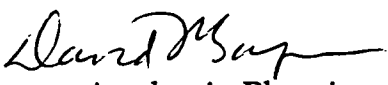


SIMON FRASER UNIVERSITY

OFFICE OF THE VICE-PRESIDENT, ACADEMIC

MEMORANDUM

To: Senate

From: D. Gagan, Chair 
Senate Committee on Academic Planning

Subject: School of Resource and Environmental Management -
Revised Proposal for Cooperative Resource Management Institute
(SCAP Reference: SCAP 98-27)

Date: June 15, 1998

Action undertaken by the Senate Committee on Academic Planning gives rise to the following motion:

Motion:

"that Senate approve and recommend to the Board of Governors as set forth in S.98 - 62 , the proposed Cooperative Resource Management Institute, as a Schedule A institute."

SIMON FRASER UNIVERSITY
FACULTY OF APPLIED SCIENCES
SCHOOL OF RESOURCE AND ENVIRONMENTAL MANAGEMENT

M E M O R A N D U M

TO: Alison Watt
Director, Secretariat Services
Registrar's Office

DATE: 25 May 1998

FROM: Peter Williams
Professor and Director
School of Resource and Environmental Management

SUBJECT: Revised proposal for Cooperative Resource Management Institute

Please find attached a revised proposal for the Cooperative Resource Management Institute, which SCAP tabled at a previous meeting. We have made revisions to the proposal to respond to the concerns raised at the meeting and conveyed to us afterwards by memo from David Gagan.

Specifically, we have amended the proposal to reflect the broader range of institutes, centres, and departments at SFU that are potentially interested in the topic area. We have also discussed the proposal with faculty members in other departments on campus and have added several to the list of charter members. Furthermore, we have consulted with the directors of the two most relevant SFU institutes and centres, the Institute of Fisheries Analysis and the Community Economic Development Centre. They have written letters of support, which are attached at the back of the proposal. These letters support the proposed Cooperative Resource Management Institute and indicate that its work will complement, rather than overlap, their work.

We look forward to discussing this further with SCAP at its meeting on 10 June. Thank you.


Peter Williams

cc: R. M. Peterman

***A Proposal For
a
Cooperative Resource Management Institute
at
Simon Fraser University***

submitted by:

School of Resource and Environmental Management

25 May 1998

Summary of Proposal

The proposed Institute will stimulate, encourage, and enhance cooperative research between faculty at Simon Fraser University and personnel in resource management agencies. The Institute will provide a focal point for frequent interaction between those who are involved with management of natural resources and SFU faculty, graduate students, post-doctoral fellows, and research associates. The university will also benefit from greater concentration of expertise in resource management on campus and from new opportunities for multidisciplinary, collaborative university-agency research programs. The Institute may also occasionally offer professional development courses to help working professionals upgrade their skills.

The Institute will be a schedule A centre. The administrative officer will be the Dean of Applied Sciences.

The Director of the Institute, nominated, elected, and recommended by members of the Institute to the Dean of Applied Sciences, will be a full-time employee of Simon Fraser University who will be appointed by the Dean. The term of the Director will be for three years, renewable.

The Director shall submit an annual report to the administrative officer on all Institute activities, and a financial statement showing all revenues and expenditures; for the 12 months ending March 31 of each year, no later than June 30 of each year. The Centre will be a self sufficient entity, and as such will require no start up costs to SFU, nor will it incur a financial deficit.

The Institute will act in accordance with all university policies, and in a manner consistent with the goals and objectives of Simon Fraser University.

An Advisory Board representing a cross section of university faculty, government researchers, and industry personnel will provide guidance to the Institute.

Introduction

Global population growth and economic expansion over the last several decades has resulted in increasing pressure to develop and exploit natural resources. As demand for these resources has increased, so has the complexity of resource management, as growing numbers of resource users and interest groups demand both a share of a limited quantity of resources and a greater degree of input into how those resources should be managed. However, shrinking government budgets reduce the capacity of resource management agencies to deal with this increased demand and carry out the research required for managing the complexity of natural resource systems.

As these problems intensify, natural resource management agencies require more innovative and comprehensive approaches. Resource managers need the most up-to-date information on the ecological, economic, and sociological components of natural resource systems, as well as the latest developments in qualitative and quantitative methods of analysis, interpretation, and forecasting. Since such advances in knowledge and methods are often made in universities and government laboratories, effective management of natural resources requires close communication between people in such institutions.

A successful model for how to deal with these challenges is provided by the Cooperative Fish and Wildlife Research Units that are located at 40 different universities in the United States. These "Co-op Units" house government research and management personnel on university campuses in order to improve the interaction between university researchers and government staff. Some of these units in the U.S. have operated for over 50 years, and many have gained reputations as major centres of applied research in resource management and sources of innovative training and solutions to management problems.

Another successful model on which to build is provided by the NSERC Industrial Research Chair at SFU, which is funded partly by the Canadian Wildlife Service (CWS). According to Dr. Fred Cooke, holder of this chair, his group has built strong links between the university and the CWS but it does not have full-time government staff on campus. However, SFU researchers do work closely with CWS staff on numerous projects.

The Opportunity

The lengthy history and success of such arrangements at U.S. universities and the recent success of the Canadian Wildlife Service-NSERC Chair at SFU suggest that British Columbians will benefit greatly from a Cooperative Resource Management Institute (CRMI) at Simon Fraser University. The current pressing need for research and training in resource and environmental management, as well as the current decreases in government budgets, provides a favorable situation for pursuing this initiative.

The School of Resource and Environmental Management (REM) in the Faculty of Applied Sciences at Simon Fraser University is prepared to take a leadership role in establishing such a cooperative unit and involving faculty from other parts of the

university in it. The faculty, graduate students, and associated researchers in the university conduct applied research in a wide variety of disciplines related to management of natural resources. These researchers are found in various SFU institutes or centres (e.g. Institute of Fisheries Analysis, Community Economic Development Centre, Centre for Pest Management) as well as SFU schools and departments (e.g. School of Resource and Environmental Management, Departments of Geography, Biological Sciences). A Cooperative Resource Management Institute at Simon Fraser University could be structured to include a broad range of environmental agencies (e.g. those responsible for energy, water, forest resources, fisheries, and wildlife). These agencies would potentially include both provincial and federal levels of government, as well as agencies other than the Canadian Wildlife Service, which is already well involved with SFU researchers through the Canadian Wildlife Service-NSERC Chair.

Objectives

Consistent with the goals and objectives of Simon Fraser University, the particular objectives of the Institute are:

- 1) To improve the management of natural resources by creating an Institute that will facilitate interactions between university researchers and personnel from government agencies that are involved in management of natural resources.
- 2) To help develop solutions to difficult multidisciplinary issues in resource management agencies by establishing an environment where personnel from different management agencies such as forestry, fisheries, and wildlife work side-by-side along with university researchers on a continuous basis, thereby gaining trust and working toward a common goal.
- 3) To promote the dissemination of knowledge through professional development courses.

The Cooperative Resource Management Institute will meet these general objectives through the following activities.

- 1) Create a stimulating environment for frequent interaction between university faculty and associated researchers and those who work in resource management agencies.

Initially, a focal point for such interactions could be joint, multidisciplinary research projects. The presence of some of the clients for university research on campus will generate numerous benefits for the university and government agencies, as described below.

- 2) Provide non-credit professional development courses to upgrade the skills of working professionals.

Like many other fields, resource and environmental management is changing rapidly. New methods and perspectives are emerging constantly. There is growing recognition that professionals in resource management agencies must be trained in a wider range of disciplines than in the past. Some professions such as pharmacy already require regular professional upgrading courses to maintain certification and it is reasonable to expect that this may also become true in natural resource management in the future. SFU will be well positioned to offer such courses if such requirements come into force.

Benefits of the Research Activities

- A. Government agencies will benefit from having some of their managers or scientists based for specified periods on campus in the Cooperative Resource Management Institute because this will allow them to:
 - 1) stimulate joint university-agency research projects on pressing management problems that are also scientifically challenging,
 - 2) "leverage" the effectiveness of each government agency person to 2 or 3 person-years because of joint work with students and faculty on specific projects,
 - 3) keep up to date on recent developments in their field through auditing courses and informal interactions with university research groups, and
 - 4) identify the best students to fill job openings in agencies.
 - 5) As well, the Cooperative Resource Management Institute would be a low-cost way to implement integrated resource management, an approach that has been discussed extensively by many government agencies.
 - 6) Benefits are not limited to researchers only; they will accrue to both operations and research branches of agencies (such as the Canada Department of Fisheries and Oceans and the B.C. Ministry of Forests, for instance).
- B. The research programs of university faculty and their graduate students, post-doctoral fellows, and research associates will benefit from:
 - 1) frequent exposure to a large array of current research questions directly relevant to management agencies, as well as knowledge of limitations and constraints faced by resource managers,
 - 2) greater concentration of expertise on campus for continuous feedback between researchers and clients,
 - 3) exposure to new ideas and methods developed by government agency personnel (such ideas might otherwise take considerable time to become more widely known outside of the agency), and

- 4) opportunities for joint university-agency research programs.

C. Graduate students, post-doctoral fellows, and research associates will:

- 1) conduct research on current management problems,
- 2) gain first-hand knowledge of workings of resource management agencies, which should help them with career choices, and
- 3) have improved chances of getting jobs in these agencies because potential employers will be familiar with their abilities.

Benefits of Non-credit Professional Development Courses

A. Managers and researchers who take non-credit courses will benefit because they will:

- 1) be brought up to date on developments in the field,
- 2) broaden their background to other disciplines, and
- 3) learn immediately about new methodologies and findings developed by university researchers.

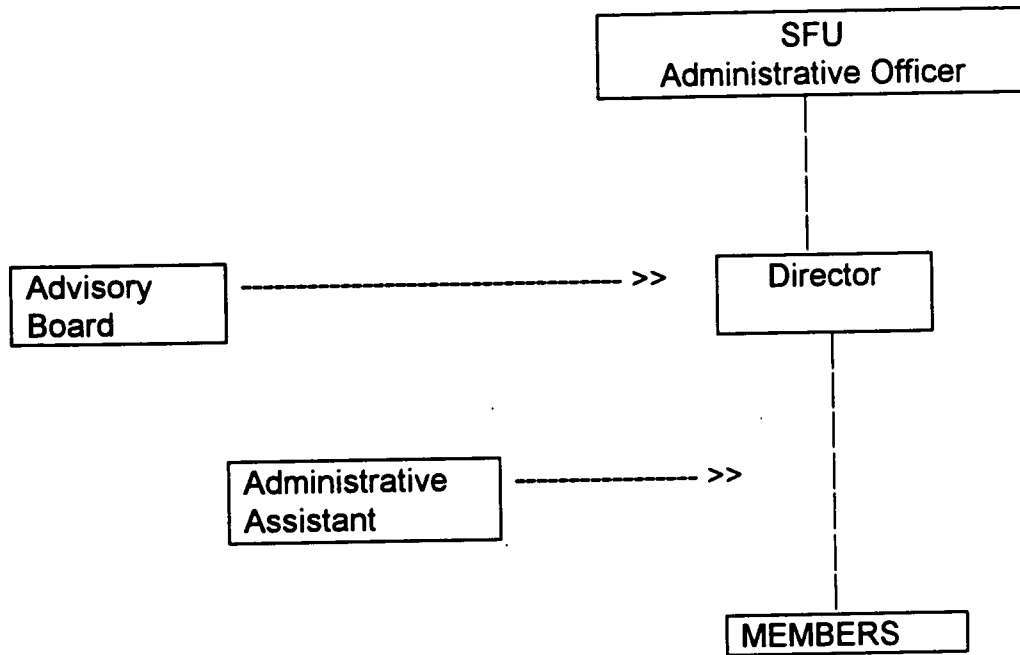
B. The university will benefit because:

- 1) offering professional courses will enhance the reputation of SFU as a leader in the development of innovative approaches and techniques in natural resource management,
- 2) revenue from such courses will augment the existing budget of the instructor's home department.

C. Faculty and their associated researchers will benefit because:

- 1) by developing materials for professional development courses that are tailored to the needs of the management agencies, faculty and students will better understand key management issues.

Organizational Structure



Terms of Reference and Membership

1. Administrative Officer

- * Under Simon Fraser University's Policy R40.01 for Centres and Institutes, the Institute will be a Schedule A centre with the Dean of Applied Sciences as the Administrative Officer.

2. Director

- * The Director is a full-time employee of Simon Fraser University, recommended by the Administrative officer. The Dean of Applied Sciences will use SFU Policy A 13.02 (Appointment of Department Chairs and Directors of Schools) as a guide in identifying a person to be recommended as Director. The principle in appointing a Director will be that the recommended person will be nominated, elected, and recommended by members of the Institute, to the Dean of Applied Sciences. The appointment will be concluded by the Administrative Officer (Dean) and reported to the V.P. Research for record keeping.
- * The Director's term will be for a duration of three years, renewable.
- * The Director approves all contracts to be undertaken in the name of the Institute, in conjunction with the Administrative officer.

- * The Director submits an annual report on Institute activities, including a financial statement, to the Administrative Officer for the 12 months ending March 31, no later than June 30. The Administrative Officer shall report results of that review to the governing committee for Centres by August 31 of each year.
- * At least once per year, the Director calls a meeting of the membership to discuss policy and direction of the Institute, and any other concerns of general import.

3. Members

- * There will be two types of members in the Cooperative Resource Management Institute: faculty members at Simon Fraser University and appropriate highly qualified personnel from off campus, usually from government or private agencies. All applicants for membership will be evaluated by the CRMI for their suitability, as described below.

A. On-campus members

- * Membership in the CRMI shall be by application to the Director, circulation and evaluation of a Curriculum Vitae, and a majority vote of the membership in favor, subject to appeal to the Director (for Simon Fraser University personnel only).
- * Membership shall be for a three-year term, renewable by the Director with input and advice from the Advisory Board.
- * Any member may withdraw from the Institute by delivering a written letter of resignation to the Director of the Institute.

B. Members from off-campus

- * The Institute shall encourage the possible membership from a range of qualified researchers, to encourage the cross-fertilization of ideas and to promote the application of research findings in as many fields of resource management as possible.
- * The Director will invite appropriate off-campus research and resource management personnel to submit a Curriculum Vitae and other background documentation to demonstrate the potential mutual benefits for the applicant and the university of having the applicant work on campus in the CRMI. Such applicants will be invited to SFU for an interview and seminar. Membership will be approved upon by a majority vote of the CRMI membership in favor.
- * Membership shall be for the term negotiated in each individual case, renewable by the Director with input and advice from the Advisory Board.
- * Any member may withdraw from the Institute by delivering a written letter of resignation to the Director of the Institute.

4. Advisory Board

- * the members of the Advisory Board represent a cross-section of university administration, research, industry, and government personnel assembled to provide guidance to the institute.
- * The primary task of the Advisory Board is to help the Institute grow in size and scope, while remaining committed to its mission.
- * All Advisory Board meetings are open to members, and Institute members are encouraged to attend.
- * Advisory Board membership shall consist of: the Administrative Officer (Dean of Applied Sciences), the Institute Director, one Simon Fraser University faculty member who is a member of the Institute, two external researchers, one provincial government representative, one federal government representative, and such others as may be deemed capable of making an exceptional contribution to the activities of the Board.
- * Invitations for membership on the Advisory Board are issued at the sole discretion of the Institute Director, except for those positions specifically designated for Simon Fraser University personnel.
- * Membership is for a three-year renewable term, except for designated personnel.
- * The Advisory board bears no legal responsibility for the actions of the Institute, and exercises no direct control over the actions of the Director, Institute members, or staff.

Membership

The charter members of the Institute are listed below. Expansion of the membership through joint research with other colleagues is a high priority.

Cooke, Fred Professor and CWS-NSERC Industrial Res. Chair Dept. of Biological Sciences	Jaccard, Mark Associate Professor School of Resource and Environmental Management
Day, J. Chadwick Professor School of Resource and Environmental Management	Knetsch, Jack Professor Dept. of Economics and School of Resource and Environmental Management
Gill, Alison Associate Professor Dept. of Geography and School of Resource and Environmental Management	Lertzman, Ken Associate Professor School of Resource and Environmental Management
Gobas, Frank Associate Professor School of Resource and Environmental Management	Peterman, Randall M. Professor School of Resource and Environmental Management and Member of the Institute of Fisheries Analysis
Gunton, Tom Associate Professor School of Resource and Environmental Management	Pinkerton, Evelyn Associate Professor School of Resource and Environmental Management and Member of the Institute of Fisheries Analysis
Haider, Wolfgang Assistant Professor School of Resource and Environmental Management	Routledge, Richard Professor Dept. of Mathematics and Statistics and Member of the Institute of Fisheries Analysis
Harestad, Alton Associate Professor Dept. of Biological Sciences	Schwarz, Carl Associate Professor Dept. of Mathematics and Statistics and Member of the Institute of Fisheries Analysis
Harvey, L. Edward Associate Professor School of Resource and Environmental Management	Williams, Peter Professor School of Resource and Environmental Management

(CRMI4pro)

SIMON FRASER UNIVERSITY
INSTITUTE OF FISHERIES ANALYSIS

Fax: 291-5716
Tel. 291-4893
Email: ifa@sfu.ca
<http://www.sfu.ca/~ifa>

MEMORANDUM

DATE: May 13, 1998
TO: Peter Williams, Director, School of Resource and Environmental Management
FROM: Terry Heaps, Director, Institute of Fisheries Analysis
SUBJECT: Cooperative Resource Management Institute

The Institute of Fisheries Analysis has among its objectives

- the promotion of interdisciplinary research on fisheries among faculty, research staff, and students
- the encouragement of research co-operation in fisheries among research personnel from relevant disciplines
- assisting in modifying resources for fishery research undertaken at the University

Thus, bringing on to campus fisheries managers and scientists to participate in joint university-agency research projects is an activity IFA would like to participate in. Such interaction would help the IFA achieve its objectives. It would also provide the students associated with our Institute wider exposure to issues of resource management. IFA thus supports the establishment of the Cooperative Resource Management Institute and hopes to be able to collaborate with it in further advancing knowledge in the area of fisheries management.

Terry Heaps

Terry Heaps

cc. Randall Peterman

COMMUNITY ECONOMIC DEVELOPMENT CENTRE

SIMON FRASER UNIVERSITY, BURNABY, BC, CANADA V5A 1S6



Mark Roseland, PhD, MCIP, Director

roseland@sfu.ca (604)291-4161

May 11, 1998

Dr. Peter Williams, Director
School of Resource and Environmental Management
Simon Fraser University
Burnaby, BC V5A 1S6

Re: Cooperative Resource Management Institute

Dear Dr. Williams,

On behalf of the Community Economic Development Centre (CEDC), I am pleased to provide this letter of support to the School of Resource and Environmental Management in its proposal for a Cooperative Resource Management Institute at Simon Fraser University.

The goal of the CEDC is to encourage accountable, sustainable and appropriate community economic development (CED) in British Columbia. The Centre provides research, training and advisory services to the CED sector in BC through a team of associates drawn from the university and CED practice. It is actively involved in community-based projects throughout the province and offers a Post-Baccalaureate Diploma in Community Economic Development, which is also available by distance education.

The focus of our Centre's activities is primarily on communities, local governments, and those in senior government and the private sector with a mandate to focus on community-level activities. We do not generally work with government research and management personnel in the area of resource management *per se*, except in cases where there is a clear community-level interest, e.g., community forestry or community fisheries management. We do, however, recognize the value of such university-agency collaboration, and wish you success in bringing your proposed Cooperative Resource Management Institute to fruition.

The CEDC would be interested in collaborating with the Cooperative Resource Management Institute to develop and implement local projects, and to lend our expertise in working with communities on issues of planning, resource management, and community economic development.

Sincerely,

A handwritten signature in cursive script that reads "Mark Roseland".

Mark Roseland, Ph.D.
Director

Tel: (604) 291-5850
Fax: (604) 291-5473

E-mail: psimpson@sfu.ca
WWW: <http://www.sfu.ca/cedc/>

Sustaining Communities through Cooperation and Partnerships