



THE UNIVERSITY OF WINNIPEG

Centre for Forest Interdisciplinary Research

THE UNIVERSITY OF WINNIPEG
CENTRE FOR FOREST INTERDISCIPLINARY
RESEARCH (C-FIR)

MANAGEMENT PLAN AND STRUCTURE

UPDATED MARCH 2014



A. TERMS OF REFERENCE OF C-FIR

C-FIR is dedicated to the development of interdisciplinary research, education, and training in the areas of forestry, forest ecosystems, forest values and the human uses of forests. The intent is to assist all forest stakeholders to reach the goals of ecosystems-based forest management. C-FIR focuses on understanding the evolution of today's forests, the current conditions of the region's forests, the values of the public and special interest stakeholders for the forest, and using past and present information to assist in understanding future changes and impacts to the region's forests. The components of this mandate include:

- a. **Research** - is the primary mandate of C-FIR. C-FIR strives to develop a fully interdisciplinary regional forest research program which examines a wide range of

issues relevant to the region's forests. C-FIR's role includes the encouragement and facilitation of research programs through the creation of partnerships.

- b. **Undergraduate education** - to develop and implement a forest ecology education program at the University of Winnipeg. This program includes courses focussing on forest ecology and biology, forest values and values assessment, forest policy and planning, forestry, conservation, recreation and wildlife management, forest economics, forest health, principles of silviculture, forest measurement, growth and yield, aboriginal forestry opportunities, and multiple resource use.

- c. **Graduate education** - to provide opportunities for the training of graduate students working on projects of direct importance to forest stakeholders. This includes the opportunity to bring research staff (e.g., visiting research fellows, postdoctoral fellows, etc.) from outside the region to work on specific projects for stakeholders in addition to, or in conjunction with, the efforts of University of Winnipeg C-FIR researchers.

- d. **Training** - to develop and provide tailored training courses, seminars, speakers, or workshops, at the Centre or in the community, which are designed to ensure that the region's workforce and researchers maintain a high level of technical competence and expertise and are able to fully benefit from C-FIR's aggregate expertise.

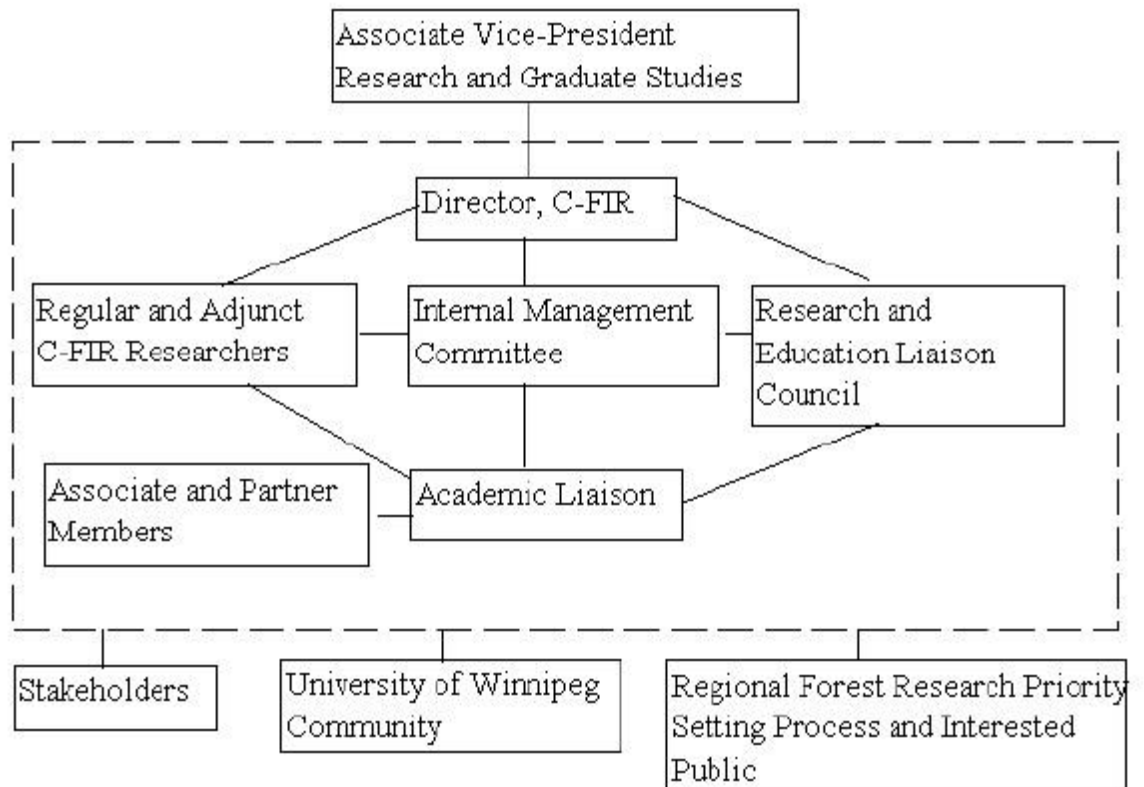
C-FIR staff and the advisors to C-FIR provide advice on the development and continued evolution of the Centre.

B. OPERATING STRUCTURE OF C-FIR

The Centre for Forest Interdisciplinary Research (C-FIR) represents a unique creation for the University of Winnipeg. Its function differs in some ways from that of a traditional University of Winnipeg Department or Institute. The overarching goal of C-FIR is to conduct interdisciplinary research, education, and training in forest-related areas in a spirit of true cooperation. C-FIR also involves the sharing of resources, facilities, and expertise, to promote effective interdisciplinary research and knowledge sharing.

The remainder of this section describes the duties and responsibilities of the various individuals and bodies which comprise C-FIR, and which mirror the management structure

shown below. [Note: the dashed box represents C-FIR management structure and personnel.]



5. **Director of the Centre for Forest Interdisciplinary Research**

1. *1.1 Preamble*

The Director will ensure the effective functioning of the Centre. The Director of C-FIR is appointed for a minimum three-year term by the Associate Vice-President, Research and Innovation, with advice from the Internal Management Committee and the Regular and Adjunct Members.

2. *1.2 Responsibilities*

- Report on C-FIR activities and functioning of the Centre, as required, to the Associate Vice-President, Research and Innovation and the Chairs of the Internal Management Committee and Research and Education Liaison Council and all C-FIR members.

- Recommend allocation of C-FIR space and infrastructure to support C-FIR research.

- Develop an annual operating budget and work plan for the Centre.

- Determine eligibility and approve nominations for association with the Centre as a Regular, Adjunct, Associate and Partner Member.

- Work with C-FIR researchers to identify leveraged funding opportunities, resourcesharing, and networking opportunities.

- Chair meetings of the Internal Management Committee and attend meetings of the Research and Education Liaison Council, and provide information pertaining to C-FIR operations to these bodies at their request.

- Organize and chair an Annual General Meeting and an Annual Planning Session open to all C-FIR members to set strategic directions and goals.

- Organize an Annual Research Forum to allow C-FIR members to present their research to the full C-FIR membership.

- Develop charge out rates and policies in concert with the primary facility and equipment users.

6. **Internal Management Committee (IMC)**

0. *2.1 Preamble*

C-FIR is a University of Winnipeg initiative; consequently University of Winnipeg personnel are central to its operation and are endowed with a high degree of responsibility and oversight. The IMC will consist of 5 individuals. Committee members will include:

1. *2.2 Composition*

- the Director of C-FIR (chair of the committee),

- two University of Winnipeg faculty members from the natural sciences area who are members of C-FIR,

- two University of Winnipeg faculty members from the social sciences and/or humanities areas who are members of C-FIR.

Each of these individuals is a voting member. This distribution is designed to reflect the interdisciplinary nature of C-FIR and to provide a mechanism for promoting this interdisciplinarity. This Committee will have the authority to alter its structure by approval of a majority of the Committee and the Associate Vice-President, Research and Innovation.

IMC members will be appointed by the Associate Vice President, Research and Innovation, and each will serve a three year term.

5. *2.3 Responsibilities*

- Determining allocations of C-FIR space and resources based on requests made by Regular or Adjunct Members through the Director.
- Adjudicate applications from individuals for C-FIR accreditation or renewal as Regular, Adjunct, Associate and Partner Members.
- Review the membership of the Research and Education Liaison Council.
- Assign responsibilities for day-to-day management and maintenance of specific C-FIR facilities and equipment to Regular Members.
- Ensure that policies and management of the Centre via the Director and Research and C-FIR Management Plan and Structure 6 Education Liaison Council are consistent with the mandate and policies of the University of Winnipeg.
- Review and, if necessary, modify the C-FIR Management Plan.

7. *Research and Education Liaison Council (RELC)*

0. *3.1 Preamble*

C-FIR could not have been established without the foresight and commitment of our nonacademic partners. In recognition of the central role of the non-academic partners and their importance for developing cooperative research programs, C-FIR has established a Research and Education Liaison Council (RELC) to provide a mechanism for continuing opportunities for advice from, and to facilitate communications with, our major supporters and other stakeholders.

1. *3.2 Composition*

RELC's initial membership is the named organizations, which encompasses groups having an interest in forest research and education in the context of ecosystem-based management. The Council is composed of representatives from the following organizations:

- Louisiana-Pacific Canada Ltd.

- Manitoba Hydro

- Manitoba Conservation

- Churchill Northern Studies Centre

- Manitoba Model Forest

- Director of C-FIR

- Academic Liaison of C-FIR

RELC will be chaired by an individual from one of the external organizations. Full authority resides within the Council to alter its composition to include other individuals or organizations.

8. ***Academic Liaison of C-FIR***

0. *4.1 Preamble*

One of C-FIR's central tenets is the integration of C-FIR research with teaching. C-FIR works to be responsive to the career aspirations and opportunities for students enrolled at the University of Winnipeg. Success in this area is essential for the success of the Centre.

The Academic Liaison will work to ensure that the University of Winnipeg's Forest Ecology and Forest Policy and Management education programs are academically strong and that they evolve in a synergistic fashion with the Centre. He/she will maintain close contact with all C-FIR stakeholders and the larger University of Winnipeg community, will ensure that the academic integrity and freedom of the programs are maintained, and will liaise between employers and students. He/she will be an employee of the University of Winnipeg.

1. *4.2 Responsibilities*

- Provide information on the Forest Ecology and Forest Policy and Management academic programs to the Internal Management Committee and Research and Education Liaison Council on an as-required basis.

- Provide information, as required, to the Director of C-FIR on the Forest Ecology and Forest Policy and Management academic programs of study.

- Respond to advice and recommendations from the Internal Management Committee and Research and Education Liaison Council concerning the Forest Ecology and Forest Policy and Management academic programs.

- Work with RELC members to develop training programs for the member organizations, as required.

9. ***General membership of C-FIR***

0. *5.1 Preamble*

C-FIR brings together a wide variety of stakeholders involved in forest-related research to promote interdisciplinarity and innovative research. Individuals involved in forest-related research may be funded from traditional or non-traditional academic funding agencies, unfunded, or from non-academic institutions. Their commonality is a desire to gain access to C-FIR facilities, infrastructure, and the community of researchers. These individuals are assigned to one of four membership categories. These categories reflect the central importance of research in CFIR.

1. *5.2 Composition of Member Community*

The designations which have been developed for individuals who wish to acquire formal C-FIR membership are as follows:

- *Regular Members:*
 - This category will normally include University of Winnipeg faculty who are teaching in the Forest Ecology or Forest Policy and Management academic programs or doing forest-related research under the aegis of C-FIR.

- *Adjunct Members:*
 - This category will normally include researchers with a terminal degree in their respective discipline who are active in forest-related research but are not University of Winnipeg faculty. The intent of this category is to complement rather than duplicate the research expertise resident at the University of Winnipeg.

- *Associate Members:*
 - This category will normally include researchers who do not meet the criteria for Regular or Adjunct membership but who are collaborating with Regular or Adjunct Members. This category would normally include students, and individuals from external organizations.

- *Partner Members:*
 - This category normally includes other organizations such as funding agencies, industries, in-kind supporters, Afriends@, and other organizations and individuals who would not normally be eligible for the other member categories.

6. *5.3 Acquiring Membership in C-FIR*

Regular and Adjunct Members have voting status within C-FIR. These individuals are also eligible to nominate others for membership in C-FIR. Both individuals and organizations are eligible for affiliation with C-FIR. Nominations for membership in C-FIR will be considered by the Internal Management Committee which will determine eligibility and classification. All CFIR memberships will be reviewed and are renewable on an individual basis.

7. *5.4 Responsibilities*

All active researchers affiliated with C-FIR are requested to provide a brief annual progress report, or a final report upon completion of their C-FIR tenure, to the Director who will integrate this information into the Centre=s ongoing reports on activities.

All C-FIR members are eligible to attend the Annual General Meeting of C-FIR and can request additional meetings through the Director to address issues of general concern. In addition the Director will organize Research Forums or other outreach activities during which all C-FIR stakeholders can learn of the various research activities being undertaken by the general membership. These events are also designed to promote employment prospects for students involved in forest-related research with external organizations.

Regular members will assume primary responsibility for the maintenance and upkeep of selected areas within the C-FIR research complex. These responsibilities are assigned on the basis of primary usage. In addition, C-FIR research equipment will also be assigned to primary users who are responsible for developing charge-out rates sufficient to ensure continued maintenance and functioning of the equipment as well as eventual replacement and future upgrades.

C-FIR does not have an in-house peer review process for publications which may arise from research undertaken by Regular, Adjunct, Associate or Partner Members. In order to preserve the integrity of the Centre all publications which are not peer reviewed and in which the authors explicitly cite a C-FIR affiliation must be

accompanied by the following disclaimer: " *The results and conclusions in this publication are those of the authors, and no official endorsement of the University of Winnipeg's Centre for Forest Interdisciplinary Research is intended or should be inferred.*"

8. *5.5 Benefits of Membership*

Regular Members of C-FIR will have priority in the use of C-FIR facilities and research equipment at charge-out rates which will be determined by the principal users of the various CFIR facilities and equipment in cooperation with the Director. C-FIR will endeavour to provide access to the facilities and equipment at the lowest possible cost for RELC member organizations. C-FIR members can also capitalize on their C-FIR affiliation and the availability of C-FIR's infrastructure for securing research funding. Grant applications which specifically cite C-FIR affiliation should ideally be reviewed by the Director prior to submission to provide an opportunity to identify synergies and compatibility with C-FIR management principles. (Note: In accordance with University of Winnipeg policies, all C-FIR funding applications, whether grant or contract, must be reviewed and signed by the Associate Vice-President, Research and Innovation).

10. ***Associate Vice-President, Research and Innovation***

0. *6.1 Preamble*

The Associate Vice-President Research and Innovation of the University of Winnipeg has overall responsibility for ensuring that the Centre functions within the guidelines of the University and policies established for the operation of Institutes and Centres within the University of Winnipeg.

1. *6.2 Responsibilities*

- Appoint the Director of C-FIR for a minimum three year term (subject to annual reviews), with advice and input from the Internal Management Committee, the Research and Education Liaison Committee and the members.

- Work with the Director to address external (e.g., University level) issues which may impact on the Centre and its operations.

- Direct an annual performance review of the Director.

- Appoint members of the Internal Management Committee for minimum three year terms,

C. OPERATION OF C-FIR

11. Use of Centre Facilities

Situations may arise where both facilities and equipment will be oversubscribed. In order to minimize such conflicts (and to provide an additional incentive to seeking C-FIR affiliation), a hierarchy of users has been established. Primacy is given to University of Winnipeg C-FIR researchers. The charge-out rates for the usage of facilities and equipment are based on projected operating, maintenance, and replacement costs for equipment and the facility. Charge-out rates for usage of facilities and equipment for the C-FIR founding partner organizations will be similar to those for University of Winnipeg researchers. Charge-out rates for the other categories of users are designed to provide a revenue stream sufficient for equipment and facility upgrades and administrative costs associated with the operation of the Centre.

12. Operating Funds

C-FIR does not provide operating funds to researchers. All researchers are expected to secure their own operating funds for research. Researchers are strongly encouraged to work with other C-FIR individuals and the Director to identify additional funding sources or opportunities to recover overhead and maintenance costs associated with the Centre.

C-FIR may, from time to time, seek funding to enable specific individuals to work out of the Centre. The Centre may also seek external funding to hold research competitions in designated areas of interest and to fund specific research activities. These initiatives would be approved by the Internal Management Committee with advice and input from the Research and Education Liaison Council.

13. Meetings

The Research and Education Liaison Council will meet periodically, on an as-required basis, to provide advice and guidance, to be updated on Centre operations and programs, to attend to other business as required, and to address issues regarding Council operations.

The Internal Management Committee will meet at least annually to discuss issues and activities of the Centre pertinent to the University of Winnipeg and other matters as outlined in the mandate of this Committee. In addition, an Annual Meeting chaired by the Director, will be open to all C-FIR affiliated members. Minutes arising from the annual meeting will be available to all affiliated members.

For further information on C-FIR contact:

Director

Dr. Ryan Bullock

(204) 988-7594

r.bullock@uwinnipeg.ca

About Us

C-FIR is a research centre at the University of Winnipeg dedicated to the development of interdisciplinary research, education, and training in the areas of forestry, forest ecosystems, forest values and the human uses of forests. The intent is to assist all forest stakeholders to reach the goals of ecosystems-based forest management. C-FIR focuses on understanding the evolution of today's forests, the current conditions of the region's forests, the values of the public and special interest stakeholders for the forest, and using past and present information to assist in understanding future changes and impacts to the region's forests.

Last Updates

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