

Report of External Review of Peter Wall Institute for Advanced Studies
January 24, 2020

Submitted by:

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The external review committee of the University of British Columbia (UBC) Peter Wall Institute for Advanced Studies (PWIAS or Institute) was constituted by Dr. Andrew J. Szeri, Provost and Vice-President, Academic at the University of British Columbia (UBC). It is our understanding that the request for an external review was initiated by the UBC Vancouver Senate.

We, the members of the external review, are heads of institutes for advanced study and significant research programs in Canada, Britain, Ireland and the United States and have worked closely with similar institutes throughout the world. Having received an excellent self-study prepared by Dr. Kalina Christoff, the Interim Director of the PWIAS, as well as numerous other documents, we spent three full days, January 22-24, at UBC meeting with a wide variety of individuals who care about the status and stature of the Institute.

We wish to thank all of those who gave their time and opinions. The academic leadership of UBC, current and past leadership of the PWIAS and members of its Board of Trustees (BOT), representatives of the Vancouver Senate, other stakeholders and members of the UBC community (such as Wall Scholars and Professors, PWIAS staff, Academic Advisory Board, University Counsel, Treasury, Deans and Heads) offered frank and useful perspectives. We wish to acknowledge the many people at the university, up to and including President Santa Ono, who have worked so hard to resolve current conflicts and ensure a healthy future for the Institute. Professor Anna Kindler sat in on many of our meetings and provided needed guidance to the governance, operations, and local knowledge of UBC that are essential to a successful report. We are also highly appreciative of the able assistance of Selina Fast.

The PWIAS is at an inflection point. Recent debates and events have created an opportunity to clarify the mission of the Institute and to situate it as the significant player it should and can be in the UBC ecosystem and internationally. Thanks to the generous gift to the University from Peter Wall more than 25 years ago and because of the considerable growth in the original gift, the PWIAS is in the enviable position of being well-resourced. Moreover, through its scholars' programs, it has a strong base of engaged faculty on whom to draw for assistance in thinking through its future. Its international programs have made it known and appreciated by a broader global community. The commitment of the President, Provost, and Senate of UBC is to make the

most of the Wall gift and the Institute to advance knowledge and assist the university in its scholarly mission, community obligations, and global reach.

This review is part of a broader philosophical discussion of the Institute. These processes are opportunities for realignment, recalibration, refocus—to consider more broadly what is needed now to ensure continued success.

Before turning to specific recommendations in relationship to the committee’s terms of reference, we would like to make several observations.

- The PWIAS is one of many university-based institutes for advanced study that now exist around the world, but its governance arrangements are out of alignment with what has become best practice among such universities and, indeed, within UBC.
- This is a crucial moment in the life of the Institute. While it should and can be a place that brings reputational luster to the university, it has instead become—hopefully only for a moment—a reputational liability. The recent resignation of Director Philippe Tortell, following on the short tenures of so many previous directors (see chart below),

1999 – 2002 KENNETH R. MACCRIMMON <i>Director</i>
2003 – 2005 DIANNE NEWALL <i>Acting Director</i>
2006 OLAY SLAYMAKER <i>Interim Director</i>
2007 – 2011 DIANNE NEWALL <i>Director</i>
2012 – 2014 JANIS SARRA <i>Director</i>
2014 NANCY GALLINI <i>Acting Director</i>
2015 GASTÓN GORDILLO <i>Acting Director</i>
2016 – 2018 PHILLIPE TORTELL <i>Director</i>
2019 – KALINA CHRISTOFF <i>Interim Director</i>

led to consternation among academic administration and a series of discussions in the Vancouver Senate in regard to potential violations of academic freedom. This external review was requested by the UBC Senate as part of a university-wide effort to help resolve tensions in the relationships between the PWIAS Board of Trustees and academic faculty and staff, including Institute leadership. At issue, we believe, is not academic freedom *per se* but the equally important question of the appropriate level of autonomy of PWIAS leadership relative to the Board when it comes to decision-making about programs that best fit the academic mission of the Institute and the university. It is critical that a high degree of such autonomy be respected and preserved while still ensuring appropriate input and advice from other stakeholders, most importantly the Board of Trustees and relevant academic administrators and stakeholders. The establishment of mutual confidence and trust among the players is essential for the future of the PWIAS. As we argue below, significantly revised governance arrangements will provide the grounding for achieving productive and cooperative relationships.

- While former scholars and the participants in many of its programs praise its contributions to their research and thinking, the PWIAS does not have a sufficiently clear identity within the university, throughout Canada, or internationally. Although we support the Institute in its experiments and various efforts to have a broader intellectual impact, it has yet to establish an identity easily recognized and grasped. The Wall Scholars program is a core program of the PWIAS, but it is and should be only part of what the Institute represents. As we recommend below, a strategic plan accepted by all stakeholders will help. As important will be stability of leadership within the context of a better-defined set of governance arrangements.
- The Institute has the promise of becoming far more significant at UBC, in Canada, and beyond as a catalyst of innovative thinking and experimentation that crosses disciplines and approaches. PWIAS can be a source of risk taking and innovation, providing seed capital for endeavors that could have big payoffs if successful but also may fail, that have no immediate sources of support but might generate considerable contributions once more proven. It could be, as the provost noted, “a cauldron of creativity.” There are a number of pathways to achieve this, and this is the moment at which that choice can be made. We do urge that—in choosing its path—the PWIAS keep in mind how best to complement the great research and initiatives already taking place at UBC and how best to identify a role that is unique, impactful and visible.

Great university-based institutes for advanced study enhance the reputation of their host universities by (1) providing opportunities for faculty, students, and other university-based researchers to generate ideas and research that breaks down the silos of university departments and fields and (2) attracting major scholars and thinkers from multiple communities and locations well beyond the host university. To achieve these ends, the Institute needs both financial and academic leadership stability. It also requires a vision created in engagement with all the critical stakeholders. All of this depends on respect for the academic autonomy of the Institute while recognizing its embeddedness in UBC and the need for support by the university of its mission.

Terms of Reference for the External Review of the PWIAS, January 2020

On 12 December 2018, the UBC Vancouver Senate directed the Provost and Vice-President, Academic to arrange for an external review of the PWIAS. The Senate specified that Terms of Reference for this review include an explicit mandate to investigate and make recommendations on the Institute's structure and governance (both academic and financial). Members of the external review panel were asked to provide their advice and perspectives on the Institute as it renews its academic commitment and updates its approach to academic programming and governance. The consultation with the external review panel would be structured as follows: Academic Mandate, Governance and Strategies.

Our report follows the structure of these terms of reference.

Academic Mandate

Academic Mandate Recommendation: Clarify the unique mission of the Institute

As stated in the 2020 self-study, the mission of the PWIAS is to “draw together scholars from UBC and around the world to engage in deep and unconstrained research into some of the most profound questions and challenges facing humanity. The Institute seeks to encourage highly innovative, creative and unexpected scholarship through wide-ranging explorations between disciplines, including the creative and performing arts.” In addition, the Institute must serve its regional community and, simultaneously achieve international impact and recognition. However, the current approach of the Institute is not yet sufficient for its goals.

The PWIAS suffers the inevitable tension of having to provide programs that complement those of UBC while also contributing to local communities and the greater world. It is a set of tensions shared with most university-based institutes for advanced study. The resolutions vary and are worth exploring by those engaged in developing a new strategic plan.

What best defines the PWIAS within UBC is its internal scholars programs that allow selected UBC faculty from multiple disciplines to have time together away from the usual tasks of teaching and administration. It is a huge success for those invited to be scholars and has had constructive effects on the UBC culture. We heard many stories of the cross-disciplinary and boundary-crossing research and ideas the program stimulates. Participation transforms research and thinking, encourages collaborations across disciplines and faculties, and leads to innovative curricular development. But the reach remains too limited, largely restricted to a small cadre most directly touched by the Institute.

For some departments and faculties, however, the PWIAS is hardly visible. Their faculty do not become PWIAS scholars. Nor do they participate in the other programs on offer. The 2011 external review of the Institute observed that the PWIAS is not widely recognized in the international landscape of institutes for advanced study. We found that this continues to be the case, despite the welcome introduction of the International Roundtables.

It is critical that the Institute find what is indeed its unique mission. We recommend that it take even greater advantage of what the academic mandate already recognizes as its roles. It could amplify the interdisciplinarity it already fosters by reaching out to a wider range of disciplines. It could further increase its capacity to bridge boundaries and borders with paradigmatically diverse approaches to knowledge. It could make an even more significant contribution to academic scholarship at local and global levels. To date, the attempts of the Institute to meet these goals has been through a rather large number of relatively small initiatives, most of them fairly insular to the university and region.

We believe that where the PWIAS can have the most impact is through drawing on the huge strengths of UBC to create programs and projects that generate new thinking, research, and teaching around questions that require multiple disciplinary perspectives and that are outside the normal initiatives of UBC faculty and faculties. These should complement, not substitute or duplicate, what UBC does already. Our image is one of seed capital in which the PWIAS uses its

funds, people, and networks to take risks to explore uncharted domains or, to paraphrase the writer and laureate, Samuel Beckett, try harder, fail better. There will be some major failures but also, we suspect, some spectacular successes that can then become major research and teaching programs as well as attractors of additional funding and resources.

We recommend that the PWIAS streamline and focus its programs, including its scholars programs, in terms of what it comes to define as its mission. This may require recreating or revising existing programs, as well as dropping those that do not advance its aims.

We will return to this question in the strategic section of the report.

Governance

Governance Recommendation 1: Governance Diagnostic Review by Watson

In Fall 2019 a consultancy firm (Watson) was commissioned on the advice of President Ono and PWIAS Interim Director Christoff to undertake a Governance Diagnostic Review of the Board of Trustees and PWIAS and “to identify key areas of governance structure, practice and process.” The review identified ten key themes relating to governance: ambiguities inherent in the Deed of Trust (DOT); the lack of a shared understanding of the vision and mission of the PWIAS; and the informal operation of the Board of Trustees, particularly lack of clarity around decision making, roles and responsibilities, and conflicts of interest.

The Watson review recommended that the Board of Trustees should:

- I. Establish “guiding principles” that reflect principles of good governance and academic governance;
- II. Develop a written governance framework that outlines in a clear and transparent way roles and responsibilities, procedures, practices, processes and reporting and accountability frameworks;
- III. Develop an authority matrix that brings clarity and transparency to decision making;
- IV. Enhance meeting practices to ensure trustees are engaged and that meetings have a strategic focus.

We recommend that (a) the Watson review be made public and (b), as a matter of urgency, the four recommendations made in the Watson Review be implemented.

Governance Recommendation 2: Committees

Related Committees: A finance committee is a sub-committee of the Board of Trustees. The DOT makes provision for an external, international advisory board, which is currently in abeyance although it did meet between 2012 and 2014. In 2019 the current Interim Director constituted an internal Academic Advisory Board. What is the function of each of these bodies?

Is the finance committee really necessary? How do they relate to each other and how do they further the vision and mission of the PWIAS?

We recommend clarity around these issues and that terms of reference need to be developed for all of these bodies.

Governance Recommendation 3: Membership of Committees

Membership of the Board of Trustees and any related committees: it is not always clear why an individual has been asked to serve as a trustee or as a member of a related committee. The selection process is opaque, as are the duration of terms. Processes relating to conflicts of interest have been developed but have not fully addressed the underlying issues around conflicts of interest.

We recommend the development of transparent guidelines around membership and how the chair, secretary, and members are appointed or selected, along with defined terms of office for all members (e.g., three years, only renewable for a further three years). The role of secretary to the BOT requires careful consideration.

Governance Recommendation 4: The President as Chair of the Board of Trustees

The deed of trust from 1991 states, “The President of the University who will serve as the Chairman of the Board of Trustees (BOT), and who will have the right to appoint a person to serve in his or her place at the President’s pleasure should the President choose not to serve.” Since 1992, there have been five Chairs of the BOT of which four were simultaneously the president of UBC and one (Simon Peacock) was then (2014-2017) the Dean of Science. Dr. Ono became president in 2016 and assumed the chair in 2017.

We recognize the importance of having a senior university official serve as BOT chair. The university president in particular brings stature and prominence to the BOT and to the PWIAS. At the same time, we note that it is unusual for the president of a university, especially one as large and far flung as UBC, to assume this role. We also note that having the president as chair has attracted some concern, not about President Ono himself, but about the real or perceived conflict of interest in which the president is put in a position of having both the best interests of the PWIAS and of the university as a whole as his first priorities. There may indeed be situations where those interests are not aligned, placing the president in a position where, understandably, he must put the interests of the university as a whole as his first priority.

Fortunately, the current DOT anticipated this possibility and allowed for the president to appoint a person to serve in his or her place (see above).

We strongly recommend that President Ono remain fully engaged and stay actively involved in leading the Wall Institute through the changes required to restore trust, appoint a highly respected new director and ensure agreement on the clarity of roles and responsibilities that are essential to move forward. But in our judgement, he should do this as president and vice chancellor of UBC, not as chair of the BOT. He has already shown strong leadership during the

recent events and should remain actively involved. Importantly, in so doing this would free up the president, as the head of the university, to begin renegotiating the relationships between the university, the PWIAS and the donor family.

We recommend that President Ono take advantage of the current wording in the DOT and appoint as soon as possible a senior academic from within the UBC community to serve in his place as chair of the BOT.

Governance Recommendation 5: Wall Shares

In keeping with standard UBC and most not for profit organization practice, we recommend selling the Wall shares for fair market rate and then have the resulting funds managed as part of the UBC endowment. Historically, the cash flow arising out of the dividends from the Wall Corporation have been unpredictable and uneven, making it virtually impossible to carry out long term planning and budgeting, resulting in the ups and downs of program spending of recent years. Thus, this recommendation would also allow both the director and the BOT to carry out long term planning, a key feature for any organization.

Governance Recommendation 6: The Deed of Trust

The DOT, signed in 1991 between Peter Wall and UBC, described the governance of the PWIAS. There are problematic aspects of the DOT, including:

- ambiguous language that does not easily reconcile with the *University Act* and usual academic/university governance structures. We also note that since the signing of the DOT in 1991, there have been updates to the *University Act*, the laws regarding charitable gifts in Canada, and the evolution of governance best practices, especially with respect to initiatives in universities supported by external donor funds.
- Given the above, we recommend that the university and the donor begin discussions to modernize the DOT with the goal of bringing it in line with current best practices for institutes at the university and best practice elsewhere. If an agreement to modernize the DOT cannot be reached between Peter Wall and UBC, we recommend that the DOT be supplemented with a second Governance Document that is signed off by the BOT. The goal of the Governance Document should be to clearly articulate a shared and legally supportable understanding of the provisions of the DOT, and to provide clarity on situating the PWIAS within university structures; modernize and clarify roles and responsibilities of the BOT, address governance of the endowment and the PWIAS itself; formalize processes for governance including fixed terms for all members of the BOT; and establish clear and agreed on processes for strategic planning, budgeting, program evaluations, leadership evaluation, and reporting relationships. The Governance Document should also delineate the complementary and distinct roles of the director and the BOT. To some extent, the current situation at the PWIAS has arisen as the result of a lack of clarity and shared understanding between management and the BOT of their complementary but distinct roles and responsibilities. We note that this recommendation aligns with recommendation II from the Watson document (see above).

- Related to but separate from this situation, there is the need to clarify and enforce conflict of interest guidelines.

The new Governing Document should delineate and clarify roles and responsibilities of the BOT as a whole and of the individual members. In line with best governance practice, it should make clear that the BOT's role is governance, NOT program development, management decisions, etc. While members of the BOT are appointed by the donor and UBC's President, their role, beyond representing the interests of either the donor or the university, is to deliberate collectively and act responsibly to achieve the success of the PWIAS within the parameters established by the DOT. To do otherwise would seriously compromise the viability and integrity of the PWIAS.

In addition, program development and implementation, and the usual management decisions, are the responsibility of the director, which also includes preparing annual operating budgets and corporate plans, partnership and program development and implementation, program review, reporting, communications, and new initiatives. She/he also has the responsibility for stakeholder relations across the university, within the city and province, and internationally.

The role of the director needs to be clarified and made explicit in our recommended Governing Document. Since the appointment of the Institute's first Director in 1996, the role of the director has naturally evolved. But the recent revolving door of one director and three Acting or Interim directors in five years is, in no small part, a reflection of this lack of clarity and is greatly destabilizing the Institute and its ability to perform. The BOT role in hiring the director and deciding on their continuation requires reconsideration, given that this is inconsistent with university practice for the employment of faculty members and appointment of directors of institutes.

The DOT calls for the establishment of a Management Committee to manage the finances and investments of the Endowment. We believe this has been and is a continuing source of confusion and misalignment. The University and the BOT have ongoing input and a final say on reviewing and approving budgets, agreeing on an investment strategy, and including the UBC Foundation in all of these processes. For these reasons, we believe that the addition of another committee only serves to exacerbate unnecessarily an already complex situation.

We recommend that the university and the BOT work together to establish a Governance Document that spells out clear roles and responsibilities of all members of the BOT and that is consistent with modern governance best practice. We also recommend that the BOT, working with the senior administration at UBC, develop a clear job description for the next director.

Governance Recommendation 7: Risk management framework

While there is clearly an awareness of reputational, financial, legal and other risks associated with the PWIAS, there does not appear to be a risk matrix in place which would allow for the management of any risks.

We recommend that a risk matrix be developed for PWIAS. This would identify any risks (reputation, financial, governance, etc.) along with actions taken to mitigate and manage these. It would be reviewed and updated regularly. The PWIAS risk matrix would then form part of the overall UBC risk management framework.

Strategies

We are aware of the recent attempts at strategic planning, but we do see the need for developing a new 3-5-year strategic plan for the PWIAS that clarifies the vision, mission, values and high-level objectives of the Institute. This will then provide the basis for revisiting the PWIAS programs, determining the extent to which current programs are meeting objectives, what other programs might better serve the mission, and what “success” looks like and how impact is best measured.

Strategy Recommendation 1: Types of academic programs

Currently, there are too many programs that are insufficiently focused, synergistic, and resourced. With some exceptions, the programs are largely internally focussed, limiting the international impact of the Institute. This situation creates an identity problem for the PWIAS. It is not clear what it stands for, where its singular contribution lies to the university or the world.

- The Wall Scholars. The 2011 review emphasized that the scholars’ program is not having the impact it should within UBC or without. There are several possible solutions, including expansion and more invitations to international scholars.
- Distinguished Professors. Having very senior faculty in residence can be a plus, but again there needs to be some serious rethinking of how best to do it.
- International Roundtables. This appears to be a very successful initiative but again needs to be better integrated with the other projects and programs.
- Other programs. We do not wish to go into detail on the plethora of other programs the Institute has created, given that we are suggesting a rethink of the whole.

We recommend the PWIAS undertake a new strategic and implementation plan and then significantly revise its programs in order to meet its mission and enhance its impact and reputation within UBC and internationally.

Strategy Recommendation 2: Engage and communicate with key stakeholders

The Institute could do far more to ensure that it gains a high profile and reputation for excellence both at UBC and internationally. We have already addressed the need for revised programming. Equally important is engagement and communication with key stakeholders. While the website and newsletter are important, they are just a starting point.

Internationally, the PWIAS should engage with leading universities and their scholars. Renewed engagement with the University Based Institutes of Advanced Study (UBIAS) network is an obvious starting point. Effective communications rest on well-publicised international visiting scholar programs; opportunities to participate in roundtables, workshops and other research developments; research collaborations and outputs. Potential Fellows/visitors/collaborators need to have a clear sense of the aims and identity of the PWIAS, and confidence that in coming to the

Institute they will be entering a special environment, engaging with top scholars and co-producing excellent research outputs with substantial impacts on key audiences/communities.

The ability to communicate a clear identity and aims is similarly important for donors and funding agencies, in order that they have confidence that the PWIAS will deliver definable outputs and impacts.

Internal stakeholders include faculties, departments, individual scholars, and students. There is an ongoing need to communicate the Institute's activities and achievements to these groups, but it is equally important that the director engage directly with key stakeholder groups and expand academic input to the Institute. Some ways to achieve this may include:

- The maintenance and expansion of the internal academic advisory committee to build and sustain bridges with faculties and departments and their research. Inclusion of associate deans of research and a representative from the Senate Research Committee are possible ways to promote necessary communication and collaboration.
- The reinstatement of a prestigious international advisory board to offer advice and support as well as serve as international ambassadors for the Institute.

We recommend that the Institute devise a stakeholder and communications strategy as part of the development of the new strategic plan.

Strategy Recommendation 3: the role of Director

The long-term uncertainties in the ownership of the decision-making processes relating to the PWIAS's activities has hampered successive directors in developing and carrying through their respective visions and plans for the PWIAS. While consultation with key stakeholder groups remains essential, there is a need to trust and support a director in providing sustained leadership and academic direction for the Institute, and in building its international identity.

The role of the director (in consultation with the key stakeholders) would be to articulate a clear vision of the aims and objectives of the PWIAS, and a strategic plan to realise this vision over the next three to five years. She/he should define how these might be realised in programmatic terms; propose to the Institute's Board of Trustees an annual budget and plan for activities; and provide leadership in taking these activities forward over time.

The key responsibilities of the director would include:

- Building relationships with key stakeholder groups externally and internally.
- Facilitating and supporting advanced interdisciplinary research developments via the Institute's programmes.
- Hosting internal and external fellowship/scholar programs.

- Leading the evaluation of potential fellows/scholars and proposed research activities, and ensuring that the processes of evaluation are thoughtful regarding equality and diversity (taking into account issues of racialization, indigeneity, age, gender etc.).
- Ensuring the regular evaluation and communication of the outcomes of the Institute's activities and their impacts.

We recommend that a job description be developed for the director that outlines key responsibilities and provides any prospective director with the opportunity to articulate her/his vision. The appointment process itself needs to be designed to take on board the views of key stakeholders.

Strategy Recommendation 4: Supportive frameworks

Facilitating outstanding interdisciplinary research takes time, resources and skill, to help participants to exchange knowledge, to co-compose shared research questions, and to develop compatible/shared methods and analytic approaches. There is a correlation between the capacity of the PWIAS to provide academic leadership and facilitation, and the extent to which programs/scholarly endeavours flourish. It is essential that the Institute has a robust framework of support for its activities that positions it to achieve the highest levels of success.

We recommend that UBC leaders and key stakeholders work with the director to put in place supportive academic and administrative frameworks.

Strategy Recommendation 5: Space

There is potential to use some of the accumulated endowment funds to invest in a new building (or renovate the current building) for the Institute. This would have a range of advantages. It would provide an iconic materialisation of the Institute's identity as a world-leading institute, enhancing its international visibility and its ability to attract international scholars to the university (including providing accommodation for them). It could contain a core social space for the campus (providing a much-needed café or restaurant) which would help to bring faculty from across the university into the Institute. It could provide room for expansion, for example to establish a post-graduate program. We are here reiterating and supporting recommendations in the 2011 external review.

We recommend that the Institute and university consider a significant renovation of its current site or construction of a purpose-designed building.

Strategy Recommendation 6: Impact assessment

Critical to the success of the Institute is an ability to evaluate its programs and projects and convey those evaluations in a way that is comprehensible to all of its stakeholders and those it hopes to impress. Quantitative measures of publications and awards are one means but are most effective, we have all learned, when accompanied by narratives or stories that convey the long-term influences of what PWIAS generates.

There is also a practical need to establish and maintain a coherent database giving the long view of all programs, research developments, publications/outputs emerging from Institute activities. Such an overhaul and improvement of the Institute's data management would almost certainly require some initial investment in staff and in IT development.

We recommend that the PWIAS refresh its model of impact assessment in keeping with some of the innovations now being practiced at its sister institutes around the world.

Strategy Recommendation 7: Budgetary processes

As noted earlier, the Institute is extremely well-funded, thanks to the generous Peter Wall gift. However, as noted above, the current cash flow arising out of the dividends from the Wall Corporation are unpredictable and uneven, making it virtually impossible to carry out long term planning and budgeting. In addition, the board's emphasis has been on lean administrative expenditures. While appropriate in terms of reminding the PWIAS leadership of its need to keep administrative costs under control, this emphasis has hamstrung programmatic development and limited the discretion of the director to cover the costs of needed expertise and support (be it faculty or staff). Of course, such additional expenditures require justification and good rationales, but the board should give the benefit of the doubt to the director, once good working relationships and governance arrangements are re-established.

Moreover, if the Institute is to achieve the ambitious goals we believe it should have, it may eventually need additional resources, perhaps from foundations and additional donors.

We recommend that the current budgetary constraints be reconsidered.

Conclusion

The University of British Columbia received a great gift and opportunity when Peter Wall made his gift to establish the PWIAS at UBC. With improved governance and with more strategic use of its intellectual and financial resources, the PWIAS could considerably amplify its already significant contributions to the intellectual and research life of UBC and beyond. With some focused programmatic revisions and possible space renovations, it could realize its substantial promise of being one of the most eminent university-based institutes of advanced study in the world.