

THE UNIVERSITY OF BRITISH COLUMBIA

REVIEW OF

GREEN COLLEGE

REVIEW TEAM REPORT

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David Ley

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April 1997

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THE UNIVERSITY OF BRITISH COLUMBIA**REVIEW OF GREEN COLLEGE****APRIL 1997****1. INTRODUCTION****1.1 UBC Review Policy**

The University of British Columbia has an established policy for the mandatory review of the faculties and other units; such reviews normally take place on either a five or six-year cycle, and usually in the penultimate year of a faculty or unit administrator's term of office. As Green College was only established in 1993, the present report contains the findings and recommendations resulting from its first review.

In accordance with the University's mandatory review policy, the Dean of the Faculty of Graduate Studies is required to arrange for a review of Green College, with emphasis on its achievements, the opportunities and challenges facing it, the scope and balance of its various functions, and the leadership and management record of its incumbent Principal. While the review report is primarily intended to assist in the assessment of strengths and areas for development in the range of Green College program activities, and in residence facilities and services, it will also be helpful to both the Dean and the incumbent Principal in deciding whether to proceed towards reappointment.

The basic charge specified by this review is addressed by the Review Team in the following sections.

We wish to thank all those who courteously and generously provided us with the information used in this report, and to acknowledge the hospitality offered by the Principal and his staff. We were

warmly welcomed by all members of the community, and enjoyed attending those activities that took place during our visit. We would especially like to record our appreciation of the Dean's and Principal's openness to our comments and questions, and the skill and courtesy of Professor Shel Cherry, who shepherded us through the process with much good will.

1.2 The College in Review

Green College was founded in 1993 as an experiment in graduate learning at UBC. It is a unique community of some 100 residential members, including graduate students, post-doctoral fellows, and visiting scholars, and additional non-residential members that include some 40 UBC faculty. It is also a focus of intensive interdisciplinary scholarship shared by its members and an impressive cross-section of the larger university community. With start-up delays the College has been fully operational for less than three years. Nonetheless it has rapidly found its stride, and the evidence we secured indicated a high degree of success in attaining both its residential and academic objectives.

The College offers an unusually fulfilling and empowering community for its residential members: we heard such spontaneous comments from graduates as "to me this is what university is meant to be", or again, "I discover I've fallen into a honey pot!" A member who is a post-doctoral fellow observed that "Green College is essential for my intellectual survival". An interdisciplinary academic programme presented by nine university study groups, as well as the College's own Monday Evening, Tuesday Evening, and occasional speakers' series, creates an intellectual menu that is unequalled elsewhere in the university. It has engendered support for the College among faculty that is deep as well as broad across the

campus. We were told by faculty that "The intellectual climate of UBC changed when Green College was built"; even that the College is "clearly the intellectual centre of UBC".

There is a unanimous view that these achievements may in large measure be attributed to the skill, hard work, and imagination of Dr. Richard Ericson, the founding Principal, and his talented and hard-working staff.

2. GOVERNANCE

2.1 Relations With the University

The College reports to the Provost through the Dean of the Faculty of Graduate Studies. There is some discussion that as the Dean's office does not control the College budget, this reporting path might be shortened with direct relations to the Provost's office. While there is some merit to this position, on balance we were persuaded that the Graduate Dean is the correct administrative officer to oversee the activities of the College.

At the same time we do wish to question one aspect of the College's relationship to the University. For budget purposes, the College is treated as an ancillary unit, a definition that leads to a significant penalty in fee transfers. In our judgement this identity misrepresents the College's academic role as *the* central focus of interdisciplinary scholarship on the campus (it offered 172 talks and events during the Winter session of 1995-96). It is, as we shall document below, an intellectual incubator of new interdisciplinary initiatives, as well as a nurturer of existing programmes. It is much more than a delightful venue - though it is also this. It provides small grants to sustain the activities of its study groups, and its Principal and members offer an encouraging and empowering presence. As a result we recommend that

the ancillary status of Green College be removed and that it be designated a core academic unit of the University of British Columbia.

2.2 Budgetary Items

There are two other budgetary items that require attention. The depreciation reserve of 2.5 percent is too low, and we recommend that in future budgets this figure be consecutively raised to at least 8 percent.

The rising negative entry in the budget from rental vacancies and defaults is troubling. In part this is a result of lower occupancy during the summer, in part from a liberal and flexible departure policy whereby members can leave at any time with a one-month notice. We recommend that the College re-examine its departure policy with a view to reducing rental shortfalls.

2.3 College Administration

There is widespread recognition of the excellence of leadership in the College. Both members and faculty who are part of interdisciplinary study groups offered laudatory assessments. The Principal was praised for his high level of activity, and his skill in mentoring, facilitating and empowering the activities of students. His flexible, creative and responsive style was observed. As the founding Principal he has shown initiative and taken ownership in shaping the College. It is our view that his reappointment as Principal when his current contract comes to an end would be enthusiastically supported by the College and the general University community, and that at this formative stage in the development of the College continuity in the Principal's position would be very desirable.

Now the College is moving beyond its initial charisma to a necessary period of institution-building, and it is our view that the Principal requires additional support to relieve him from direct administration of some of the growing burden of responsibilities, to shield him procedurally, and to honour the university's commitment that 40 percent of his time be committed to research and writing.

In this respect we have four recommendations. The Senior Fellows are a newly-established group of faculty committed to the College but unsure as yet of their role. We recommend that the Senior Fellows constitute the members of a renewed Policy and Planning Committee, meeting quarterly, with a mandate to share in the institution-building governance of the College. Further, we recommend the establishment of a Nominating Committee, to be appointed by the Principal, to regularize the composition of the College's major committees. In addition, while noting that there appears to have been little need so far, we recommend that the Policy Committee establish a formal procedure for discipline.

The College staff of four are highly capable and committed despite inadequate work space, and demanding responsibilities that range from plumbing to counselling emergencies in addition to their regular work. They are heavily overworked. We recommend the addition of a fifth staff member to offer assistance to the Principal and the existing staff as an Events Coordinator and as otherwise required. The alternative could well be staff burnout, and the loss of valued and experienced team members who constitute an important segment of the College's collective memory.

2.4 Admissions

The Admissions Committee plays a major part in shaping the composition of the College. We were satisfied by its membership, procedures and objectives of attaining gender equality in numbers and a strong representation of international students. Some current resident members stressed to us the importance of the College admitting students who have greater diversity in life experience, including age, class, and ethno-cultural tradition, and we draw this to the attention of the Admissions Committee.

2.5 Equity

More generally in terms of equity and employment we received no evidence that would lead to concerns about the College's attainment of university standards. The buildings were designed to be accessible to the handicapped; as yet, however, the College has not received applications from identifiably handicapped students.

3. THE COLLEGE AS A COMMUNITY

3.1 College Activities

We applaud the overwhelmingly positive response to Green College's receptiveness to interdisciplinary groups and activities of the wider university community, many of whom feel they have for the first time found a congenial environment. This flexibility and responsiveness has made the College a vibrant, creative and welcoming centre and encouraged a stimulating exchange of ideas and projects which might otherwise have not been possible. As one spokesperson put it, "there is simply no other venue on campus" for many such activities. Thus the College is amply fulfilling its mandate as a centre for advanced interdisciplinary scholarship. But this very success poses potential problems in striving to maintain a balance between the accommodation of established programs and encouragement of fresh innovative concepts (many of them on an ad hoc basis), between serving the wider community and ensuring continuity and expansion of College-based activities. All current programmes appear to be working well, but it is questionable whether there is much capacity remaining for future development given the demands on space and facilities as well as on the Principal's current budget support. As efforts continue to be made to encourage activities of interest to scientists and applied sciences and the number of graduate student conferences increases, the College Academic and Policy and Planning Committees may have to establish a system of priorities for available seed monies and other resources.

The activities originating within the College itself reflect the energy and creativity we have already noted. The two speakers' series held weekly represent a commendable breadth of scholarly interest and are clearly very popular. The Performing Arts Group, Social, and Sports Committees provide strikingly varied offerings, drawing upon the rich talents available

within the College, while the efforts of the Reading Room, Garden, and Art Committees already represent valuable permanent contributions to the institution itself. We were especially struck by the innovative entrepreneurial spirit represented by the Dining Society and its revenue-producing catering arm, a remarkable example of necessity creating opportunity.

All of these endeavours reflect the admirable sense of community that has been fostered by the Principal, his staff and an engaged group of faculty members. Within a very short time, the College motto, "Ideas and Friendship", has taken root. The Principal has served as a role model and patient adviser, encouraging and fostering an environment which residents both enjoy and rapidly assume responsibility for maintaining. College-based activities continue to expand as diverse needs and interests are expressed. While a certain amount of tension is to be expected and may even be desirable, again there is a danger of over expansion. High expectations of interaction have produced a correspondingly remarkable high level of creativity among College residents, but is doubtful whether such a comparatively small population can sustain much more, especially with a probable annual turnover as high as 50%. Attendance at events is bound to fluctuate, but College members cannot be expected to serve as constant audience.

Some fears have been expressed also that the two year residence limit may hinder the development of institutional memory and we recommend that this regulation be re-examined. Further efforts to encourage former residents to become continuing members of the College would provide a wider pool of active participants for the lively interest groups, colloquia, seminars, workshops and graduate student conferences welcomed by the College. Students in the Individual Interdisciplinary Graduate Studies Program should be encouraged

to apply for non-residence status, and the College should seek additional bursary monies for assistance with fees to ensure that more needy students are given the opportunity to apply. It is also suggested that the "community member" category, already under review, might be offered to those individuals who have already become involved in specific College projects or events as an ensurance of ongoing interest.

3.2 Services and Facilities

Concerns over use of space are directly related to these issues. We have observed that while residents feared that demands on their time threatened to become overpowering, there were few if any complaints about overuse of the public spaces. We note that the common kitchen already serves as a "week-end common room" for many, and that efforts have been made to make the reception room more welcoming during the day. But we recognize the need for an established, inviolate common room which would also encourage non-residents and faculty members. Assuming acceptable relocation, the building currently housing the Peter Wall Institute could provide both a Reading Room for quiet reflection and either a common room for discussion and refreshments or perhaps two research offices for visiting scholars. The present, woefully inadequate library could then become a venue available to members of the College and faculty for more private consultations. While acknowledging the Principal's wish for more room for events and meetings places, it would be advisable to reassess the uses now made by the present building.

We have already noted the inadequacy of the budget allocation for maintenance and repair, a matter of serious concern to the Bursar. As essential is a reorganization of office space for the staff and alleviation of the shortage of storage space both for housekeeping and student

use. The present "open plan" in the administration building does not satisfy requirements for the Bursar's and Principal's staff, nor for the new position of Events Coordinator. We recommend that the arrangement with Cecil Green Park House be explored for office space for staff - and possibly also for Green College Research Scholars. The administration space could then become a centre for College committees and a much-needed computer common room. (We appreciate the Dean's generously promised two computers from her next budget). If access to Cecil Green Park House and the Peter Wall Institute building is not possible, the College has a strong case for establishing plans for a new building to house administrative, reading room and research office functions.

3.3 Security

All community members heard from spoke warmly of the College facilities and the physical environment. Some concern was expressed however about security, especially of the surrounding areas and at night. We recommend that the university be urged to provide better exterior lighting, especially to the rear of the College buildings, and that greater efforts be made to provide stop signs at the busy intersection with Marine Drive where there is increasingly heavy pedestrian traffic in the evenings.

4. THE COLLEGE AS A CENTRE FOR ADVANCED INTERDISCIPLINARY SCHOLARSHIP

4.1 Present Scope of Activity

We are impressed by the scale and range of interdisciplinary work being done at the College. Some well-established groups (for example, the seminar on Comparative Literature) have found in the College an hospitable environment in which to develop their work. Other groups which have a strong base outside the College, such as the Medieval and Renaissance seminar or the Canadian Studies program, have also found Green College particularly conducive for explorations of an interdisciplinary nature at the graduate and research level, allowing them to transcend traditional departmental boundaries. But particularly impressive has been the formation of new groups, for example, Law and Society and Science and Society, which have drawn on expertise both within and beyond the University. All the evidence we have testifies to their vitality and academic productivity. The regular seminar programs thrive in a College where every opportunity is seized to host visiting lecturers (including the prestigious Green Lectures) and to encourage graduate students to present papers of academic interest to a general audience.

4.2 Space

Good use is made of the existing space for these activities, which seems to us to be adequate except for the occasional large gathering and for the housing of residential conferences. Discussion is aided by the easy transition from the seminar room to the dining hall. A number of UBC faculty have told us that the College has provided a welcome and unique environment that has proved invaluable to their scholarship and teaching.

4.3. Financial Support

Besides providing a meeting place the College has contributed financially to these activities. From endowment funds, grants of the order of \$2,000.00 have been made to each of the interdisciplinary groups allowing them to defray the essential expenses of their operation. It is not clear that such funding is available elsewhere within the University, and as such this must be regarded as a vital contribution by the College to the University's scholarly and academic mission.

4.4 New Initiatives and Representation

We believe that the College should continue to promote such activity, and we would encourage the Principal to focus particularly on new initiatives when drawing up an order of priority for support and expenditure. We envisage that programs and seminars might, and should, change. We foresee the possibility that a successful seminar, once established, might seek funding from elsewhere, or even change its meeting place in order to make room for new programs at the College. We also perceive that some seminars might come to a natural end. Green College has a key role in promoting the new, and it ought to focus sharply on this in the future: its brief should be to innovate rather than to sustain the established. In recommending this, we recognize that it will be a matter of particular judgement as to when a seminar might move on, and it is not part of our proposal to undermine a thriving program that cannot be adequately provided for elsewhere on the campus.

We do not deem it appropriate to specify new areas of interdisciplinary work. We commend, however, a strategy designed to meet the needs of the University Departments and which draws upon faculty and graduate student interest in them. All Departments have a need to test the existing boundaries of their disciplines and they should take advantage of Green College to experiment and innovate. We note that the College is at present tilted towards the arts and the social sciences, and we commend the Principal's efforts to pay more attention to science and technology. We believe that there would be considerable advantages, social and political as well as scholarly, by increasing the interests of scientists in the College. We hope that the College will look also at the work being done in other interdisciplinary centres working within the Faculty of Graduate Studies, and we believe that good interdisciplinary projects could be established with contributions from scholars in the fields of medicine, ethics and religion. We think it to the benefit of all that good communications be maintained with other centres of research at UBC, and we believe that everything is to be gained by establishing from the outset the closest possible relationship with the new St. John's College, to avoid either unnecessary duplication of effort or excessive competition in the organization of academic programs.

We note and applaud the ambition of the College to promote its own interdisciplinary research projects. While the College has much to offer such projects, some care will have to be taken in their choice to avoid strain on resources. The College does not have of itself a fully developed infra-structure for research. It lacks library and computer resources, is short of office space and funding for the employment of research staff, and its administrative resources are already fully stretched. This will limit its capacity to handle certain types of projects.

However, in this area we see possibilities for fruitful collaboration with the Peter Wall Institute (see below item 4.7)

4.5 Proposed Publication Series

We acknowledge the high standard of the interdisciplinary work presented/undertaken at Green College. We have considered the proposal for establishing a Green College publication series with the UBC Press or the University of Toronto Press. We believe that the College should remain flexible about this. Rather than attempt to set up its own publication program at this stage we suggest that further consideration be given to alternative means of publication. Individual lecturers and seminar organizers might be encouraged to publish their work in ways that ensure it reaches the widest possible readership for the topic under discussion. This might be as a free-standing monograph, or as a contribution to an existing monograph series, or as a special issue of a journal.

4.6 Relationship With Individual Interdisciplinary Studies Graduate Program

We were impressed by what we have learned about the University's Individual Interdisciplinary Studies Graduate Program. We believe that UBC is making a distinctive contribution to scholarship by encouraging research in this way. It is also appropriate that the administrative centre for this program should be in Green College. We think that the administrative arrangements for the program, as described to us, work extremely well and will help to develop its full potential. We recommend that further consideration be given to attaching all the students in the programs to the College, though not necessarily all of them as full members. Such students, by challenging in their work all kinds of academic

parochialism, reflect the main aims of the College and they could serve as role-models for graduate members of the College more generally. Similarly, we recommend that the **Members' Committee** give consideration to offering **Faculty Membership of the College** to those UBC professors who contribute in a major way to the **Individual Interdisciplinary Studies Graduate Program**. By providing a secure base for its operation, the College confers benefits on students and faculty alike. We note this as a further example of the College's de facto position as an academic unit within the University.

4.7 Relationship With the Peter Wall Institute for Advanced Studies

We have received some information about the Peter Wall Institute for Advanced Studies although we are aware that much of its work is still at a preliminary stage. We note that the Wall Institute will in due course support a range of research projects led by faculty members at UBC. We record with approval the good working relationship that already exists between the College and the Institute, and we consider it important that this be developed further to mutual advantage. We believe that this can best be achieved by each institution having a clear idea of its purpose and role and then by agreeing to work in complementary ways. It would be helpful if any new building for the Peter Wall Institute could be located at or nearby the College. We hope that if the Institute includes in its new building a lecture hall and seminar rooms and offices there might be agreement for joint use. This would help, for example, to meet a College need for a lecture hall on occasion, and the provision of more space in which to hold conferences. In return, the College has much to offer those involved in the Institute's projects -- not least by providing easy access to the wide academic program the College organizes, and in the possibilities for social interaction which the College so admirably

provides. We recommend that consideration be given to conferring College membership on those who will be leading the research work being done by the Institute and we hope that some post-doctoral or graduate student workers employed in the Institute might also qualify for membership of the adjacent College.

4.8 Intellectual Exchange Within the University and Beyond

We are impressed by the way in which Green College, in a very short time, has promoted so much intellectual exchange within the University. The social facilities it affords have been a crucial element in this success and we recommend that their maintenance, particularly the dining arrangements and the informal talks, continue to be seen as an essential part of College activity. We have been forcibly struck by the way that an academic culture has been fostered in the College that colleagues in Departments have found stimulating and liberating. This is difficult to define, but it has not happened by chance. The College has really provided something new and important for scholars at UBC. We trust that the College will continue to pursue with vigour links with the main Departments and with other interdisciplinary organizations at UBC, and we have already commented on its need to work well with St. John's College. We note the links which Green College has with other University institutions founded by the generosity of Dr. Cecil Green, and the connection with Massey College. These are valuable in giving the College and UBC formal connections with a wider academic community.

5. CONCLUDING REMARKS AND SUMMARY OF RECOMMENDATIONS

5.1 Concluding Remarks

Within a short period of time, Green College has proved to be an amazing success. We consider that the academic benefits to the University have been considerable and that the College should be recognized as a fully-fledged academic unit within the Faculty of Graduate Studies. We are satisfied that there is great potential for further development, particularly by being open to experiment and innovation in interdisciplinary work. UBC has a fine tradition of scholarship, but as Robert Davidson put it "the only way tradition can be carried on is to keep inventing new things" In acting as a catalyst for new interdisciplinary research, UBC has found in Green College a new thing of great worth.

5.2 Summary of Recommendations

The Review Team recommends that:

- 1) the ancillary status of Green College be removed and that the College be designated as a core academic unit of the University of British Columbia.
- 2) the depreciation reserve in future budgets of the College should be consecutively raised to at least 8 percent.
- 3) the College should re-examine its occupancy departure policy with a view to reducing rental shortfalls.
- 4) the Senior Fellows constitute the members of a renewed Policy and Planning Committee, meeting quarterly, with a mandate to share in the institution-building governance of the College.

- 5) the College establish a Nominating Committee, to be appointed by the Principal, to regularize the composition of the College's major Committees.
- 6) the Policy and Planning Committee establish a formal procedure for College discipline
- 7) the addition of a fifth staff member to offer assistance to the Principal and the existing staff as required.
- 8) the two-year residence limit to be re-examined.
- 9) negotiations be initiated to explore the potential of obtaining office space for the Principal and staff - and possibly also for Green College Research Scholars - in Cecil Green Park House.
- 10) the University provide better exterior lighting especially to the rear of the College buildings, and attempt to have stop signs provided at the busy intersection at Marine Drive, where there is increasingly heavy pedestrian traffic in the evenings.
- 11) the Principal continue to promote the activity of interdisciplinary groups by the College's present funding policy and be encouraged to focus particularly on new initiatives when drawing up an order of priority for support and expenditure.
- 12) the Principal's efforts to pay more attention to science and technology be commended and continued.
- 13) good interdisciplinary projects be established with contributions from scholars in the fields of medicine, ethics and religion.
- 14) from the outset, the closest possible relationship be established with the new St. John's College.

- 15) the College remain flexible concerning its proposal for establishing a publication series.
- 16) further consideration be given to attaching all the students in the Individual Interdisciplinary Studies Graduate Program to the College, though not necessarily as full non-resident members.
- 17) the Membership Committee give consideration to offering Faculty Membership of the College to those UBC professors who contribute in a major way to the Individual Interdisciplinary Studies Graduate Program.
- 18) the College and the Peter Wall Institute continue to develop their existing good working relationship by mutually recognizing their separate purposes and roles and by arranging to work in complementary ways.
- 19) consideration be given to conferring College membership on those individuals who will be leading the research work undertaken through the Peter Wall Institute.

SIGNATURE PAGE

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APPENDIX I

THE UNIVERSITY OF BRITISH COLUMBIA

GREEN COLLEGE

TERMS OF REFERENCE OF THE REVIEW COMMITTEE

1997

Purpose

To review and evaluate the operation and program of Green College with emphasis on its achievements, the opportunities and challenges facing it, the scope of its various functions and the leadership and management record of the incumbent Principal.

Terms of Reference

1. To review and evaluate the overall structure, organization and administration of Green College and to advise on how improvements can be made.
2. To review and evaluate the College as a Centre for Advanced Interdisciplinary Scholarship and to advise on how improvements can be made.
 - . What is the role and contribution of each of the interdisciplinary groups and speaker series?
 - . What publication programs are in place and how could these be developed?
 - . What problems are created by the lack of space and other resources for academic programs and research?
 - . What new areas of interdisciplinary exchange should be developed?
 - . What is the role and contribution of the Individual Interdisciplinary Graduate Program?
 - . What is the role and contribution of Peter Wall Institute of Advanced Studies?
3. To review the Programs and the Societies and Committees of the College and to identify areas that would benefit from further development.

4. To review and evaluate the services and facilities provided to College residents and to advise on areas in which improvements should be introduced.

- . What is the quality of facilities and services in:
 - rooms and maintenance?
 - common rooms?
 - dining room?
 - social, sporting and artistic facilities?
 - computer networking?
- . What problems, if any, exist in using the common facilities for multiple purposes:
 - common rooms for members?
 - College academic events?
 - "external" meetings and catering?

5. To review and evaluate the degree and strength of intellectual exchange among the membership components of the College and the wider UBC community and to advise on processes to enrich this experience.

- . What have been the most effective means of intellectual exchange among the members and the wider UBC community:
 - dining as a pivotal component of informal exchanges?
 - various speakers series?
 - various interdisciplinary groups
 - relations with UBC faculties, departments and research units?
- . What is the composition of the membership in relation to the fostering of intellectual exchanges?
- . Should existing(potential) ties and exchanges with other similar Colleges be strengthened(expanded)?

6. To advise on the College's performance relative to the University's employment and equity policies.

APPENDIX II

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UNIVERSITY OF BRITISH COLUMBIA

REVIEW OF GREEN COLLEGE

March 24 & 25, 1997

REVIEW SCHEDULE

Green College, Graham House, Small Dining Room
6201 Cecil Green Park Road

| | | |
|----------------------|---------------------|---------------|
| Saturday - March 22: | Review Team Arrives | Green College |
| Sunday - March 23: | Review Team Arrives | Green College |

MONDAY - MARCH 24

| | |
|------------------|--|
| 7:15-8:00 a.m. | Breakfast Meeting in Small Dining Room, Graham House, with Dean Frieda Granot, Graduate Studies and John Grace, Immediate Past Dean of Graduate Studies |
| 8:00-9:00 a.m. | Richard Ericson, Principal, Green College |
| 9:00-9:30 a.m. | Tour of Facilities |
| 9:30-10:15 a.m. | Senior Fellows of Green College Donald Brooks Kenneth Carty John Gilbert Sherrill Grace Kenneth MacCrimmon Mark Vessey Rhodri Windsor-Liscombe Patricia Vertinsky |
| 10:15-10:30 a.m. | Break |
| 10:30-11:00 a.m. | Office Staff Amy Phillips Connie Reynolds Carolyn Andersson |

COMMITTEES

| | |
|------------------|---|
| 11:00-11:30 a.m. | Membership Committee Patricia Vertinsky Andrew MacKinnon Faranak Miraftab |
|------------------|---|

- 11:30-11:45 a.m. **Green Professor Program**
Joost Blom
Dawna Tong
- 11:45-12:00 p.m. **Resident Speakers and Poetic Persuasions**
David Moses
Aurian Haller
- 12:00-1:00 p.m. **Lunch in Small Dining Room, Graham House, with Dan Birch, VP Academic and Provost and John Diggins, Chair, Green College Advisory Board**
- 1:00-1:15 p.m. **Visual Art Committee**
Kate Collie
Joseph Monteyne
- 1:15-1:30 p.m. **Performing Arts Committee**
Jennifer Covert
Brent Whitted
- 1:30-1:45 p.m. **Social Committee**
Arnie Guha
- 1:45-2:00 p.m. **Green College Dining Society**
Donald Brooks
Shane Greek
Nick Kontogeorgopoulos

INTERDISCIPLINARY GROUPS AND PROGRAMS

- 2:00-2:15 p.m. **Individual Interdisciplinary Studies Graduate Program**
Rhodri Windsor-Liscombe
- 2:15-2:30 p.m. **Peter Wall Institute for Advanced Studies**
Ken MacCrimmon
- 2:30-3:00 p.m. **Cultural and Media Studies**
Sharon Fuller
Science and Society
Ernie Hamm
Law and Society
Wes Pue
- 3:00-3:15 p.m. **Break**
- 3:15-3:45 p.m. **19th Century Studies**
Maureen Ryan
Comparative Literature
Thomas Salumets
Medieval and Renaissance
Mark Vessey

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3:45-4:15 p.m.

Critical Issues in Global Development
Faranak Miraftab
Canadian Studies
Richard Cavell
Issues in Post-Secondary Education
Hans Schuetze

4:30-5:45

Open Meeting with College Residents in Great Hall

6:15-7:00 p.m.

Dinner in Great Hall

7:00-10:30

**Commence preparation of Draft Report (in Small Dining Room,
Graham House)**

TUESDAY - MARCH 25

7:30-8:30 a.m.

Breakfast in Great Hall

8:30-11:30 a.m.

Continue preparation of Draft Report

11:30-12:00 p.m.

Exit Interview with Richard Ericson

12:00-1:00 p.m.

Lunch & Exit Interview with Frieda Granot

PROPOSED END OF REVIEW SCHEDULE