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Globalization & Governance

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(Retired October 2010)

**Michele Cook**  
Capacity Director, IICRD

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**Harvey Lazar**  
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Centre Overview

The Centre for Global Studies (CFGS) was established at the University of Victoria in 1998 to advance understanding of and action on major global issues by civil society, the private sector, governments, and international institutions. Through diverse research and international development activities, the Centre promotes collaborative policy solutions to the human, economic and environmental challenges posed by globalization.

The mission of CFGS is a global society that is sustainable, secure and equitable.

The strategic objectives of CFGS are to:

- Bring together academics, policy-makers, the private sector and civil society
- Engage the public by promoting awareness of global issues
- Propose appropriate responses to global challenges
- Utilize the “center of centres” model for supporting innovative globalization research
- Establish and maintain a network of counterpart international institutions engaging in cutting edge research on global issues

The Centre has operated with a revolving door to continuously support an impressive program of international and national research for influencing policy and implementing development projects. Through its innovative “center of centres” model, CFGS provides infrastructure and administrative support to a diverse group of associates who operate independently on projects, and within the following groups:

- Globalization and Governance
- International Women's Rights Project
- International Institute for Child Rights and Development
- Technology and International Development
- Pacific Climate Impacts Consortium (ending May 2011)

In August 2011, The POLIS Project on Ecological Governance, a centre for transdisciplinary research that investigates and promotes sustainability, became a part of the Centre for Global Studies. POLIS activities are not included in this report.

CFGS has developed and maintains an extensive network of international partners with whom it collaborates on a project-by-project basis. The Centre operates out of Sedgewick C on UVic's campus, although several Associates work remotely.

The Centre is partially financed by revenues from an endowment fund, as well as by grants from an impressive number of public and private funding sources.
Message from the Executive Director

Dear Colleagues and Friends,

There have been important developments in the Centre for Global Studies.

Barry Carin retired as Associate Director of CFGS in October 2010. Barry has been a personal friend as well as professional associate for over a quarter of a century. Without him CFGS would not have become nearly the success that it is. Barry was enormously successful both as a fundraiser but more importantly as a never-ending source of innovative ideas. Barry managed the L20 Project which concluded in 2010 (is featured in this report). While he has retired from the University of Victoria, we continue to work together as Fellows at the Centre for International Governance Innovation (CIGI).

Jack Littlepake received the Lewis Perinbaum Award, honouring Canadians committed to improving people's lives across the globe, for his outstanding work in the field of mariculture. That work has created livelihoods and aided in food security and poverty reduction for many people in developing countries.

Harry Swain was also recognized nationally; his book, Oka: A Political Crisis and its Legacy, was shortlisted for the 2011 Donner Prize for the best book in Canadian Public Policy.

The Canadian Institute for Climate Studies was in serious difficulty when it moved, physically and organizationally, into CFGS several years ago. With the inspired leadership of Harry Swain, the ideas and persistence of Trevor Murdock and the effective management of Dave Rodenhuis, the Pacific Climate Impacts Consortium (PCIC) was born and has flourished. It is my belief that the success of PCIC was instrumental in the British Columbia Government deciding to give UVic a $95M endowment to relocate from Sedgewick C to University House 4.

When the Governor-General, Michaëlle Jean, awarded me the Vanier Medal, we discussed CFGS' work, and in particular that of the International Institute for Child Rights and Development (IICRD). She said she would like to pay us a visit. I confess I was nonetheless surprised when I received a call a few weeks later proposing a specific day. The visit happened and Her Excellency spent a couple of hours with IICRD staff.

IICRD, the International Women's Rights Program and the Technology and International Development Program all have extensive websites and additional reports of their own. They are dealt with only briefly in this annual review.

As I write these words we are organizing a substantial contribution to International Education Week. This will showcase, inter alia, work being done by two more recent arrivals in the umbrella that is the Centre for Global Studies, POLIS and Mitacs. Rod Dobell, in whose honour we recently organized a symposium that will be followed by a book, has been deeply involved with both for some time.

I would like to welcome Alan Pence as a Senior Research Associate in CFGS. His creation of the Early Childhood Development Virtual University (ECDVU) is a model of the kind of initiative that CFGS has supported. I would also like to salute the work of Martin Segger, with the Commonwealth Association of Museums; Harvey Lazar, for his ongoing work on healthcare reform in Canada; and Derek Fraser, for his work on Canada-Ukraine relations.

Last January I became fascinated by what is now happening in the Arab world. I have been struck in particular by the role social media have played and are playing. In late November we are hosting a meeting “Networks, Social Media and Political Change in MENA” with a top-flight group of participants. There will be an even larger conference next Spring (funding pending) where we will be bringing in participants from the region.

This will be my “final act” at UVic. I retire from the University at the end of next June. There is no question that changes will be made in CFGS by the University. I wish my successor and the University all the best.

Gordon Smith
Executive Director, CFGS
Globalization and Governance

The L20 Project

The Centre for Global Studies completed a six-year project at the end of 2009 on global governance reform. There were four stages: The L20 Project, Breaking Global Deadlocks, Widening and Deepening Global Governance, and Modernizing the G8 Summit. The primary objective was to create a leaders’ level forum, more effective and legitimate than the G8. The first meeting, in December 2003, examined the premise that an expanded leaders’ summit could produce more substantive outcomes than the G8 summit. During the lifespan of the project, the fact that the G8 was not a sufficient forum for managing the scale and scope of today’s global problems became increasingly apparent. The last meeting, co-hosted with the OECD in April 2009, took place a few weeks after G20 leaders met in London to discuss the financial crisis.

The project, led by (retired) Associate Director Barry Carin and Executive Director Gordon Smith, was financed from renewable grants from the International Development Research Centre and the Centre for International Governance Innovation (CIGI). Smith and Carin established a network of international experts, academics, officials and former officials through a series of over 30 meetings. The final phase of the project involved briefing government officials hosting the G8 summits. These briefings, which continue today, provide policy advice on the agenda and process issues challenging hosts in their preparation.

The project was based on the premise that deadlocked global issues would not be resolved without an expanded leaders’ summit. In the first years, we canvassed a series of topics to determine their suitability to be resolved in such a forum. Each meeting focused on a specific global issue, identified key governance problems with existing structures, and addressed a series of questions on objectives, value-added potential and possible solutions the L20 could reach.

The L20 Project narrowed the scope of potential leaders’ forum topics that would be relevant today. Among the many topics explored (Agricultural Subsidies, Climate Policy, Infectious Diseases, Water, Terrorism and WMD, Financial Crises, Pandemics, Fragile States, UN Reform, Energy Security, Int’l Fisheries Governance, Development Assistance, Global Public Goods, Science and Technology, and Int’l Institutions), several emerged as promising for discussion within a Leaders’ Forum in the immediate future. We chose Climate Change to begin Breaking Global Deadlocks (BDG), a pseudo simulation exercise to provide proof of concept to the L20 findings that a well-prepared and expanded summit could be successful. The purpose was to involve former government officials in a “mock” Leaders’ Forum process in order to demonstrate the merits of the approach and encourage those in power to implement it. Those involved in the mock Leaders’ Forum attempted to agree on a pragmatic solution to a particular global deadlock. BGD concluded with an inventory of potential elements for the “Grand Bargain” package – a draft “non chair non text” on which everyone agreed.

Widening and Deepening Global Governance began by converting the draft “Grand Bargain” into “The Deal”. The Deal is an integrated set of commitments, decisions, invitations and mandates for tackling climate change; it serves to demonstrate how a more representative group of leaders could advance deadlocked global issues by providing gains to all. We used the example of “The Deal” to promote the concept of summit expansion and the role that leaders could play in solving global issues. During Widening and Deepening, we convened meetings with academics, think tank experts, former and serving government officials and politicians, and leading media personalities. Widening and Deepening concluded with a briefing of the Chief Climate Change Negotiator from the Japanese G8 Summit team in February 2008.
The final phase of the project, *Modernizing the G8 Summit*, validated our previous work. We were invited to brief the Mexican coordinators of the G5 (the group of key emerging economies); and, we met with the OECD Secretariat staff to review prospects in the climate change, energy security, and development areas. Two of our meetings were invitations from summit hosts to brief their officials on process and substantive issues. In October 2008, we were invited by the Director of the Italian Sherpa team to brief Italian officials preparing for their G8 meeting in 2009. In response to the global financial crisis, the project’s focus shifted to the international financial system and what summits could do about reforming it. The UK Cabinet office invited members of the network to a day-long Chatham House Rule session to provide policy advice for the London G20 Summit in April 2009.

*Modernizing* consolidated our worldwide network of governance and issue experts who are capable of accessing and influencing decision makers in their home countries and abroad. The network is well positioned to provide input for the extensive preparations required for successful summits. Indeed, since funding ended for the CFGS project, Gordon Smith and Barry Carin continue to be involved in briefings on an independent basis. During 2010, they worked extensively with the Korean officials preparing for their November G20 Summit, organized a small group (including CFGS’s own Susan Bazilli, and UVic’s Nigel Livingston, Tom Pederson, and Alan Pence) in April 2010 to consult the Canadian officials prior to their G8 Summit, and provided a briefing session for members of the French Treasury preparing for their G8 summit in June 2011 and for their G20 Summit in November 2011.

The success of the project and value of the work are attributable to many factors. The participants convened are either leading experts in their respective fields and/or influential in the decision-making processes in their respective countries. Because of the caliber of people involved, we had sophisticated dialogues in which we debated and refined ideas and policy options until a consensus on the most plausible options for moving forward was reached. The project’s premise that a more inclusive expanded summit is necessary was validated with the formation of the G20 at leaders’ level following the financial crisis in 2008. Most importantly, the briefings that were born out of this process deliver ideas and advice on summit agenda topics and bridge the chasm between current policy research and policy making. This is vital for equipping leaders with the information and options necessary for reaching decisions that have the greatest benefits for the greatest number.

Unfortunately, the discontinuation of funding from IDRC and CIGI to CFGS meant that this project no longer operates under the CFGS banner. However, Gordon Smith and Barry Carin, as Fellows at CIGI, continue to be actively engaged in research on making the G20 work effectively and in advising future G8 and G20 hosts.

**Other Activities**

Executive Director Gordon Smith and (retired) Associate Director Barry Carin represented UVic through CFGS at various international conferences and seminars within the past year, serving on panels and delivering presentations on G20 effectiveness and high-level global decision-making. They participated in briefing G8 and G20 summit officials, in a process that was born out of their long-term L20 project. They published a controversial report, “Re-Inventing CIDA”, to initiate a Canadian-wide dialogue on reforming the Canadian International Development Agency and improving Canadian development assistance. In addition, they delivered several lectures on campus and sponsored visits from former Governor General Michaëlle Jean and Canadian diplomat Robert Fowler. Below are brief summaries of their activities.

Barry Carin delivered the following presentations: “Emerging Powers and the Future of Multilateralism” at the conference, *Emerging Powers, Global Security and the Middle East*, hosted by Emirates Center for Strategic Studies and Research and Center on
International Cooperation, New York University, Abu Dhabi UAE, 8-10 February 2010; “An Outside the Box Approach to Climate Change Negotiations” at the International Studies Association Annual Conference, New Orleans, USA, 18 February 2010, and at the Pacific Climate Seminar Series hosted by the Pacific Institute for Climate Solutions at the University of Victoria, 28 April 2010.

Barry Carin and Gordon Smith presented their report Reinventing CIDA, commissioned by the Canadian Defense and Foreign Affairs Institute, to a group of officials at CIDA and at a public forum at the University of Ottawa, 12 May 2010.

Governor General Michaëlle Jean presented Gordon Smith with the Vanier Medal at Rideau Hall, Ottawa, 13 May 2010 for his life-long public administration leadership in the service of Canada. The Vanier Medal, managed by the Institute of Public Administration of Canada, is one of the highest forms of recognition for Canadian public administrators. As a result of his Vanier Medal ceremony, Gordon Smith arranged for Governor General Michaëlle Jean to visit UVic and meet with researchers on campus whose work is dedicated to improving the lives of children globally. President David Turpin welcomed the Governor General before she met with researchers from the International Institute for Child Rights and Development, a non-profit organization housed at CFGS. 11 June 2010.


CFGS arranged for Robert Fowler, distinguished Canadian diplomat and Senior Fellow at the University of Ottawa’s Graduate School of Public and International Affairs, to speak to MPA students in David Good’s Public Sector Governance course and distinguished guests from the University community. Fowler was serving as the special envoy of the UN to Niger when Al Qaeda kidnapped him in December 2008; he and his colleague Louis Guay were held hostage in the Sahara Desert for 130 days. Fowler spoke about his extraordinary experience, granted insight to his thought process, and described how he managed to remain alive throughout the ordeal. 16 October 2010.

Gordon Smith represented CFGS at the World Policy Conference where he served on a panel discussing the international financial crisis. Marrakech, Morocco, 15-19 October 2010.

Gordon Smith delivered the presentation, “Canada, the G8, and the G20: A Canadian Approach to Shaping Global Governance in a Shifting International Environment” at the Calgary School of Public Policy. Calgary, 10 September 2010.

Gordon Smith represented CFGS at three events on G20 Challenges and Opportunities cohosted by French Institute for International Relations (IFRI) and CIGI. The purpose was to provide policy advice to the French in preparation for their 2011 G8 and G20 Summits. There was a Chatham House Rule briefing with members from the G20 Sherpa team at the French Ministry of Finance, a public forum hosted by IFRI, and a closed meeting at the OECD. Paris, France, 29 November – 1 December 2010.

Gordon Smith attended the 2011 Annual Meeting of the Trilateral Commission. Smith chaired a panel on the G20 and Global Economic Governance that featured such distinguished panelists as the Right Honourable Paul Martin; Larry Summers, former US Secretary of the Treasury; Ambassador Lourdes Aranda, Mexican Undersecretary of Foreign Affairs; and Michael Froman, US G20 Sherpa. Washington D.C, 8-10 April 2011.

Gordon Smith served as a panelist for the public discussion Revolution in the Middle East and North Africa: Origins and Repercussions. This was hosted on UVic’s campus to provide information and perspectives on events unfolding in the Arab world. 28 April 2011.

International Institute for Child Rights and Development

The International Institute for Child Rights and Development (IICRD) is a non-profit organization devoted to advancing the quality of life and development of vulnerable children around the globe. IICRD is actively engaged in effectively using the UN Convention on the Rights of the Child to transform systems and create peace and dignity for children and our world. IICRD is now internationally revered for its work ranging from local communities around the world to completing the General Comment 13 on the Convention for the UN. The organization brings children’s rights to life through innovative research, education and capacity building that implements children’s rights and draws on the strengths of children, their families, communities and culture.


IICRD has several ongoing projects including the following.

The Child Protection Partnership (CPP)

CPP is a multisector collaboration protecting children and their rights from sexual exploitation enabled by worldwide use of information and communication technology (ICT). CPP works in Brazil and Thailand, began in February 2008, and was scheduled to conclude in June 2011. The purpose of the project is threefold: (1) equip law enforcement, government and other supporting bodies/organizations to better address IT enabled child sexual exploitation, (2) connect vulnerable children (male and female) to services and protective mechanisms to gain improved access to responsive legal and other protections preventing and addressing IT enabled child sexual exploitation, and (3) adopt a coordinated systems approach amongst stakeholders to work in partnership to prevent and addresses IT enabled child sexual exploitation.

Protecting Early Childhood from Violence

Protecting Early Childhood from Violence operates in Colombia as a partnership of local NGOs, daycares and schools to protect children from the devastating impact of violence. Together with children, families, leaders, NGOs, professionals and local officials, IICRD is creating zones of peace for more than 15,000 children and strengthening local and national child protection systems to more effectively protect children by strengthening at-risk families and communities and establishing local solutions. This IICRD project is based on a partnership with the International Center of Education and Human Development (CINDE), the Children’s Observatory of the National University of Colombia in Bogota and several local communities including Chicala, Soacha in Bogota, Huila and Commua 13 in Medellin. The project began in 2009 and is scheduled to conclude in 2012.

International Standards Council

The International Standards Council (ISC) is an international body that gives advice and recommendations towards the formulation and application of international standards for child rights work done on an international level. Established by IICRD in May 2009, the ISC was originally intended to serve the IICRD, and is actively involved in doing this, but its potential value appears to exceed its original narrow IICRD conceptualization. The goal and objectives of the ISC are to be pursued in close cooperation with international and national NGOs and UN Agencies, in particular, UNICEF, WHO, UNESCO and ILO.

IICRD anticipates approval for pending grant applications—this would result in several new projects in 2012. Please see the IICRD website for more information on each project. www.iicrd.org
Susan Bazilli, LL.B., LL.M., IWRP Director, is a lawyer, author, educator, social entrepreneur and advocate; she has worked globally on issues of women's rights for more than 25 years. She has spent her recent time collaborating with UBC and universities in Costa Rica, Panama, South Africa and France on international water law; developing and traveling internationally to promote Constitute!, a multi-media resource on constitutionalism and citizen engagement; femtoring students; and giving and arranging seminars on UVic campus. Most recently, in July 2011, Bazilli spent a month in Afghanistan evaluating the American Ambassador's grant program for gender equality, working with women's NGOs on empowerment issues and conducting interviews with Afghan women's rights leaders such as Dr Sima Samar. IWRP also works in close collaboration with the Canadian Women for Women in Afghanistan on their education projects.

Constitute! is a multi-media educational resource on citizen engagement and women's constitutional activism. The documentary film, website, and study guide profile the diverse history of women's activism in constitution-making. A celebration of constitutional activism and a passion for democratic renewal, Constitute! was produced in collaboration with Rooney Productions, the BCTF and the UVic Faculty of Education to educate high school and university students about citizen engagement in democracy in Canada and beyond. Interviews, speeches, songs and images of the parliament buildings in Ottawa on that Valentine's day 1981 are shown, while the story is told by some of these same women 25 years later. The vibrant democratic activism by women from Afghanistan, Rwanda, and South Africa is also portrayed. This project was funded by the Law Foundations of BC and Ontario and Heritage Canada as well as numerous in-kind contributions. Constitute! South Africa is the next project underway by IWRP to develop a similar resource with IWRP-South Africa in 2012. Constitute! employed a work-study law student as well as a graduate student from Asian Studies.

Bazilli spent much of the latter half of 2010 and the first half of 2011 presenting Constitute! Her travels included Ottawa for the 30th anniversary of the Ad Hoc conference, where she presented the Shirley Greenberg Annual Lecture at the University of Ottawa’s Faculty of Law; Baltimore; New York; Providence; Toronto; Vancouver; South Africa; The Netherlands; Namibia; Sweden; and Norway. The Canadian Premiere of the film played to a sold out crowd in Vancouver on Person's Day 2010, October 18th, sponsored by VanCity Credit Union, the BC Teachers’ Federation and West Coast LEAF. Constitute! was featured on the front page of the Vancouver Sun following the event. Constitute! had its first public preview at UVic, in November 2009, sponsored by the Faculty of Law and
Henderson Brown with addresses from Dr. Marilou McPhedran, Dean of the Global College at the University of Winnipeg and UVic Law Dean Donna Greschner.

The Environmental Women in Action for Development in Uganda (EWAD) is one of the IWRP partners. EWAD is a grassroots community organization (supported by IWRP) in Uganda devoted to addressing the needs of local communities. EWAD’s mission is to empower poor communities to overcome poverty and vulnerability through enhanced access to resources for social and economic development. IWRP and EWAD are currently working together to address climate change, the protection of the international waters of Lake Victoria, and biodiversity conservation with tree planting, Eco-San technology, solid waste management, fish smoking activities, and focusing on land and water degradation through new income generating opportunities. As part of their integrated approach, community development also includes programs addressing HIV/AIDS, child labor, orphans and vulnerable children, a grandmother’s program, and critical interventions for educational opportunities for children. EWAD offered two placements to UVic co-op students, one from Biology and one from Law.


IWRP has recently been funded by the Law Foundation of BC to produce a study guide on International Law for high schools, entitled International Legal Education for High Schools (ILEHS). This will also be taught in all BC high schools in partnership with the BCTF and West Coast LEAF. The ILEHS project has employed two UVic students as a Canada Summer Jobs placement and a work study student.

Plans for 2012 include the production of Constitute! South Africa, continued work on international water governance, a workshop to be held in partnership with the Institute for Global Studies at the University of Gothenburg, Sweden in April 2012, replication of the ILEHS study guide and the provincial election guides for other provinces in Canada, and the ongoing writing of funding proposals to seek funding to keep the work of IWRP alive.

Visit the Constitute! and IWRP website for more information: www.constitute.ca and www.iwrp.org
Southern Oceans Education and Development Project

SOED is co-directed by Dr. Jack Littlepage and UVic Geography Professor Mark Flaherty in collaboration with Universidade Eduardo Mondale (UEM) in Mozambique and the Universidade Federal de Santa Catarina (UFSC) in Brazil. Other partners involved are Empresa de Pesquisa Agropecuária e Extensão Rural de Santa Catarina (Epagri), Brazil, Instituto Nacional de Desenvolvimento da Pesca de Pequeno Escala (IDPPE) Mozambique, Instituto Nacional de Investigação Pesqueira (IIP) Mozambique, Ministério das Pescas, Departamento de Aquicultura Mozambique. UVic’s Steve Cross (Geography) and graduate students Jose Edson (MSc Geography), Jessica Blythe (PhD Geography), and Project Manager Regina Tiba all work on this project. SOED has funding from CIDA’s University Partnerships in Cooperation and Development program, it began in 2007 and concludes in 2013. The total project budget is over 2 million dollars.

The main goal of SOED is to utilize Canadian and Brazilian experience in Mozambique to increase teaching and build capacity in coastal zone management and aquaculture at UEM’s School of Marine and Coastal Sciences. The project is also developing a coastal aquaculture extension program that will help improve food security and promote sustainable livelihoods and equitable development in coastal communities.

In November 2010, Jack Littlepage was presented with the World University Service of Canada’s Lewis Perinbam Award in International Development, a tribute to a long career improving the lives of others.

Visit the SOED website for their own annual reports and more information: http://web.uvic.ca/~soed/home
Within the Centre’s ongoing program of research into implementation of global covenants through action at regional, local, and individual scale, Dobell continued work on the Digital Fishers project and the Mitacs research cluster, as well as his collaboration with the POLIS Project on Ecological Governance in work on regional oceans governance and the Water Sustainability Project.

**Digital Fishers (DF),** the crowdsourcing component of Neptune Canada’s CANARIE-funded two-year NEP-2 (Network Enabled Platform) project entails construction of an interface to enable participants on the internet to contribute to enhancement of the database generated by the ‘firehose’ of observations streaming from the VENUS and NEPTUNE Canada cabled sea floor observatories. In this work Dobell supervises one PhD student, with CFGS support for external consultation activities, but also pursues CFGS involvement more generally with the Ocean Networks Canada team engaged in building Oceans 2.0 as an engagement and outreach vehicle. Usability testing was undertaken this summer, and discussions are currently underway to explore deployment of the interface within the global umbrella offered by the Zooniverse initiative of the Citizen Science Alliance. The DF interface was featured in the recent NEPTUNE Canada international workshop this past June, and in the 2011 international conference of the Aquatic Ecosystem Health and Management Society. It will be the subject of a display in the Salish Sea Data Fair, as well as a poster presentation and a panel discussion, at the coming Salish Sea Ecosystem Conference in Vancouver in October.

The **Mitacs Accelerate Research Cluster (Web2.0 and Web 3.0 Approaches to the Information/Decision Interface in Public Policy),** now housed in Sedgewick C, is a CFGS initiative supporting research of two doctoral students (Public Admin and Engineering Computer Science) and a third graduate student intern yet to be named. This Mitacs-funded cluster, co-sponsored also by the Government of British Columbia and CSCW, a local company run by Chris Corbett, PhD (Uvic Public Admin), explores the changing roles of software agents and web-enabled platforms in support of collaborative public policy formation. Further development of the work may bring a range of students together in a cross-campus engagement with potentially significant spinoffs for community participation in regional oceans governance and water policy.

Classroom engagement this academic year is planned as part of the CFGS commitment to promote outreach generally, but also to contribute to completion of an evaluation of the Digital Fishers initiative as one of the deliverables to CANARIE Inc. as part of their major research grant to UVIC (NEPTUNE Canada).

In other activities, Dobell delivered the presentation “Postcards from the fringe: Managing the Economic Arena” at the UBC-Berkeley conference on North American Futures—Canadian-US Perspectives, Berkeley, March 12, 2010, and a presentation “Web-enabled Platforms for Citizen Science and Civic Engagement in Integrated Coastal and Marine Spatial Planning” at the 10th anniversary conference of the Aquatic Ecosystem Health and Management Society, June 15, 2011. Other recent presentations by Dobell include an opening keynote address in an evening public forum organized by the Environmental Law Centre on possibilities for the designation of the Capital Regional District as a UNESCO Biosphere Reserve, and a graduate Geography seminar on advanced topics in resource management.

In August, an international symposium under the title *A Fine Balance: Expertise, Evidence and Democracy in Policy and Governance 1960-2011* took place in the UVIC Senate Chambers, as the launch of a book project organized by CFGS associates, funded by SSHRC and a wide range of other sponsors. Inspired in part by the intellectual legacy of Professor Dobell, the symposium and book project brings together a diverse group of Canadian and international experts with senior public policy practitioners to explore the changing balance in public policy decisions over the past five decades between attention to evidence and expertise on the one hand, and democracy and crowds on the other.
Publication of a volume of papers based on the presentations at the symposium is planned for summer 2012 as the basis for discussion in a further meeting in Ottawa or Toronto later next year.

**Derek Fraser**
Senior Associate Derek Fraser is the former Ambassador to Kyiv, Athens, and Budapest, and has also served in Saigon, Bonn, Moscow, and Brussels. He was recently made a Member of the Board of Directors of the Canada Ukraine Foundation, an organization dedicated to promoting academic and cultural freedom in Ukraine. His previous work at CFGS focused on Fragile, Dangerous and Failed States, but more recently his focus has shifted to Canadian-Ukrainian relations. To this effect, Mr. Fraser gave a paper on President Yanukovych's Policies and Tendencies at the 8th Biennial Conference of the European Community Studies, lectured twice at the University of Alberta, and spoke to the Ukrainian Canadian Congress on what Canadian policy towards Ukraine might be. Despite no longer maintaining an office on UVic's campus, Derek Fraser advised a doctoral student on her thesis on Belarus and lectured at Penny Bryden's History of Quebec class on relations between Quebec and the Federal Government.

**Harvey Lazar**
Dr. Lazar, a former senior federal public servant, is Adjunct Professor at UVic's School of Public Admin and Fellow, Institute of Inter-governmental Relations at Queen's University. His current research focuses on public policy in health care and public health, and he is currently completing a multi-year collaborative research project on why it is so difficult to reform health care in Canada. The research design entails 30 case studies, with the same six issues being studied in five provinces. For this project, he hired four research assistants in 2010-2011, and delivered the presentation “Why it is so Hard to Reform Health Care in Canada: Lessons from a Cross-Provincial Analysis” at UVic's School of Public Admin's Director's Dialogue Series in March 2011, briefed Department of Health officials of the BC Government on the same subject and presented at the Canadian Health Services Research Foundation monthly webinar series on Call in May 2010.

**Martin Segger**
Professor Martin Segger chaired the International Triennial of the Commonwealth Association of Museums (CAM), meeting on the topic Commonwealth Museums: Culture, Economy and Climate Change and Youth (May 25 to 27, 2011). The meeting also featured a collaboration with the International Centre for Conservation, Rome, which organized a short course on disaster management for museums in the South Pacific. At that meeting, Segger completed a five year term as President. Previously he had convened a special meeting of CAM members attending the International Council of Museums Tri-ennial (November 10, 2010) at the World Expo Centre in Shanghai. He continues as a contributing editor to the CAM On-Line Journal and Archive which is hosted on the UVic server. Prof. Segger is also leading two projects with CAM. The first, in collaboration with the Commonwealth Lawyers Association and the Centre for International Development Law, McGill University, is investigating the capacity of Small Island States and Developing Countries to access and use int’l heritage preservation law. The second is the development of an international on-line course, training young professionals for a career in museums.

At UVic Prof. Segger is curating a series of exhibition on the development of the modernist architectural aesthetic in Victoria. The first exhibition focused on the design and development of the UVic Gordon Head Campus. It was installed in the new Maltwood Prints and Gallery in the McPherson Library, running through January and February this year. The second will deal with Victoria in the 1950s and 60s, and will be hosted at the UVic's newly renovated downtown Legacy Gallery, December 2012 through February 2012. Both exhibits will explore the influence of the large international San Francisco architectural firm, Wurster Bernardi Emmons, as campus planners for UVic and also advisors to Victoria Mayor Biggerstaff Wilson. Supported by a Canada Council grant Segger was able to access the firm’s archives held by the University of California. Berkeley.
**Publications**


## Financial Report

### General Account

*For the period 1 April 2010 to 31 March 2011*

**Revenues**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>UVic Endowment</td>
<td>213,900</td>
</tr>
<tr>
<td>Project Contributions</td>
<td>72,500</td>
</tr>
<tr>
<td>Income Recovery</td>
<td>65,000</td>
</tr>
<tr>
<td>Other Income</td>
<td>13,820</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>365,220</strong>*</td>
</tr>
</tbody>
</table>

**Expenditures**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>185,740</td>
</tr>
<tr>
<td>Operational Costs</td>
<td>47,340</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>233,080</strong></td>
</tr>
</tbody>
</table>

### Research Grants^*

**Revenues**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>IICRD</td>
<td>2,049,048</td>
</tr>
<tr>
<td>IWRP</td>
<td>43,000</td>
</tr>
<tr>
<td>SOED</td>
<td>147,830</td>
</tr>
<tr>
<td>Rod Dobell**</td>
<td>85,345</td>
</tr>
<tr>
<td>H.Lazar</td>
<td>80,000</td>
</tr>
<tr>
<td><strong>Total Grant Revenues</strong></td>
<td><strong>2,405,223</strong></td>
</tr>
</tbody>
</table>

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* Financial surplus from 2010-2011 eradicated long-standing, inherited debt.
^ Research grant money secured and managed by projects, not through general account.
** Includes Digital Fishers and Mitacs funds, plus SSHRC grant and other funds for symposium.