduction efforts in the WUI include: lack of stand data to accurately model wildfire risk under current stand conditions; lack of integration between crown lands, First Nations reserves and private land owners, making strategies difficult to implement on a landscape level; and challenges to implement fuels reduction via prescribed burning due to smoke related issues. Lack of training by forest managers and registered professional foresters (RPFs) of the available tools and methods to assess wildfire risks has been a barrier to implementing fuels treatments and to meet stand restoration/forest health objectives (FPB 2006). There has also been a lack of knowledge about adequate tools and methods for making economic decisions related to prioritizing stand treatments for fuels removal in BC.

This project, funded for its second year by the Forest Science Program, involves developing effective methods and applying tools to prioritize fuel treatment options that are ecologically sound and economically feasible which would enhance timber production and foster ecosystem health. Methods and results from this research will be applied to furthering the development of integrated forest management within British Columbia and the growing recognition of non-timber values within sustainable forest management. Landscape level issues from a fuels management perspective will be reviewed as well as stand level applications for developing timber harvest plans. The project will also review current stumpage methods and examine tenure reforms necessary to create incentives for industry, First Nations and municipalities to meet WUI objectives. Best practices will be developed for planning and implementing fuels treatments resulting in a guidebook for forest managers, First Nations, and city planners.

Understanding the spatial and quality attributes of culturally important non-timber forest product species in mountain pine beetle affected areas of the Cariboo-Chilcotin

Wendy Cocksedge and Darcy Mitchell, Centre for Non-Timber Resources

(Start: April 2008)

This project is in the third year of a three-year study, funded by the Forest Science Program, which looks at the effects of mountain pine beetle on selected understory plant species which are of high cultural importance and priority to the T'exelc and Xats'ull First Nations.

In year 1, we established the species and areas of focus and initiated the development of quality criteria ratings for the selected species. In year 2, we sampled areas identified as high quality harvest sites. Sampling was done using ground cover forms (adapted GIF forms), and included basic habitat and soils information as well as quality ratings for the cultural use species. The data from year 2 will be analyzed to assess correlations between high quality cultural use species and habitat. In year 3, we will ground-truth predictions from year 2, and develop conclusions and recommendations for habitat-quality correlations for the selected species.

We anticipate that the results from this project will be used by each of the two First Nations, and possibly others, to: identify areas for cultural use and harvest within the Land Use Planning process; collaborate with timber licencees to maintain or enhance high quality cultural use species' habitat through compatible management; and develop predictive maps of high quality species location for use by First Nations harvesters. This research increases our understanding of the autecology of selected species and provides a methodology for incorporating understory species into sustainable forest management.

This project is the first in a series of related projects which seek to develop methods and field trials to develop NTFP inventories in various ecosystems in B.C., and develop predictive NTFP quality to habitat models.

Timber/NTFP Compatible Management Extension

Wendy Cocksedge, Darcy Mitchell, and Tim Brigham, Centre for Non-Timber Resources

(Start: April 2008)

The need and demand for compatible management of the full range of forest resources continues to increase in importance as the value of NTFPs to local communities and to the province as a whole becomes more apparent, and communities pursue additional and/or alternative strategies for generating income. Compatible management also responds to certification requirements and is an integral part of ecosystem based management. This three-year project develops professional development modules, a comprehensive compatible management resource website and "how-to" guides using compatible

management case studies. These extension products provide resource managers with the tools they require, and have asked for, to incorporate understory species into forest management plans.

For the third and final year of this three-year project, funded by the Forest Science Program, we will continue to work with our partners and clients to develop the Timber/NTFP Compatible Management cluster on the Royal Roads University Centre for Non-Timber Resources NTFP website (www.royalroads.ca/cntr). This cluster builds on previous activities of the Centre, including the ongoing development of an interactive database and the repository of a broad range of NTFP-related information, to create a “one-stop” website for resource managers and others seeking information on NTFPs. We will also develop two more guides and one more professional development module for resource managers wishing to incorporate compatible management into their forest planning.

Impact of Accelerated Timber Harvesting on NTFPs in Burns Lake Community Forest

Wendy Cocksedge and Brian Belcher, Centre for Non-Timber Resources

(Start: April 2008)

Project Summary

This three-year project will study the impacts of accelerated timber harvest on non-timber forest products (NTFPs) of high cultural or economic value, and develop practical strategies for compatible management in areas affected by mountain pine beetle (MPB) salvage cutting.

Accelerated timber harvesting in areas of MPB infestation is leading to widespread changes in forest ecology, particularly in the northern interior of British Columbia where the rates of infestation are highest. While the implications of these changes for sawlog production and other high-value commercial products have been well studied, there is little known about the impacts on NTFPs of high cultural or economic value. The mountain pine beetle, by effectively killing large portions of the pine forests, is inevitably affecting the distribution, abundance and quality of the understory. This in turn affects community access to and ability to use these species.

The research will focus on a community forest tenure, where the license-holder has greater ability to manage for both timber and non-timber products and, therefore, a greater incentive for compatible management. Lessons will also be relevant for areas where First Nations have demonstrated interest in NTFPs of significant cultural and traditional value.

Research on methods to adequately incorporate cultural or commercial values within vegetation inventories is still at the beginning stages. We are proposing to build on preliminary methodology developed in previous research (Understanding the spatial and quality attributes of culturally important non-timber forest product species in mountain pine beetle affected areas of the Cariboo-Chilcotin) and test criteria and scales for a consistent assessment. The project thus furthers the development and testing of methods for NTFP inventories, and expands the research to new species and ecosystems. The species of focus will be determined by the community, and sampling will include both cover and quality of the species, as well as site and stand conditions. Regression analysis will be used to assess correlations of high cover and/or quality with site and stand variables. The project will develop strategies for compatible management in MPB affected areas based on a better understanding of the habitat conditions required for high quality presence of the species.

Appendix D: Todd Thomas Institute 2008-09 Activities

Colloquia:

- Introduction to the Institute Nov 4 (20 RRU Faculty and Staff)
- Obama Event & What does it suggest about values and leadership? Dec 1 (30 RRU Faculty & Staff)
- Richard Barrett workshop: Leadership in the 21st Century: Values-Based Leadership and Values Driven Organizations. Feb 6 (80 RRU + Public –largely BC Public Service)
- Bill Torbert: Seven Transformations of Leadership: Implications for Leadership Education ...May 19 (20 RRU Faculty and Staff) (co-sponsored with the Faculty of Management and the School of Leadership Education)

Public Presentations

- Public Service Agency Panel—Solicitor/Auditor General BC staff—October
- Panel at Leadership Victoria—November

Developmental initiative

- Values Based Investing –Stephen Whipp & William Roberts

Research:

- Organizational Consultation/contract Research
 - Tech Company in Ontario December (set up) June (implementation)
- Literature Search & Web Survey
- National Values Assessment