

Research Centre Position of this

the interdisciplinary and issue focused research we have described earlier). We also need to be able to realistically address the interests of divergent communities, such as the university, action oriented women, and perhaps women making their living by providing various types of services to women.

I want to keep this short, to provide only a possible discussion outline for us. So I better get away from the word processor!

Marilyn
Sept 16.

Chris & Family
at Vinton

"Research" models - as case studies -

Groups involved - possible for research -
(tentative commitment to a project).
(already a projects) - brief writing.

* Dyads - doing preliminary work - 4 examples -
(examples not projects)

Then to structure -

(sharing + trouble solving)

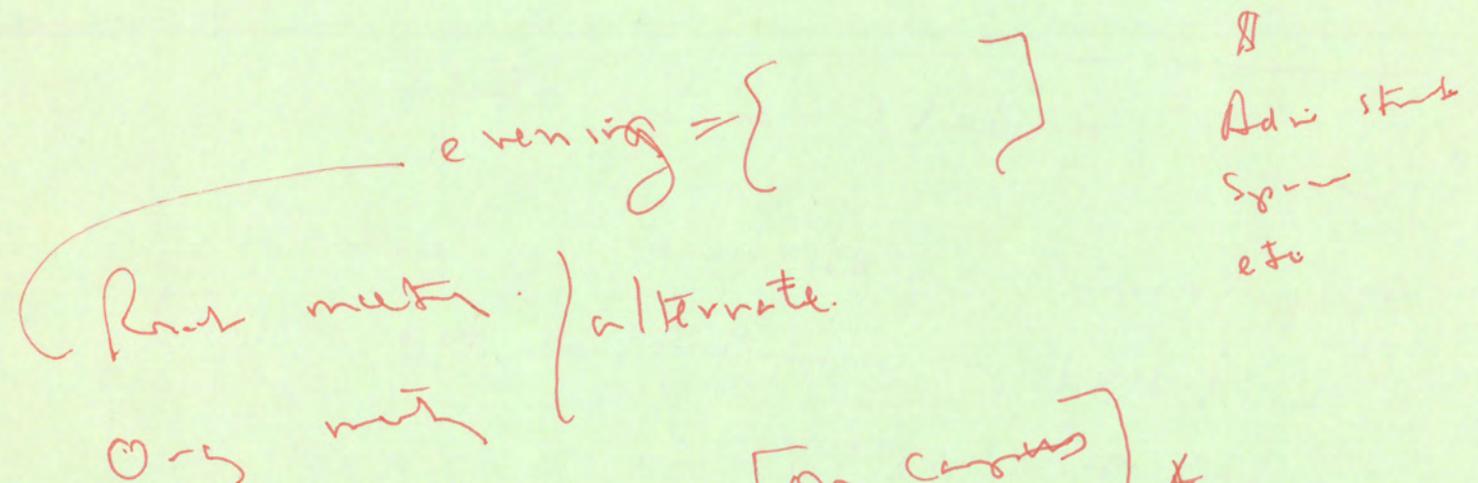
- a) What's your project - why is it not
- b) How? -

Developing models - methodology

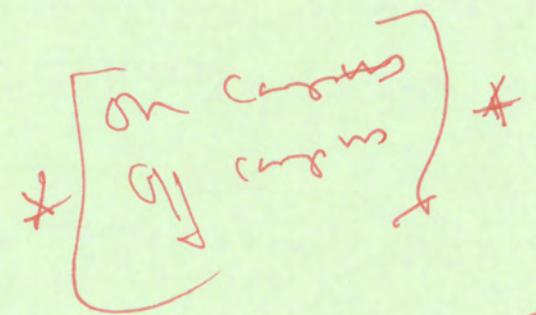
Ask Peter

The Center - the work this year. -

- Brief writing - for the community -
- Dyed work - get on E it -
- Work done research
 - utilization
 - form if not utilization
- print their research



Org meeting -
Dyed meeting - Oct 22.



→ Chem. Free. ←

(Complete copy)

FEMINIST RESEARCH INSTITUTE COMMITTEE

Preliminary investigation of possible legal and administrative structure for Feminist Research Institute at U. of Alberta, March 1987.

During January and February I contacted a number of people and organizations involved in some way with university research institutes. Most of the information I gathered has already been incorporated into the Feminist Research Institute proposal. This summary I hope will give you a sense of the prevailing knowledge out there about ^{establishing} institutes - there isn't very much. There are no manuals and few written rules - just the experience of the people involved. The list of people I contacted is included below. I have hesitated to connect direct quotes with specific people, at least in some instances, because of the possible sensitive nature of the information.

PERSONS AND ORGANIZATIONS CONSULTED:

Calgary Methodology Conference:
Naomi Black (York U.) Maggie Benston (SFU)
Jennifer Waeti-Walters (U.Vic) Jeanne Lapointe (Laval U.)
Marsha Hanen (U. of Calgary)

U. of Alberta:
Margaret Clarke - Associate Director, Fund Development Office
Ms. F. Watters - Executive Assistant to VP Academic
Ilze Hobin - Admin. Assistant, Population Lab
Dr. Boberg - Director, Institute for Stuttering Research
Prof. G. Field - Institute of Law Research and Reform
L.P. Mos - Director, Institute for Theoretical Psychology
Laird Hunter - Lawyer, familiar with Legal Resource Centre
Admin. Assistant - Canadian Institute for Ukrainian Studies
Dr. J.P. Das - Centre for Study of Mental Retardation
Dr. Norah Keating - Director, Centre for Gerontology
Marg Gardiner - Associate Director, Research Services
Accountant, Office of the Comptroller, Special Funds
Coordinator - Management Advisory Institute
Marg Gardiner - Asst. Director, Office of Research Services
Mike Percy - Director, Western Centre for Economic Research
Bob Armit - Director, Office of Research Services
Anita Moore - Administrative Assistant, Boneal Institute
Dr. R.D. Steadward, Director, Research and Training Centre for the Physically Disabled

Government:
Consumer and Corporate Affairs, Alberta Corporate Registry
Revenue Canada, Non-profit organizations section, Ottawa

SUMMARY OF INFORMATION, SUGGESTIONS AND QUESTIONS:

The women I approached at the Calgary methodology conference expressed a consensus that there is no information available on setting up research institutes, and no ideas anywhere on the best legal structure to pursue or what problems to prepare for. 'We need someone to research and write it up for a women's journal' they said. Now, several months later, I feel we are only at the beginning of the process. We are still discovering new and essential questions. It seems that we will draw up the best procedure and structure for a Feminist Institute by trial and error, working on it as we go (and hopefully documenting the process as much as we can).

The problem is partly the number of individual differences among institutes, so that devising rules to apply to all would be difficult; and partly that the university is still somewhat of an anarchistic system, in the sense that people within the system try to keep it working as freely as possible. At this point in time there are very few rules regulating the creation of institutes at U. of A.

There are about 70 centres and institutes at U. of A, no one knows exactly how many, and clear accurate information about them is hard to come by. It seems that once an institute has been established or incorporated, how it was done becomes irrelevant. Research Services is just now sending a questionnaire to those known to try to find out about their funding and endowments, among other things. (Marilyn has a copy).

Approximately five of the approximately 70 institutes at U. of A. are separately incorporated under the Societies Act or under the Old Companies' Act, Part 9. Most of these institutes have a fee-for-service component. The Corporate Registry tells me that under the Societies Act you are eligible for grants and charitable donations once you have obtained your charitable number from Revenue Canada. Every year you must file an annual report and audit. The advantages are that the Act provides liability protection for members, makes it easier to get licencing for bingoes and casinos, and allows you to hold land in the province. Getting the required documentation approved takes about 6 months. If registered as a Society, we would be able to use the U. of A.'s charitable number, although this policy may be changed at any time.

Each centre and institute has a different purpose, and different fund raising procedures. Many were established in the 1960's and '70's when funds were plentiful. Most institutes are not registered as separate non-profit corporations or societies, but are rather attached to and funded by their own departments, (for example several centres in the Dept. of Sociology).

The Calgary women suggested that fund-raising is pivotal. They gave me the example of the fund raiser for the SFU Women's Studies Chair, who managed to find a wealthy family who wanted their mother's name associated with Women's Studies. The huge donation solved major financial problems in a hurry (this family was either the first or second family approached). This kind of historical research on families in Alberta may be an important immediate task for our committee. Someone suggested asking advice from a woman lawyer who works for the Canadian philanthropy Journal.

A common recommendation from a variety of sources is that we should take on one project to establish credibility and do an extraordinary job. Some suggested one project that would attract funds is a Journal, another suggestion was a study on why women don't make applications for patents. U of Western Ontario recently received a \$250,000 grant for a thesaurus computerization project - similar to the project at the Women's Program Centre. Everyone agreed that it is a good time to apply for funds for women's studies, and to look at the broadest possible range of funding. Many grants are "enabling" grants - for example you can apply to the federal department of Communications for grants to set up computer systems. (An Office of Administrative Services hook-up costs about \$2000 and can access OAS and MTS. IBM pc's can be plugged into OAS to do print-outs.)

We need to examine possible funding sources more closely - perhaps look at MAPPs (Manual of Administrative Policies, Procedures and Services), as well as lists of funding possibilities in Research Services and elsewhere. (The Women's Program and Resource Centre has a list, and someone also suggested we could get advice from Meekison's office). The best people to talk to are probably the admin assistants who do so much of the paper work associated with grants.

Research Services is the "pre-award" office, Special Funds, in the Comptroller's office, is the "post-funding" office. Research Services distributes books on funding, they publish "Research Notes" for faculty, they receive all grant applications for approval, they do contract negotiations, and administer the Central Research Fund, (general grants

and endowments such as from NSRC or SSHRC). They also compile statistics, do surveys, and grant awards, (see MAPPS print-out).

The university must recover some of the direct and indirect costs of research - just like any other institution. - for example for use of equipment, facilities, special funds, administrative costs, and paper work.

Funding cuts can be from 0 - 65% on contracts, usually 65% overhead on salaries, and 30% on all else. Many contracts can be negotiated with the funding body. If your contract is for \$25,000, and your payroll is \$10,000, you add in \$6,500 of overhead when you are calculating or bidding on the contract - bringing the total to \$31,500.

The financial structure for handling the account can be through several different "55" or "59" accounts.

Note: Our institute will need a full time faculty member to act as the signing authority for the various accounts and to be responsible in case of over-expenditure.

The university does not usually take a cut off the top of endowments.

The university also takes no money off the top of "pure" grants. But most funds are contracts with an overhead policy. Other funds are 'quasi' - in the middle - and are negotiated. One way some institutes have avoided administration cuts is by having a "friends of" society attached to their centre. We could find out about the legal personality of these groups - someone suggested asking Ring House and the Botanical Gardens people.

It appears that some institutes get large grants every year from government departments such as Advanced Ed, Career Development and Employment, (etc) but that the U administration can take a large proportion of this money every year for base budget money. The theory is that in the 'good' years the institute will get this money back. Some say the five largest institutes on campus take up most of the administrations' time and money, and they make it difficult to compete for funds. (I don't really understand this, Marilyn could explain it). It seems obvious that the trick is to attract grants that are not treated as part of the U operating expenses. (Somehow)

The funding sources we intend to tap may affect our decision on whether or not to be incorporated independently.

The Corporate Registry can not offer advice, "you must ask a lawyer to decide what's best for your particular institute, based on the Acts."

The Old Companies' Act - now deleted, except part 9 - is for non-profit companies (such as golf clubs and curling associations). It gives limited liability to members by guarantee or by shares, and any money goes back into the goals of the organization.

The Business Corporation Act is for limited companies - for profit only.

It is clear that we can incorporate at any time should circumstances arise that indicate it would be to our benefit. Right now it seems better to stay within the university structure.

The arguments for staying within the university structure include: access to the university's Revenue Can. charitable number; the possibility of obtaining space and some facilities from the university; the comptrollers' Special Funds office would manage all accounts (you need an internal audit and an annual report if you are a society); and the VP that you report to is also a member of your board and can be consulted at any time. As far as I can discover the only university requirements for institutes have to do with following general university policy and general hiring practices and salary levels, and, of course, the financial 'donation' off the top of grants and contracts for administrative purposes. A major purpose of the university is to stimulate research, so theoretically they will help in any way they can.

Meg Clarke of the Fund Development Office advises us to be conservative and stay well within the university structure, although there is nothing in the guidelines saying that we shouldn't be registered as a society.... 'the only advantage to being separately registered is to be able to hold bingo's and casinos'. She urges us to set up a fund-raising advisory committee (composed of community leaders with access to money) in order to try to get an endowment established - as soon as possible. She stresses the importance of speed here since no one knows how long money will be available for matching grants. The Fund Development Office will handle all the paper work, attend our meetings, check on our proceedings, make appointments, write letters, brochures, and help as much as they can. (It's not clear how the decision is made re which groups the Fund development office will support). The Fund Development Office has only been operating for 3 years.

Meg Clarke was very enthusiastic about the possibility of coordinating with U of Calgary. 'Since we need to get all our funding out of Alberta, competing programs may "doom us both'. It is important to remember that no government funds can be matched.

(Critics of the Fund Dev. Office say that although the office can offer helpful advice, it often works too slowly, and many directors prefer to do their own fund-raising to speed things up).

I was able to track down 2 institutes which had been incorporated under the Societies Act. Both have a fee-for-service component (providing services to the public) - and both were experiencing problems.

One was incorporated as a non-profit society a few years ago on the advice of their lawyer. This medium-sized institute wanted to try to be independent and affiliated. The director met with most of the top administrators and none expressed reservations. Then he wrote the first draft of bylaws and the lawyer wrote the final version. It was called a 'text-book' institute, they were doing everything so correctly. Only recently have problems begun to surface (brought to their attention by an accountant from the Comptroller's Office). Some of these problems have to do with pension funds, some with staff benefits, and the others I have been unable to clarify. The director is optimistic, however, and believes that it's just a matter of lack of coordination and that the senior administrators will get together and straighten it out.

He also says that being a society has been an advantage overall - especially since they have complete control of their budget and hiring and have their own separate board of governors. Being independent of the U. administration means they are not subject to university cut-backs, salary guidelines, and having to report to a VP. They were told they would qualify for matching grants, and funds would be handled through Special Funds - but this may be another problem area since a large grant has recently been refused matching funds.

Another institute with a fee-for-service program is also having problems. This one was registered (since 1976) as a non-profit society, although within the university structure as well. They are just now being reclassified by the U. administration. They aren't sure what they'll become, but they are sure they'll lose all the staff benefits previously

and was able to secure a permanent grant of 'outside' money to cover operating costs. Now they are looking at creating an endowment (they need to raise \$1 million and match x 2). One concern is that there is only \$80 million in the endowment fund for all post-secondary institutions and U. of A. should only receive \$2 million - which doesn't seem quite enough to go around.

Bob Armit, Director of the Office of Research Services reminds us that U of A has 1700 professors, 88 departments and 18 faculties, all looking for grants and contracts. He says that Research Services can give no clear directions, it is up to a lawyer to help us determine which structure is best. He suggested that we look at the Boreal Institute as the institute whose goals most approximate ours (it has a mandate to argue, lobby, do contracts and receive grants with the goal of enhancing the north, much as we would like to enhance the position of women). It also has a community board structure and obtains grants in many different ways.

Armit encourages us to "be simple", to lay down basic objectives and test them for two years, and to ask research proposals to come through the institute (signed by the appropriate dean). "Get going ... and expect to change".

The Boreal Institute is organized as an ID department of U of A, it is not incorporated, and it has a mandate for research and community service going back to the early '60's. 50% of their budget goes to their library, the rest is divided between researchers and administrative staff. They can have up to 100 Researchers working at any one time. Then there are the Research associates - paid by the Boreal to provide seminars, but basically doing their own research; and the Visiting researchers who work at the Boreal and use it as an umbrella to apply for grants, and the Adjunct researchers who work elsewhere but are formally appointed to provide seminars. They receive some space and secretarial support.

The Boreal board is composed mostly of academics with a few people from the community. It is strictly an advisory board. There are smaller sub-committees to judge each project on its' scholarly merit, although the director has the final authority. The admin assistant looks after the day to day functioning and is responsible for examining everything in regards to the budget, facilities and staff.

The Boreal publishes monographs, an annotated bibliography and a monthly bulletin, but not a journal.

I guess that just about covers it. There are a few more things I intended to check into but ran out of time; they include :

- more detail on "friends of" societies - their legal structure;

- further clarification of accounts necessary for grants and contracts. Does the comptrollers office really require a different account for each grant?

- details on any possible funding sources;

- clarify what happens to the interest accruing on any accounts (Armit says not to worry, this is not a big ticket item);

- how much creative freedom can we have - is this ever a problem?

(the end)

Hay P.

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- 4.1. Research Methodologies

Marilyn: I think you said you wanted this back. Could you run a copy off your printer sometime for the files? The copy I have seems slightly different than this one.

Also, I officially starting working for the committee on the 16th or 17th, not the 1st, because I ~~thought~~ didn't get the form in 'till around the 15th + ~~you~~ I would had to have ^{had} my paysheets in by the 17th + I didn't think the comptroller's office would be able to move that quickly! What a long story - I just wanted to let you know.

Leslie.

P.S.

Could you please sign the 2 Petty Cash Vouchers + return them to me. I like to have about \$40 on hand for stuff like coffee, Letraset. I used to ~~just~~ reimburse myself with a Cheque Requisition Form (I think) but this should be more efficient. Thanks

Institute Director
 - level -
 * New Ph.D.
 [Instead of long term thought]
 * Psychology
 * Commit Resonance.
 * [advanced degrees]

10

18

Sherry Moses
 Gert MacEwan
 Reading Feminist Together
 [Write something in]
 * Co Sponsorship
 → Research Talk
 → Speakers

* Jean Forrest X
 Carl Rubin

Conservation copy

1. Introduction

1.1. Purpose of this Document

This document will present a proposal for the establishment of a Feminist Research Institute at the University of Alberta. It is written as a discussion document for the Coordinating Committee on Women's Studies, but the intention is that the final draft will first of all function as a proposal to the administration, and secondly as a guiding document for the scholars who become involved directly in the institute. It may also function as a background document for fund-raising.

As a discussion document, it should be recognized that all aspects of the proposal are tentative, being presented here for further exploration and development. But the underlying principles of the proposed institute are believed to be consistent with a feminist research institute, and a feminist research institute is assumed to be something somewhat different than an institute doing research on women or gender. Although we will define feminism for the purposes of this document and the institute, we will not further emphasize "the differences" among the various research models. Rather, the attempt here will be to spell out a vision of a research institute by describing what it might be and what it might do, not those things it will not be and will not do.

1.2. Definition of Feminist Research

We would argue that the most basic definition of Feminist Research is that it is research for women, rather than research on women or by women. This implies a clear recognition of a value orientation, an orientation to improving the situation of women in our society and in the world community. However, it does not necessarily imply only applied research. Much of the feminist research which challenges existing models of knowledge in the university and proposes alternatives to those models is clearly research "for women" even though it occurs in philosophy or literature or theology or other fields of primary knowledge.

Further, in that it is research "for" women rather than "on" women, feminist research may include analyses of political institutions, economic structures, ecological relations, or dozens of other phenomena which impact upon women. It differs from other research in these same areas by the constant question, how does this phenomenon or current knowledge about it affect women? Or how is this phenomenon experienced by women?

There is, however, I think one other assumption which underlies feminist research which should be made explicit, and that is that as such research develops it will benefit women, men, and children, not "just" women. Thus, the current focus on

the experience of women which underlies feminist research assumes an existing male-bias in knowledge systems which will eventually be transformed. That male-bias cannot be transformed by pretending it does not exist, but will only be transformed by the long-term development of female-centered knowledge systems.

Margarit Eichler's description of feminist approaches could provide a more detailed definition of feminist research:

"AT THE MOST FUNDAMENTAL LEVEL, FEMINIST SCHOLARSHIP IS COMMITTED TO UNDERSTANDING AND IMPROVING THE SITUATION OF WOMEN. IT STARTS FROM THE PREMISE THAT ALL SCHOLARSHIP IS NECESSARILY VALUE-ORIENTED AND THAT MORE OFTEN THAN NOT A LACK OF FEMINIST CONSCIOUSNESS RESULTS IN SEXIST THEORIES AND DESCRIPTIONS. IDENTIFYING AND CRITICIZING SEXIST ELEMENTS IN THE EXISTING LITERATURE IS THEREFORE AN IMPORTANT PART OF FEMINIST WORK. ONCE A CRITIQUE HAS BEEN ACHIEVED, AND BASIC DATA HAVE BEEN COLLECTED, NEW CONCEPTS AND MODELS ARE CREATED, EITHER TO EXPRESS FEMALE EXPERIENCES, OR TO ENCOMPASS THE EXPERIENCES OF BOTH SEXES. THE LATTER CAN ONLY BE ACHIEVED AFTER THE FORMER HAS BEEN PARTIALLY DONE. IN EITHER CASE, FEMINIST WORK EVENTUALLY GROPEs TOWARDS A NEW EPISTEMOLOGY WHICH ALLOWS FOR THE ADEQUATE UNDERSTANDING OF FEMALE AND MALE LIFE" (1985:624).

Eichler here refers primarily to her own discipline in this description but feminist research and analysis not only critiques knowledge within disciplines but transcends the boundaries of disciplines. Eichler argues that this is so because feminist research by necessity blurs disciplinary and sub-disciplinary boundaries. This happens because such research is typically issue-oriented, its problems derive from the experiences of women rather than from the problematics of the disciplines. Eventually discussion around several critical issues influences various disciplines, even though the impetus for the intellectual work does not originate within them. We consider this notion also, the notion of interdisciplinary research grounded in women's issues and experiences, to be an essential aspect of feminist research.

Given this understanding of feminist research, there are no discipline boundaries to the work nor limitations to doing collaborative research with feminist oriented women's groups in the community or with other universities. The limitations relate to the overall orientation defined above, a methodological stance which is appropriate to that orientation, and a genuine research problem. A genuine research problem is defined as a problem which can be addressed by the development or clarification of knowledge. The methodological issue will be addressed in somewhat more detail in the section below entitled Research Agenda.

1.3. Outline of the Document

This will be a lengthy document, because it is necessary not only to develop a detailed picture of the institute and the research that would be done under its auspices, but also to describe the administrative and financial structure of the institute. The next three sections will discuss the rationale for such an institute; specific research objectives which flow from the rationale and the definition of feminist research; and a possible research agenda and implied research methodologies.

The following four sections will describe in some detail the institute as a formal organization which utilizes space within the university. These sections will address the nature of boards and decision-making structures within the institute, the kind of space and facilities which is needed to ensure the work of the institute can be done, and possible ways of financing the institute within the University.

The final three sections will address a number of miscellaneous points. A possible time-line and procedures for phase-in will be identified, there will be a proposal for naming the institute, and some concluding remarks will be made about the possibilities of transforming the image of a research institute into a reality. In this section we will try to confront realistically the problems which might arise, and hopefully in discussion we will see if these imply modifying the overall proposal in any way.

2. Rationale for a Feminist Research Institute

Feminist research and research in the general area of women's studies has developed rapidly in the last fifteen years, but academics at the University of Alberta have not made the contribution of which they are capable. There are a number of women scholars here with an interest in the area of study, indicated by their willingness to teach graduate and undergraduate courses even when such courses constitute extra loads, by supervision of graduate theses in which the work is primarily feminist, and by a few publications, but on the whole our contribution to the literature is not significant.

In this same time period, feminist research and knowledge has expanded at an exponential rate. Margrit Eichler's (1985) analysis of feminism and sociology points to an impact of feminist researchers on the analysis of housework, the analysis of paid and unpaid labour, and on the analysis of the labour market itself. She also notes a reconceptualization of the phenomenon of rape, a reorientation in our understanding of incest and wife battering, a shifting in our understanding of the variables of sex and gender and an associated reconceptualization of the reproductive functions of men and women. From this beginning she proceeds to list

a number of other areas of sociological knowledge which have been influenced by feminist research.

Eichler's analysis is particularly interesting, because she herself has made a major contribution to these changes in sociology (along with Dorothy Smith and Mary O'Brien). We would argue that one reason this has been possible is that these three scholars work out of the same institutional structure (the Ontario Institute for Studies in Education), that this institution which provides only graduate education is in fact a major centre for research, and that the divergent methodologies and theoretical orientations of these three scholars is brought together in a way which greatly enriches the contribution of each of them because of a specific institutional structure and a shared commitment to feminist research. We believe that a research institute at the University of Alberta could similarly motivate and support ground-breaking research in women's studies, but could go beyond the model of OISE by drawing on the potential for interdisciplinary work at this University.

Because of the need to develop interdisciplinary research in women's studies, such an institute would be based on ecological relations somewhat different from most research/collegial social relationships. That is, in traditional discipline and problem-oriented research, a scholar selected a very small area of study and is likely to be the only scholar within her university doing that work. Consequently she builds relationships nationally and internationally with those few women and men who are doing work related to her own, and she has few academic or intellectual relationships with others in the university.

The ecology of an interdisciplinary women's research institute should reverse that pattern. The diversity would be based not on geography but on topic, and the unifying factors would be spatial proximity and an overall shared orientation to research which will be done on behalf of women. It is believed that a well-planned institute could create the same atmosphere for intellectual support in interdisciplinary work that the traditional pattern creates within narrowly defined intradisciplinary work.

3. Research Objectives of the Institute

We propose then that the University of Alberta establish a Feminist Research Institute to enrich and facilitate the work of scholars in women's studies on this campus and to facilitate collaboration between academic women and community-based women in the development of knowledge. The institute would have the following detailed objectives:

- a) To provide a base for interdisciplinary feminist research.

b) To contribute to the building of an interdisciplinary knowledge base in women's studies, especially on topics particularly pertinent to women of Alberta or Western Canada.

b) To provide a home for visitors engaged in women's studies research (for example, academics on sabbatical or study leaves, independent researchers on research grants, researchers involved in large-scale projects for community groups)

c) To provide a locale for academics and women's groups in the community to be mutually supportive in relation to women's research.

d) To make available research results, especially to those involved in university teaching and to community women's groups.

e) To provide a structure for receiving funds for women's research.

4. Research Agenda

Although the exact program by which these objectives might be achieved will vary, depending on the funding and the researchers who become involved in the institute, we would like to describe here some possible ways in which a research program could evolve. A specific research agenda (in the sense of topics for research) would not be set out in advance for the institute; rather associates of the institute would bring their individual and existing women's studies research interests into the institute.

An initial project might begin with any researcher, so it could be in medicine, nursing, law, science, literature, psychology, or in applied concerns related to rape crisis centres, battered women's shelters, women and pensions and so on, but a formal process which encouraged other researchers to become engaged in the topic would be institutionalized. There are a number of possible ways to accomplish this.

One procedure would be to share research topics and progress in an internal institute seminar, perhaps weekly or bimonthly. As individual projects were

completed and new ones being developed, associates would be encouraged to discuss them with colleagues, to search out possible interdisciplinary cooperation and/or to seek collaboration with women's groups in the community. The "critical mass" for intellectual work can be extremely small, two or three scholars rather than many, but an institutional structure which makes it possible for those two or three scholars to find each other within the University can make the difference between little research and publication and a great deal of research and publication.

A second procedure would be to have researchers discuss with other associates why this subject or topic was a women's studies topic, rather than one which could be carried out more effectively strictly within the researcher's academic discipline. It is in such discussions that the definition of feminist research would be constantly elaborated and refined, to provide a guiding framework for work done within the institute whilst avoiding a dogmatic monolithic perspective. Within such discussions the researchers might decide that the work raises no issues pertinent to feminist analysis per se and would be better located within an academic department, or that the issues raised seemed to be central and strategic for feminist analysis and the institute would be willing to put its name on the work. Some pattern such as this would make it possible for the institute to make distinctions between research done on women on the one hand and feminist research on the other, and between being simply a support group for women academics and developing a set of intellectual relations which facilitate feminist research.

But it would also inevitably raise questions of the relationship of the research to the field of women's studies and to related research questions which might be addressed by others working in the institute. For example, Michelle Harrison discusses PMS as a complex of symptoms related to women's menstrual cycle, but in her discussion she makes it quite clear that we do not know the relationship of PMS to social structure, for cross-cultural studies on menstrual cycles are extremely rare. That recognition which pervades her work, the recognition that physiological phenomena may well be deeply embedded in the gender structure of societies characterizes her research as feminist. It does not characterize it as interdisciplinary, for she herself focuses only on the medical aspects of the syndrome. In an interdisciplinary women's research institute we could work to bring her insight together with the research of sociologists and anthropologists into gender structuring and its impact on physiological phenomena. Such work does not necessarily require international research, for it can be done by research with women from religious enclaves such as Hutterites, women from various classes, and with women from minority cultural groups, to suggest but a few examples.

This is only one example, but medical examples abound (the psychological impacts of being a DES mother or daughter, the resistance of the medical profession to the recognition of the candida albicans syndrome until long after it was recognized by women's health collectives). Other examples are implied in the discussion of Margrit Eichler's work above, the literary criticism done by Professor Spivak, and the psychological analysis of women's cognitive and moral development done by Jean Baker Miller and Carol Gilligan.

Overall, it would be desirable for research done in the institute to be research not easily done elsewhere in the university. The two examples here, of interdisciplinary and community-based research, are both good examples of such research. However, I would like to propose three slightly more detailed examples to indicate what such research might look like.

a) For the last few weeks Shirley Neuman has run a series of feminist seminars called "reading texts" in the English Department. Although her intention was, I think, to address that as an English or Literature topic, I would like to suggest that the title could in fact refer to much more widespread feminist work. (I have not asked Shirley's permission to borrow this idea, but I don't think she would object). That is, within every discipline, be it Zoology, or Sociology, or English, or Law, or Engineering, one of the first levels of feminist criticism is directed towards existing written material. I think it might be possible to develop a long-term series of papers which would discuss "reading" within all the disciplines of the university, and from that to develop generalizations which would be truly interdisciplinary.¹

b) I would suggest that at present we might add to this a "learning from experience" research project, the notion of action-research that is reasonably well-developed in CRIAW, as a means of having a second major project that would involve community women. It would be particularly easy to develop this around health phenomena or political action.

c) We should add at least one project which clearly displays certain types of social relations as a natural part of the research. For example, I will be doing work on native women, schooling, and employment throughout my sabbatical year. As I begin that work I expect to include four or five Indian women doing graduate work in native education as part of the research team. They may be advisers, or a monthly forum for discussing the research as it progresses, or they may become

¹ We could extend this type of work to "interpreting experience", perhaps to "understanding what you hear" and maybe "reading images". The first would imply incorporating praxis or social action into a developing knowledge system, and the second might relate more to conversational analysis and oral media, and the third to the visual arts and image-based media.

more active. The intention is that they will be "collaborators" and as such potentially change the methods, the data-collection, and the interpretation of results.

d) I still rather like the idea of a women and politics in Alberta research focus. I think it would be a good idea to look seriously at the "famous five", but many other types of political involvement could be considered. It may well be that treating this as learning from experience might be useful. It would be difficult to do the suffragette movement in Alberta without taking into account the three prairie provinces, and that might be another direction to go with that work.

e) In a meeting which I was at recently women in community groups almost pleaded with me to see that a research institute such as this could be an information gathering resource for them. They constantly find themselves writing briefs, analyzing women's issues, responding to media statements, and so on, and they at times feel a desperate need for resources in this area. I would suggest that we consider some function like this, not as a resource centre which already exists in the Faculty of Extension Women's Program, but as a possible way of introducing undergraduates to research. Related work could also be done as graduate students' papers, and academics doing research may find at times that simple information documents flow out of their presumably much larger projects.

The point is not to argue here for any specific research direction, but only to indicate that feminist research which (by definition) orients to understanding the social location of women with the purpose of changing that location, can easily incorporate a wide variety of research topics and enrich them through interdisciplinary work. For that reason it is possible to begin with the interests of existing feminist scholars and students on the campus, and the concerns of women in the local community, and build a research agenda through enhancing their work.

4.1. Research Methodologies

Ursula Franklin argued while she was here that the most essential aspect of feminist research is that it continually takes context into account. That is, it is unlike analytical research, or the standard model of science, in which phenomena can be understood in terms of models which consist of ideal or logical relations. Although I think this set of ideas is not unique to feminist work, I believe that Franklin is correct in that observation, and the implication is that methodologies must continually make it possible to address context.

She further remarked that, given the well-developed nature of quantitative methodologies in the sciences, and their basis within rigid disciplinary

boundaries, alternative methodologies based in multi-disciplinary work will initially seem inadequate to many people. She suggested some of our most important work may well be in clarifying and developing those methodologies as we do our work. Thus, for example, when we begin a project the methodology might not always be clear, but it would then be essential to bring the methodology into focus before the work was completed and to make that a major topic for discussion.

Finally, the notion of action-research has been referred to above, as has the concept of collaborative research. Each of these need to be spelled out in more detail, but I would suggest that both of them are integral to feminist research.

Beyond that, many of the methodologies available to other researchers are available to feminist researchers. However, there is a much sharper view of the "subject" of the research as also a participant or collaborator in the research, an epistemology which denies that "doing research on women" is acceptable work.

5. Structure of the Institute

5.1. Administrative and Working Organization

Given the above description of the work of the institute, what organizational structure would be most able to accomplish this work? We would suggest two major components to that structure, one which might be called the purely administrative structure and the other the working structure for researchers. The first is envisioned as an administrative support structure for the researchers and a formal line of command or authority within the university, the second as the decision making and intellectual facilitative structure of the institute.

In the first structure we would propose a board of directors with minimal terms of reference. Its primary tasks would be to ensure that the institute as a physical plant was kept operating, that an adequate budget was developed and followed, that additional funds (both from within and outside the university) were sought to ensure the work of the institute, and generally to oversee the research institute as a functioning administrative unit. Such an administrative board could be quite small, consisting of three or four people within the university who were committed to the institute and who had some competence to address the above terms of reference. This board would report both to the researchers (or more accurately, keep them informed of the situation vis a vis finances and so on) and to the vice-president academic or research. The only employee of the board would be an administrative assistant who would carry out the day to day work related to the above terms of reference; she would also have responsibility to the researchers.

This board would initially be created as a fund-raising board, and in that capacity it would have slightly different membership than in its final form, for it would need more community membership if its primary task was to raise funds. Attached to this board should be a number of honorary members who would be women recognized in the community and willing to associate their name with the institute. This could include women like Doris Anderson (an alumni), Helen Hunley, Mary LeMessier, Betty Hewes, Jan Reimer, Jeanne Sauve, Rosemary Brown, Jenny Margetts and so on. It is partly accidental that I have identified mostly women in politics in this list, and partly not accidental in that the intention would be to identify high profile women and women in politics are more likely to fit into this category.

The second structure would be the working structure for the researchers involved with the institute. Although it is anticipated that most of the work itself would develop individually and in informally structured groupings (as described above), and that a minimum of time would be spent on decision-making for the institute as a whole, there would need to be a structure for that decision-making and for exchanging information with the above-named board. If in fact the energy of the institute members is to go into research, it is again important that this structure also be perceived as "minimalist", and the terms of reference assigned to it be quite limited.

We would propose that this structure, the Research Coordinating Committee, have as its terms of reference the acceptance of applications for membership in the institute (as Resident Research Associates or Research Scholars, as Visiting Research Associates or Research Scholars, or as supporting members) and the acceptance of research projects. They would also arrange for dissemination of research results, and further other objectives of the institute not clearly covered by these two tasks.

Research Scholars would be those researchers with a long-term commitment to the institute, indicated by their willingness to locate all of their major research within the institute for a period of a year or more. Visiting Scholars would be distinguished from Resident Scholars only by the fact they are visitors to the University from other Universities or research structures. Resident Scholars would be primarily "resident" in the University community but could include researchers based in local women's groups and women's structures within the government, or independent feminist researchers. If we were in a partnership relationship with Athabasca University, women scholars from there would be designated "resident scholars"; if we maintained a University of Alberta identity they would presumably be Visiting Scholars.

Handwritten note: { name change }

Research Associates would be those researchers who wish to base one or two small or large projects in the institute, but do not wish to make a major commitment to the institute. They too would likely be academics, but could be students working on thesis or other projects or community researchers or researchers based in government.

Supporting members would pay a fee (graduated, depending on ability to pay) for membership and would receive publications(if any) and newsletters from the Institute. They would be kept informed of Institute activities and would be welcome to participate in a number of them. A category of Research Assistants could be added to this over-all structure, but most such assistants would be working with researchers rather than for the institute; some may be designated as working for the institute.

The Research Co-ordinating Committee would be made up of eight members, six selected from the Research Scholars and two from Research Associates. There would be a structure of selection imposed to ensure that some women from each of the interest groups sat on this committee, but 6 of the 8 would be Resident Scholars. They would sit for a maximum of three years, on a rotating basis so that the total committee did not change in any one year.

This committee would have two employees, the administrative assistant identified earlier and an institute director. The administrative assistant's task would be to ensure that the paperwork needed for the institute itself was done, and to act as a primary liason between the administrative board and the co-ordinating committee. The institute director's task would be to provide leadership to the institute members, and to assist in developing research teams and increasing the flow of communication among researchers. She would attend meetings of the administrative board, and would describe the work of the institute to that board as necessary, but she would not be expected to play a major role in the work of that board. She would also provide the formal link between the Associate Dean of Research or the Associate Dean Academic, as provided for in the GFC guidelines for research institutes.

5.2. Space and facilities

Dr. Meekison has suggested two possible spaces for us, and he would be open to other possibilities if we saw something specific. He has excluded the possibility of us obtaining Emily Murphy house as it has been designated for residential use only. I don't mean to sound imperialistic with this proposal, but if the institute becomes as large as it might well become, we might request that Emily Murphy house become the accommodation for visiting women scholars.

The suggested spaces are the current International Students' House, which would be available in 1988-89, or the East Asian Language and Literature House which would be available after the Arts renovation is completed, in the 87/88 university year. I really like the International Students' House, partly because of its proximity to the Faculty of Extension Building and I think a number of resources could be shared and workers in each area could simply support each other by their proximity. It has five office size rooms upstairs, a fairly open space (an old living and dining room) which could be used for meetings and seminars downstairs, and a kitchen. The living/dining room might have a divider added which could be open or closed, to make it accommodate small or largish groups. It has a more or less usable basement, (it is dry), but it is not really space for working in. That space would be adequate for storage. It would need quite a lot of decorating creativity to make it warm and pleasant, but I think it is a good potential work space for us. I think the year 88/89 might also be about right for us to be ready to occupy space, based on the development of work to that point.

We should consider carefully what facilities we would include within that space, to maximize it as a working location. Having looked at the Boreal Institute I would suggest we learn a couple of lessons from them; one would be not to attempt to develop a library collection of our own in the Institute. We should keep copies of all research done within the institute, perhaps on disk and in hard-copy format, and make these copies available to interested people, but we should rely on the University library system and the Women's Resource Centre for maintaining books and documents. We may find ways to add to those collections, and if so we should do so, but the Institute should not attempt to hold a collection.

I think what we then need are microcomputers with micro to mainframe communications. These would be both word-processing and financial aids for the administrative functions of the unit, and they would be research tools for the researchers. They would need access to Dob's and to MTS to search the library collections (main library as well as those on SPIRES), and they should become communications nodes for researchers in the university and the community. They should have a dot-matrix printer and a laser printer attached. I think a copying machine would not be necessary, but if it is it might be possible to negotiate some arrangements with the Women's Program House next door. I think we would want a microcomputer in every functioning research office, but we might begin with two and add as the offices become occupied on a regular basis.

I will not detail office furniture needs, but only remind us that setting up the meeting rooms so that they are comfortable and functional is very important. They should be the location for at least monthly seminars of one sort or another, as well as the meetings of the board and co-ordinating committee.

6. Finances

I would like to comment here on both the organizational structure of the institute as it affects finances, and a proposal for financing itself. I would suggest that we become a research institute within the university with a reporting line to the Vice-President Research. That is, I would not suggest that we go the route of Societies Act, because the benefits are not clear and the dangers are too serious at the moment. If at some date it looks like the Institute should be structured under the Societies Act or the not-for-profit section of the Companies Act, I believe that could be done. The only argument I could see for either of those directions would be that some structure of "ownership" was desired for some reason (such as shares held by Athabasca University, University of Alberta, and/or Community Research groups), or that the Division of Research Services became so oppressive in their dealings in relation to research funds that we simply felt we could not work with them. At present I do not think either of those situations apply.

The implications of such a recommendation are, as noted, that the reporting line of the institute would be to the Vice-President Research, once it was created by the Vice-President Academic. If there were funds generated within the Universities operating budget (at the moment extremely unlikely) they would be held in an operating account with the comptroller's office. Other funds would be held in a research trust account, such as each of us have when we obtain research funds. If these funds were derived from contracts with outside agencies, such as the Women's Secretariat for example, they would be subject to a university "tax" of up to 35% of the salary budget. Some of those "tax" dollars (I think 1/3) are then directed to the institute for administrative overhead. If funds flow into the institute as grants, no such tax is collected.

I would suggest that we try to develop an Endowment Fund as the major stable source of funding for the Institute. This proposal is closely related to the discussion above of the "fund-raising board", for one of its initial tasks would be to assist in the generation of that endowment fund. The Fund Development office would, we think, be willing to be very active in this money raising venture, and would take on the task of setting up the legal framework for the fund as it was being developed. I think we should move on this as quickly as possible, and we should plan to raise funds only within the province of Alberta (is anyone else getting pleas from Manitoba and British Columbia chair committees? If they are fund-raising widely within the province I think we should also be fund-raising for an intra-provincial structure). I would suggest a fund of approximately 1.2 millions dollars, which would generate revenue of about \$100,000.00 per year. This would pay the salary of a director and an administrative officer, and perhaps

leave some money for other operating costs. It would not be a lucrative economic base, but would be a reasonable one.

We should also ask the alumni association to consider making funds earmarked for women's studies and research available to the three structures which would then exist within the University, the Faculty of Extension Program, the Women's Studies Program in Arts, and the Women's Research Institute. We might request those funds go to one of us every third year or something like that, but we could encourage alumnae to give through that route.

We should also develop within the embryonic institution mechanisms for assisting scholars to obtain research funds for proposed research. There are different funding structures available to academics and to community workers; there would be no reason why researchers working in the institute should not be able to draw from either source, depending on the exact focus of their research.

We would ask the University to provide us with space, telephone, heat, power and water, and that should be all. As noted in the space discussion, there would be a need to redecorate and furnish whatever space we obtain, and we might be able to negotiate to have that work done by the university. We would always be free to go after line budget items, but we should not anticipate great success at least for the next few years.

7. Phase-In

Phase-In requires most of all the recognition of a starting point. We would recommend that the current Coordinating Committee on Women's Studies identify members of that committee (and possibly others on and off the campus) who would be Research Scholars and Research Associates in the institute. This group should immediately form the working committee to develop the institute.

They should establish a subcommittee to develop the space and facilities of the institute. This could be a subcommittee of one or two, but it will require considerable energy. It could also include community members of the coordinating committee.

They should next recommend people to form the administrative board to begin to address the funding of the institute. Initially, this board would likely be volunteer without an administrative assistant, but they should quickly identify funds to assist them in this regard. They would also expect to receive from the Research Co-ordinating Committee a clear vision of the research institute and its work, but

they could begin with this document or a somewhat shorter version of this document.

The Research Co-ordinating Committee should then take two steps simultaneously. It should designate a director whose task would be to facilitate the work of the committee and the work of the institute, and it should begin to identify Research Scholars and Associates. In fact, that process involves identifying research projects which the Institute would place its name on. Costs here are variable. It might be possible to proceed with this part of the work on a largely volunteer basis, with a minimum of immediate costs to the university. That is, the assumption would be that a number of researchers are currently working on projects or planning them and would be willing to house them in the institute, and as such there would not be a change in their work-load.

However, volunteerism can exhaust us all, and there should at least be release time for the Director as soon as possible. In the long term this should be a fully funded position. Other funded positions would probably be minimal, except possibly clerical workers, but the institute may seek funding to provide research assistants to Research Scholars and Associates, and it may seek funds to purchase teaching time off for academic staff so they could be free to do a period of concentrated research. However, we would not recommend that the Institute become a funding body in any significant way; the purpose is to create a stimulating and facilitating environment for feminist researchers, not a pot of money for which researchers would perhaps be vying.

Evaluation would of course occur in five years, as is routinely done within the University. It would be important that the objectives of the Institute were clearly understood before that evaluation began so that measures of success and productivity were appropriate. It would also be important that the expectations of success did not far exceed the resources available to the institute, but beyond that it should simply be included as one element in the planning done by the Research Co-ordinating Committee.

8. And What Shall We Call It?

We have entered into this debate two or three times, and so far not been able to resolve it. I said that I would suggest a small number of alternatives to at least open up the discussion. I think that something quite generic sounding is possible, like the Women's Research Centre: an Institute for Feminist Research. There might be another adjective added such as Alberta, or University of Alberta, or Alberta/Athabasca, depending on what kind of inter-university structure we decide to adopt. There are possible confusions with that name, like the Alberta

Women's Institute and the Women's Program and Resource Centre. But that kind of name is reasonably safe and I think would pose few problems. It might also be called a bit boring.

Another possibility would be naming it after some woman who is held to represent at least some of the ideals of the institute. I think that if we did that it should be a woman with some historical attachment to Alberta, and probably not a woman currently active in the province. Emily Murphy's name has been mentioned, and everywhere I mention her name The Black Candle comes up, so that I think it would just be too big a burden for us to carry. (This is especially the case given the current challenge to women's movement work as "racist (white) and middle-class"). I think Nellie McClung is a better possibility, as the next best known member of the famous five. We could emphasize her incredible sense of humour, as well as her political acumen and writing skills. Manitoba might lay a stronger claim, but she is a possibility. Irene Parlby is the next "best known" of the famous five which is to say not very well known at all. She has stronger roots in Alberta, sat as a cabinet minister in the Farmer's Government, is from rural Alberta (Alix) and has few flaws of which I am aware. We would have to explain her more than the others, but that would contribute to a stronger historical memory for the women of Alberta and that would be useful I think. There may be other women you can think of, but if we went in the direction of a historical person we would need to contact the family and ensure that it was acceptable to them.

Rebecca has suggested that there might be some person who is even more erased from the historical record who we could honour and use as a guiding image. It is possible there is an Indian or Metis woman, for example, who would provide the image we would like. I do not know of anyone, but that does not mean they did not exist. (Phyllis Cardinal mentioned her mother as a possibility, as the first woman Indian teacher in Alberta; she won Governor-General's Awards in grade 9 and grade 12 in the 1930's and in both cases was denied the award because she was Indian and therefore "not a citizen of the province." When she obtained teaching certification she was required to give up Indian status; she lived her life and taught school in Edmonton until the 1970's. She is now deceased). Someone like Mamie Simpson would also be a possibility, but it perhaps would be a bit parochial if we want others in Alberta to recognize us. We could, by the way, name rooms of the building after particular women also to recognize a wider variety of women and Mamie Simpson's name might fit well be used that way. That might also enable us to recognize women from specific language or immigrant communities in Alberta, or from labour and conservative politics for example.

9. Concluding Comments

I think it is obvious from this discussion that there is most of all a great deal of work and planning to make the idea of a Women's Research Institute a reality. There is good support from the administration, but little in the way of funds. There is, I think, some problem in attempting to define it further, as the researchers who involve themselves with the institute will, in the long run, define it through their work. We should ensure that those initial researchers include women from enough different positions in women's work that the institute would take an appropriate form, and then we should let it be born and become its own creation. I think the image of the potluck supper that Ursula Franklin gave to us is not an inappropriate one, as all who participate in the institute would be seen as women contributing their unique and diverse tidbit to the celebration of knowledge shared by all.

If this set of ideas looks like an adequate beginning specification of the institute, I would suggest that we discuss it with Shirley Neuman and Cathy Bray in a somewhat formal way. There may be other specific people or groups we should also consider, but I think those two (and their respective committees) are the most important ones in fact. We should then present the document to Dr. Meekison for his initial approval and advice, and identification of other administrative steps that need to be taken. For any further distribution of the proposal, I think an "executive summary" should replace this rather lengthy description, as it will be more likely to be read. This full-length document, modified so as not to be quite so chatty to the committee itself, could then provide the back-up documentation for that executive summary.

We should then make changes which flow from those consultations, and proceed. The first part of proceeding will be establishing the subcommittees and setting out a time-line for decisions and planning. I would suggest that we constitute ourselves as the research institute coordinating committee for some of our meetings, and begin the work through that structure. Eventually, the two committees will have separate memberships and structures, but the initial creation will happen as soon as we act as the Institute.

I have two immediate concerns. One is the "overload" we all suffer from, and my feeling that we are adding to that as we get this Institute underway. I can think of no immediate solution to that problem, except that we must continue to develop a network of women working in these areas so that work and tasks can be turned over among us.

The second is that we define or develop an institute which suffers from one of two faults. The first fault would be that the tasks we set for it are so narrow that few women want to participate, or worse yet those who want to participate feel excluded from such possibility. The second would be that we set our mandate

so broadly that anyone and everyone doing anything vaguely related to women feels they can somehow claim the institute: I would argue this is one of the problems of the Boreal Institute. We need to be sufficiently focussed that researcher's intellectually and in other ways support each other... to be all things to all women could be to be nothing at all.

That's all...

A Feminist Research Institute at the University of Alberta: Possible Structures and Funding

Date: February 11, 1987.

Funding

1. Endowment Fund, with the help of the Fund Development Office.
Would need about \$330,000 to raise \$1,000,000., would need to move as quickly as possible as provincial funds may soon be committed.

Presumably would generate about \$100,000 for operating costs

Some preference for raising for a single institute for all four Alberta Universities; possible problems need to be noted

Fund development office handles legal details of Trust fund etc., not clear where the dollars go from there to be made available to the institute... Operating Funds with the Comptroller or Special Funds Division?

2. Short-term Funding. That is raising operating costs directly. Presumably if we could identify sources of monies up to \$100,000 a year that would equal the above Endowment plan. Many institutes in the past raised such funds through becoming part of the line budget in some sector of the University. This seems to be less available today.

Presumably paid through the Comptroller, from an Operating Account

3. Research monies, paid through Research Services. This would include individual research monies and possibly other research funds that might be available for an Institute such as ours.

(Research Services also administer the Central Research Fund of the University)

These dollars then go to Special Funds, which takes a cut off the top? (Not clear yet on this; one figure quoted is 35%).

4. Others? Not obvious, but can always seek government grants or grants from other agencies. Private donations (as in 1 and 2 above) are currently matched by the provincial government on a \$2 for \$1 basis for endowment funds, \$1 for \$1 for operating funds, and 50c for \$1 for most "donations in kind".

Structure

a) It is difficult to get exact, detailed advice or information on this question. There is apparently some disagreement within the University about the best route to go.

b) A structure which is simply part of the University will:

i) have their accounting done for them, in the comptroller's office
(The exact cost of this accounting is not clear, as in above notes)

ii) be expected to follow university hiring practises and salary levels for academic and non-academic staff

iii) be required to provide benefits to staff (pension, UIC, etc.)

iv) be expected to follow University policy in general, as laid out by the Board of Governors

v) Have a formal reporting line, initially through the Vice-President Academic but once established through the Vice-President Research (the requirement is only that such a line exist).

vi) be able to use the Universities tax-deductable Revenue Canada number for providing receipts to donars

c) As a separate society, registered under the Societies Act of Alberta, it may be possible to avoid some of the above (if desired). However, there is a possibility that use of the Revenue-Canada number could be challenged, and that such a society would have to obtain its own number. There might also be a challenge to matching grants if the research centre had a "legal identity" that did not clearly tie it to the University.

d) Either structures could imply a co-operative or collaborative structure with other universities in Alberta.

Either could have community members, students, and researchers sitting on council or other boards.

Other obvious needs

a) A clear image of "staffing" of the institute... should there be a co-ordinator, clerical staff, research associates (paid) etc....

b) A clear vision of the overall task of the institute, and one or more projects that would give the institute early and appropriate visibility. (If we could identify interdisciplinary projects that could cover the range from medical and social science

research through engineering to comparative literature we might meet some of the University's needs; another list could be generated for community needs and that would be more useful in fund raising).

c) Some kind of "board", which may have as its first primary task fund-raising but which would need to have an on-going relationship to the Institute. This would be a "community board" rather than a researcher's board (the latter would also be needed but could be quite different).

d) Some high-profile and or wealthy donors who would be prepared to be identified with the institute for public purposes.

e) A picture of space and furniture needs, and how that space would be used. Would there be full-time "resident" researchers there....from off the campus or on it? A meeting space? Computer and networking capacities? Library or other resources for researchers? (I think not all of these, but this is a brainstorming list)

f) A graduate student research "space", in which graduate research could be done and ideally funded...

g) A community activist and research "space" in which women working in the community and community researchers could share their work with researchers in the academic community...

h) A "publications" space in which research and ideas could be disseminated (need not always be paper publications, but that is one route).

It appears there is no clear model available to us either from within the University or outside of it... there are bits and pieces that we might borrow but that is all.

We might start to put together bits and pieces of this work even as we are developing the institute model; for example producing a few papers, or supporting some particular research project etc.

Next Steps

Jean and I need to visit senior administration (Meekison, et al) to review whatever we decide today. Mary will continue the structural analysis for us, and we should have a formal proposal to the committee by the March meeting. We should also begin to identify tasks which can be carried on by one or two of us, and a definite time-line.

Anything else?

Summer Work For The Women's Research Centre: an Institute for Feminist Research

1. Develop three information documents:

- a) A report for the Vice-President Academic and a request to form the Institute. To be ready prior to our August meeting, ~~for his perusal, he could discuss at that meeting if he wished.~~
- b) A brochure designed for fund-raising. The outlines of this should be done but it may need an artist and/or lay out person to complete it. I think this should also be the "public" brochure referred to in the minutes.

Supt

c) A step by step process for developing the work of the institute (a "strategy paper" and time-line if you like). It would function as a brief working document for those interested in becoming actively involved in the institute. The background document would be the lengthy report presented at the last meeting. The strategy paper would need to change annually until it became simply a document for researchers.

Drift
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2. Develop the Fund-Raising Committee and perhaps start the campaign

- a) Contact Marg Clark and begin to establish a committee of three or four interested people
- b) Identify a list of honorary members or sponsors of the institute. Ensure that they would be willing to permit their names to be used for fund-raising and publicity purposes (Both these lists of names would likely appear on the Fundraising pamphlet).
- c) Develop clear plans for fund-raising for an Operating Fund and an Endowment Fund, and set targets in each case.
- d) Develop ethical guides for fund-raising. Although I think the focus will need to be on an endowment fund, we might have small-scale and on-going activities from which funds will be divided three ways (the program in Arts, the Faculty of Extension program, and the Research Institute). That is, as a clear statement of our determination to avoid internal competition, we should try to design some component of the fund-raising activity to recognize that women's intellectual work occurs in those three settings on the campus.

a) relationship
- the committee
b) meeting, plan
leave -

e) Make decisions about whether funds for the institute should be raised globally or with reference to particular research areas. It would, for example, be feasible to raise funds for research related to native women or women in politics or women and health and keep track of these funds as separate accounts. It does complicate the book-keeping but it is feasible with computer programs available and it may be of greater interest to some possible donors. (This is separate from fund-raising for very specific research projects).

f) Approach Athabasca University again to see if they would formally participate in the Institute. It would make fund-raising much easier.

3. Develop the "Chez Nous" Committee. This committee will:

a) Establish time-lines for the move of the institute into the house next door

b) Determine what aesthetic changes need to be made to that house to make it comfortable and to facilitate research and communication.

c) Determine what furniture is required to make it workable space (computers, desks, telephones etc.)

d) Identify possible cost items for this move so that they can be incorporated into our overall budget.

4. Begin the research of the institute, and in so doing gradually establish the appropriate administrative and decision-making structures.

a) Be ready by September to designate at least two research projects of the Institute, with the principal researchers identified. The research projects should be adequately described in terms of the knowledge and/or knowledge and action goals of the research and the research process. The projects need not be limited to two, but should likely not exceed four in the first year of operation. Ideally, at least one of these projects should include community participation and one should include University of Athabasca academics if they are to be part of the on-going work (so that interpersonal networks are not established which "freeze" certain assumptions which then must be directly challenged at a later date).

b) Decide how on-going research within the institute will be shared among researchers and made available to other interested women.

c) With the Women's Studies Committee in Arts identify the ways that the Research Institute might be of assistance in meeting research needs of senior undergraduate majors enrolled in the program (for example, for their senior project).

d) Determine what public events will most adequately present the work being done at the Research Institute to the university community (or communities) and to the larger community.

e) Develop a time-line for having the complete structure of Research Scholars, Adjunct Researchers, and Research Assistants in place so that the Institute is clearly recognized as open to all women interested in doing Feminist Research.

f) Develop a procedure for constantly bringing the "methodology" question to the fore, for addressing the epistemological problems of feminist research through actual research, and for developing appropriate classifications and frames for interdisciplinary feminist research.

g) Determine what might be "published" by the institute, or held as available publications and material.

h) Decide what will be needed in the way of an on-going administrative structure, and consequently what will be needed for operating funds for the institute.

Well, this is clearly not really just the "summer's work". I would like to begin the fund-raising project, identify the first research projects, and complete the three documents. (Complete as far as text is concerned; they would still need final art work etc for actual completion). These three go hand in hand I think. I would like to have the fund-raising project at a point by September where there are four other people designated and I (or we) would have little further direct involvement. The three documents should be written, at least in draft by that date, and our attention can turn to the research itself. The Chez Nous Committee could begin whenever we identify interested people... it should be a short-term task-oriented committee which would last for one to two years only.

Let's go!

Structure

a) It is difficult to get exact, detailed advice or information on this question. There is apparently some disagreement within the University about the best route to go.

b) A structure which is simply part of the University will:

i) have their accounting done for them, in the comptroller's office
(The exact cost of this accounting is not clear, as in above notes)

ii) be expected to follow university hiring practises and salary levels for academic and non-academic staff

iii) be required to provide benefits to staff (pension, UIC, etc.)

iv) be expected to follow University policy in general, as laid out by the Board of Governors

v) Have a formal reporting line, initially through the Vice-President Academic but once established through the Vice-President Research (the requirement is only that such a line exist).

vi) be able to use the Universities tax-deductable Revenue Canada number for providing receipts to donors

c) As a separate society, registered under the Societies Act of Alberta, it may be possible to avoid some of the above (if desired). However, there is a possibility that use of the Revenue-Canada number could be challenged, and that such a society would have to obtain its own number. There might also be a challenge to matching grants if the research centre had a "legal identity" that did not clearly tie it to the University.

d) Either structures could imply a co-operative or collaborative structure with other universities in Alberta.

Either could have community members, students, and researchers sitting on council or other boards.

Other obvious needs

a) A clear image of "staffing" of the institute.... should there be a co-ordinator, clerical staff, research associates (paid) etc.....

b) A clear vision of the overall task of the institute, and one or more projects that would give the institute early and appropriate visibility. (If we could identify interdisciplinary projects that could cover the range from medical and social science research through engineering to comparative literature we might meet some of the University's needs; another list could be generated for community needs and that would be more useful in fund raising).

c) Some kind of "board", which may have as its first primary task fund-raising but which would need to have an on-going relationship to the Institute. This would be a "community board" rather than a researcher's board (the latter would also be needed but could be quite different).

d) Some high-profile and or wealthy donors who would be prepared to be identified with the institute for public purposes.

e) A picture of space and furniture needs, and how that space would be used. Would there be full-time "resident" researchers there...from off the campus or on it? A meeting space? Computer and networking capacities? Library or other resources for researchers? (I think not all of these, but this is a brainstorming list)

f) A graduate student research "space", in which graduate research could be done and ideally funded...

g) A community activist and research "space" in which women working in the community and community researchers could share their work with researchers in the academic community...

h) A "publications" space in which research and ideas could be disseminated (need not always be paper publications, but that is one route).

It appears there is no clear model available to us either from within the University or outside of it... there are bits and pieces that we might borrow but that is all.

We might start to put together bits and pieces of this work even as we are developing the institute model; for example producing a few papers, or supporting some particular research project etc.

Next Steps

Section: OFFICE OF RESEARCH SERVICES

Subject: OVERVIEW

ESTABLISHMENT

The Office of Research Services (ORS) was established in October 1982, as a reorganization of the former Research Grants and Contracts Office. Requests for information should be directed to the Office of Research Services, University Hall.

ROLE AND RESPONSIBILITY

Under the authority of the Board of Governors of the University of Alberta, the Office of Research Services acts as the central agency for all funding requests submitted to funding agencies by research directors (the applicants) in the University.

The Office of Research Services facilitates the procedures involved in obtaining funds for research activities, and is responsible for maintaining records related to research requests and the awards made. For the latter purpose, ORS has set up a computerized data base of research applications and awards. Each contract, agreement, proposal or grant application has several administrative and financial details recorded on computer. The data are used to compile statistics on research activities in the University, and provide useful information for researchers, departments, faculties and the Administration.

The Office of Research Services is active in marketing the University's research capacity and formulating technology transfer arrangements between the University and industry. The Director of the Office serves as Patent Officer of the University.

SIGNING AUTHORITY

It is the policy of the University that all applications for research funds shall require the signature of the person authorized to sign on behalf of the University, whether or not such approval is required by the granting agency.

The following individuals, representing their respective positions, are given authority:

The Associate Director of the Office of Research Services is authorized to sign research grants and contracts, applications and awards to an upward limit of \$40,000 on behalf of the Governors of the University of Alberta.

The Director, Office of Research Services, is authorized to sign research grants, contracts and agreements on behalf of the Governors of the University of Alberta, with some discretion on large or unique contracts

The Vice-President (Research) is authorized to sign any research grants, contracts and agreements. In the absence of the Vice-President (Research), the Associate Vice-President (Research), Director of the Office of Research Services, the Vice-President (Academic), the Vice-President (Administration), or the Associate Vice-President (Administration) generally sign.

When the Seal of the University is required, the contract is signed by The Director of the Office of Research Services, and, after affixing the Seal, the Administrative Director of the Governors of the University of Alberta, or their respective designates.

Section: OFFICE OF RESEARCH SERVICES

Subject: GRANTS AND CONTRACTS PROCEDURES

OVERVIEW

The information in this administrative description highlights the grants and contracts procedures associated with the Office of Research Services.

APPLICATION PROCESSING

For administrative reasons the University's copies of all research grants, contracts, agreements and proposals to the Federal, Provincial and U.S. Governments, as well as those to foundations and private enterprise, are to be filed with the Office of Research Services. The Director of ORS is responsible for liaison between the granting agency and the research director.

SUBMISSION OF APPLICATIONS

At least two weeks before the deadline date set by a funding agency, all applications shall be forwarded, after being signed by the research director and the Chairman of the Department, and receiving the approval of the Dean of the Faculty (where required), to the Office of Research Services for registration and review. After processing, the application will be forwarded directly to the granting agency via the University's mail service. An extra copy of the application should be included, marked 'Copy for ORS'. The research director is requested to retain one copy of the application for his/her own use.

Photocopies. Should a granting agency ask for more copies of applications, the typed original should be photocopied. Note that the granting agency requires the original document bearing the actual signatures. The research director is responsible for providing sufficient copies.

Attachments. Whenever possible, all attachments should be stapled to the applications -- please do not use paper clips.

Mailing. All applications, after processing, will be forwarded to the granting agency by the Office of Research Services via the University's mail service. Special boxes addressed by rubber stamps are used for mailing applications to major granting agencies such as the Medical and Natural Sciences and Engineering Research Councils. This procedure minimizes handling of applications and speeds up delivery. If it is absolutely necessary for the application to be returned to the research director or called for, please include a memorandum to this effect. If applications are received in the Office of Research Services less than two weeks before the deadline date, the research director will be responsible for mailing his/her own application.

Research Services

Section: OFFICE OF RESEARCH SERVICES

Subject: CONTRACTED RESEARCH WORK PROCEDURES

OVERVIEW

When a research director is asked by government, industry or a foundation to use his or her professional skills on their behalf, and the acceptance of such an undertaking means that the University is expected to provide facilities, space, equipment or administrative assistance, or when the funds are used to support activities in which students or postdoctoral fellows are engaged as part of their educational experience, the following procedures shall apply.

AUTHORIZATION

All research grants, contracts, agreements and proposals are to be signed by the research director, the Chairman of the Department, and the Dean of the Faculty (where relevant), before being sent to the Office of Research Services for registration and review. The Director, Office of Research Services, is responsible for negotiations regarding the general conditions or regulations affecting all new research contracts, and must ensure that the proposed contract is consistent with University policy and the best interests of the University.

PAYMENT OF OVERHEAD COSTS

At the stage of preliminary negotiations with granting agencies, and before any commitment of University resources is made to the research program, the Director, Office of Research Services, in order to meet in part the overhead expenses incurred by the University's research program, will seek to have an overhead payment or indirect cost allocation in line with University policy included in:

- all research contracts
- all research grants, where permitted by the granting agencies.*

* Details are available from the Office of Research Services (5360).

Notwithstanding the above, all research and development work performed on campus by the University on contract to the Canadian Government will be priced at direct cost plus a contribution to overhead at a maximum rate of 65 percent of all direct payroll costs. For off-campus research and development work, the maximum overhead rate will be 30 percent of all direct payroll costs. There is an overhead of 2 percent on travel costs.

A draft University contract is available upon request from ORS for dialogue with contracting organizations.

ACCOUNTS ON AWARDS

Awarded funds, when received, will be placed by the Office of the Comptroller in a research account upon which the research director can draw.

CONSULTATION

The Director and Associate Director of the Office of Research Services are available for consultation on all matters respecting contracts and grants. The Director will also undertake negotiations with industry, governments and foundations on behalf of members of the staff of the University.

Section: OFFICE OF RESEARCH SERVICES

Subject: ADDITIONAL FUNCTIONS

LIAISON SERVICES	ORS acts as liaison between the research directors, the University Administration and the granting agencies. In this capacity, annual visits by the Director and Associate Director to granting agencies in Ottawa and elsewhere prove extremely beneficial. ORS is a recognized contact centre in the University to which officials of the Federal and Provincial Governments, United States Government, foundations, or industrial corporations may submit requests by telephone and letter for information concerning the administration of research grants and contracts at the University.
FINANCIAL DATA SERVICES	ORS cooperates with the Office of the Comptroller, Institutional Research and Planning and the Office of Administrative Systems by providing detailed statistical data by faculty, department, individual research director, and source of research income.
APPLICATION SERVICES	ORS provides information on granting agencies and provides application forms for a number of agencies. Information on more than 200 agencies is available through ORS.
PATENT SERVICES	ORS has established an administrative procedure involving the University's Patent and Royalties Committee, submission of all patent applications from research directors and other members of the University. The Director, Office of Research Services, acts as Secretary to the Patents and Royalties Committee.
INFORMATION SERVICES	<p>ORS maintains a research expertise computer file giving information on research interests of each research director as well as the sources and amounts of research funds. By means of general and specific key words relevant to each director's work, the file enables national and foreign documentation centres to match, by using the computer, the current research of a director at the University with that being done in other laboratories. In this way communication is established between Canadian and foreign researchers with similar interests.</p> <p>Corporations may use key words to locate principal researchers working in fields that have interest to the commercial sector.</p>
ADMINISTRATIVE SUPPORT SERVICES	<p>ORS provides administrative support for:</p> <ul style="list-style-type: none"> • the University Research Awards Committee, which is responsible for the Central Research Fund • the AHFMR Internal Allocations Committee, which is responsible for the AHFMR Travel and Guest Speaker Grants.
TECHNOLOGY TRANSFER SERVICES	ORS encourages transfer of University research into the public and industrial sectors by developing relationships among potential technology transfer participants, introducing researchers to government or industry representatives, and facilitating transfer mechanisms.

Research Services

Deadline Dates

Endowment Fund for the Future

Distinguished Visitors

15 September
1 December
15 April

(Chairman: Dr. A.E. Zelmer)

Application forms are available in Deans' Offices. Departments are reminded that application should be first through their Deans, whose deadlines will be earlier than those noted.

Fund for Support of International Development

15 October
15 January
15 April

(Chairman: Dr. B.L. Evans)

Application information available from:
Miss F. Plishka
Secretary to the Committee
3-12 University Hall

McCalla Research Professorships

Small Faculties: 1 Dec. (for 1 Sept.)
Large Faculties: 1 May (for 1 Sept.)

Small Faculties: Make application through the Vice-President (Academic)'s Standing Committee

(Chairman: Dr. A.E. Zelmer)

Large Faculties: Departments are reminded that application is through their Deans, whose deadlines will be earlier than those noted above.

— Faculty of Arts: 15 January

Support for the Advancement of Scholarship

15 September
1 December
1 March
1 June

Small Faculties: Make application through the Vice-President (Academic)'s Standing Committee

(Chairman: Dean T. Christian)

Large Faculties: Departments are reminded that application is through their Deans, whose deadlines may be different than those noted above.

University/Community Special Projects

15 October
15 January
15 April

(Chairman: Dr. J.E. Foster)

Application information available from:
Mrs. T. Gibson
Secretary to the Committee
3-6 University Hall

Agriculture and Forestry

Departments in this Faculty should consult the Dean's Office.



Keep for reference

August 1987

Agenda: Coordinating Committee on Women's Studies
June 24, 1987.

1. Round and timing
2. Minute taking? (No Leslie) Should we rotate? Can we get them typed?
3. Approval of the agenda
4. Minutes of the April 8 meeting...any corrections?
5. Business from the minutes
 - a) Cathy and Lynn for guidelines on WS courses; to Aug meeting?
 - b) Suggest Meekison be invited to the August meeting? (Report not yet sent to him). (or September if August date not suitable)
 - c) Film Series, Rosemary and Vangie?
 - d) Administrative Assistance...carry on without until August?
Volunteer for keeping tab of finances?
 - e) Finances (total \$16,626+ or -) Detailed report and budget for August
 - f) Rosemary decided to co-chair with Marilyn
6. Business since the last meeting:
 - b) On-going work of the Arts Committee (co-ordinator selected)
 - c) U of S visitor
7. Main Business: Research Institute Plans
 - a) Mary's report
 - b) Marilyn's report
6. Announcements? (Vangie for July speaker?)
7. Other Business?
8. Next meeting date -an August meeting? August 12? (Wednesday a.m.)
(Agenda: Budget
Film Series (Vangie, Rosemary)
WS Courses (Cathy, Lynn)
Meeting with Meekison for 30 minutes
Research Institute Report
Years work plan for 87/88 ("agendas")
9. September meeting second Wednesday 9 to 11 a.m.? (September 9)
Monthly meetings after that?
Launch the research institute in September? Mini-Launch?
10. Adjournment

Copy 112 2020

Meg Clarke was very enthusiastic about the possibility of coordinating with U of Calgary. 'Since we need to get all our funding out of Alberta, competing programs may doom us both'. It is important to remember that no government funds can be matched.

(Critics of the Fund Dev. Office say that although the office can offer helpful advice, it often works too slowly, and many directors prefer to do their own fund-raising to speed things up).

I was able to track down 2 institutes which had been incorporated under the Societies Act. Both have a fee-for-service component (providing services to the public) - and both were experiencing problems.

One was incorporated as a non-profit society a few years ago on the advice of their lawyer. This medium-sized institute wanted to try to be independent and affiliated. The director met with most of the top administrators and none expressed reservations. Then he wrote the first draft of bylaws and the lawyer wrote the final version. It was called a 'text-book' institute, they were doing everything so correctly. Only recently have problems begun to surface (brought to their attention by an accountant from the Comptroller's Office). Some of these problems have to do with pension funds, some with staff benefits, and the others I have been unable to clarify. The director is optimistic, however, and believes that it's just a matter of lack of coordination and that the senior administrators will get together and straighten it out.

He also says that being a society has been an advantage overall - especially since they have complete control of their budget and hiring and have their own separate board of governors. Being independent of the U. administration means they are not subject to university cut-backs, salary guidelines, and having to report to a VP. They were told they would qualify for matching grants, and funds would be handled through Special Funds - but this may be another problem area since a large grant has recently been refused matching funds.

Another institute with a fee-for-service program is also having problems. This one was registered (since 1976) as a non-profit society, although within the university structure as well. They are just now being re-classified by the U. administration. They aren't sure what they'll become, but they are sure they'll lose all the staff benefits previously

Mtgs after June 24: Newman

Met with Shirley on July 21; she had been away I think.

She has her own problems; Terry won't release any of the money budgetted for the committee to her and she had planned to use the money for the coordinator's salary to buy time off for herself and other things.... Terry will wait until the coordinator comes on stream, and will likely have appropriated the "surplus" by then. She asked about us printing the brochures and I told her I would raise it in the committee in August, but in fact we have a pot of money with a definite bottom so I was hesitant. If we could "lend" them the money it would be better, but she said she would try to get the funds from Terry. (Actually, all of that is incredible when I think about it).

She thought we could collaborate on the film series, and generally seemed anxious to talk. (She was post-holidays, and feeling as mellow as I had been a few weeks ago). She would like to get the minutes, and agreed to send the Arts committee minutes to Rosemary Liburd (I get them anyway). I forgot to mention our files to her... will the next time we talk.

She was happy to see the research institute proposal, and I will call her for comments after she has read it.

I think that was all. I forgot to raise the terms of reference and she said nothing about them. I have no idea how she is feeling about them now.

Mtgs after June 24:Clarke

1. Met with Meg Clarke July 20.

a)She does not think we are ready to begin setting up a committee, or raising money (I did not feel that I related to her really well; that part needs some thought).

b)We need, in her opinion:

- to have some clearly designated research projects before we can do anything. That will determine who should be approached for fund-raising and for sponsors. She thinks fund-raising must begin with specific projects in mind (she did not like my notion of project areas as a possible alternative).
- to have a definite budget for our first year to five years
- to be very clear that we are not in competition/conflict with the Arts programme on the campus. That will provide people with an excuse to do nothing. (I am not sure why she thought there was conflict; I did not think I gave any clues... has someone else?)
- but at the same time to think we are the most important place in the world that needs funds (this was in reaction to my concern that we explicitly recognize the needs of other women's programmes in some way... nice contradiction there which I missed at the time.)
- she would prefer that we were in some way an Alberta wide structure; she foresees problems if Calgary gets into the act...

c)She had a few other comments of a general nature:

- she was uncomfortable with the notion of ethical guidelines. She could not think of any areas which might be considered matters of ethics..
- issues like what kind of publication policy we have, the methodologies which we use, and a number of other small ones were not seen by her as important to fundraising.
- *"we have a product to sell and we must be very clear on what that product is" or we will get nowhere.*
- we only need about \$350,000 with matching to establish our fund...
- she thinks the changes in the tax laws are of little consequence. People give money because they think the work is important and that must be the pitch.
- we set up the necessary accounts (including an 88 account if we have a endowment fund). (Jean Adams in her office helps with this kind of thing; Meg does not know the account structure well).

-they then assist with brochures and publicity in general, the cheques go into her office and to the accounts, they handle receipts and tracking of pledges, letters of acknowledgment, tax receipts, ensuring that people get appropriate recognition for specific donations, and identify prospects and peg for particular "asks" or funding requests.

I think that is all. It was not a very satisfactory meeting... she did a lot of off-putting things....funny business.

1. SSFC, CWS, + CRIAP → Oct 1-10
↔ 3500 ↔ Budget, Fee

2. Terms of Review ✓

3. Mty = Sharity ⇔ Minned
Collaborat

4. Mty = Meg Clarke } Fund raising
resources

5. Chy News -

\$ / - admin asst

Marilyn I. Assheton-Smith
Department of Educational Foundations,
June 24, 1987.

Shirley Neuman,
Department of English,
3-75 Humanities Centre,
Faculty of Arts,
Campus

Shirley, I wonder if we could get together soon after you get back to discuss some aspects of the two committees work. The Co-ordinating Committee met today and began to plan our work for next year, as well as take some further steps towards developing the Research Institute. In a number of places it seemed that there might be areas where we could explicitly co-operate (as well as, of course, implicitly and informally because of our overlapping memberships).

In addition, we did want you to look at the draft of the research institute proposal and think about it in terms of the Women's Studies Programme. The current draft is very long and rather drafty; it will be shortened before going before the appropriate decision-making bodies. I was to bring that to you some time ago but between me being away and your work around the selection of the co-ordinator, no time seemed like a good time. If we can arrange a meeting date and time, I will send you a copy of the proposal in advance.

It may be there will be items to add to an agenda of the Women's Studies Committee following our discussion, but I don't have anything specifically in mind in that respect. The main purpose at this stage would be to consult with you and bring ideas you may have back to the Coordinating Committee. I will call your office again after July 6 to see if we can find a mutually agreeable time. (I am lecturing first summer session so my time is a little tight, but there is always time someplace).

Marilyn

P.S. Did you ever get a copy of our committee's terms of reference? We worked on them last fall, and you were not in your present position at that time, but they might be interesting for you.

c.c. Jean Lauber
Rosemary Liburd

a) An Institute with the University

b) Fund-raising committee or board (4 people)

c) Research on journals who might donate?

→ Charles
offici
→ Brochure

d) Project(s)

e) Endowment \$/
Operating \$/
Research or project \$

80
acct
→ may
set
up
company
for Jean
Adams
→ change
to mi
offici
(into new
that we set up)
→
→ our liability
letter

f) Tax law changes re: marginal tax rate

Product clear *

→ tax reports
→ pledges (of
another)
→ recognition
of donors
(a simple
of it)
→ identify
prospects
+ give
to put
ask

I want to make this fairly short, as it is late, but I also want to get a little down from the discussion at Devon so that Rosemary and Norah and I can recall it for our work later on.

There was one clear agreement, I think, and that was that we needed some structure outside of any existing Faculty which would provide a focus for Women's Studies. We proposed a variety of terms from Research Centre to our existing Co-ordinating Committee to Women's Studies Centre and Women's Studies Institute (and even, possibly, a school or Faculty of Women's Studies)...but the clearest agreement was a need for "something"... from there many details varied among us and I will try to write the clearest picture I can draw from those varying details.

The term Centre or Institute was finally favoured, reporting to a Vice-President for administrative purposes or possibly "no one" (this latter path was not quite clear, but was noted by Jean Lauber as one possibility. Perhaps the Boreal is seen in this category, reporting to a fairly independent board, although it is within an administrative line for budget allocations etc.) It would have a number of elements and functions, some well spelled out by us and some just touched upon;

a) Be developed on feminist philosophical principals (not spelled out in detail).

b) Research

c) Academics from all faculties, on some sort of dual appointment arrangement, doing work in Women's Studies

d) A program or academic director; probably on two to five year secondment from a faculty, drawn from the group of academics in b) and on a rotating basis rather than a permanent appointment. (Decision structure for such appointments and those in (b) not elaborated but assumed as vested in the centre itself in some way).

e) Support staff, including secretarial type of work and an administrative co-ordinator (APO level).

f) A specific space or building for the academics to meet and work, a sense of "our own space" in association with that.

g) A relationship to the community (or women's organization or women's movement) possibly through research functions, perhaps practicum functions for students, and others.

h) Research Associates, Visiting Scholars, and Sabbatical Visitors

i) Graduate Research Assistants

j) Undergraduate programme planning component, at present seen in relation to an undergraduate degree in Women's Studies in the Faculty of Arts. The detailed structure of this is still open, but the ideal would appear to be maximum autonomy and responsibility in relation to student advising, program planning, and overall program decisions.

k) A related teaching component, in that some of the academics based in the Centre would carry Women's Studies teaching responsibilities

l) Those responsibilities might be for core courses (second, third, and fourth year) and optional courses (all four years) and especially be associated with the two or three compulsory courses and perhaps a related practicum experience.

m) The structure would have responsibility for designating courses "Women's Studies" courses. We did not agree or discuss in detail the best way to do this (related to course content, or course instructor, or both, or other possibilities).

n) It would have its own budget.

o) It would develop a committee structure in which many of the above tasks would be assigned to small groups of academics within the centre, but an overall "board", presumably of the working academics and other full-time personnel would develop policy and directions.

p) It might develop particular programmatic relations with A.U. and U. of C. (formally or informally) which would facilitate Women's Studies throughout the province...i.e. the structure would have the possibility of developing relationships in many directions besides the traditional ones.

That is all I can think of, there may be a number of additional points but fatigue has taken over...this will start us recalling I think.

Introduction

Feminist research and research in the general area of women's studies has developed rapidly in the last fifteen years, but academics at the University of Alberta have not made the contribution of which they are capable. There are a number of women scholars here with an interest in the area of study, indicated by their willingness to teach graduate and undergraduate courses even when such courses constitute extra loads, by supervision of graduate theses in which the work is primarily feminist, and by a few publications, but on the whole our contribution to the literature is not significant.

In this same time period, feminist research and knowledge has expanded at an exponential rate. Margrit Eichler's (1985) analysis of feminism and sociology points to an impact of feminist researchers on the analysis of housework, the analysis of paid and unpaid labour, and on the analysis of the labour market itself. She also notes a reconceptualization of the phenomenon of rape, a reorientation in our understanding of incest and wife battering, a shifting in our understanding of the variables of sex and gender and an associated reconceptualization of the reproductive functions of men and women. From this beginning she proceeds to list a number of other areas of sociological knowledge which have been influenced by feminist research.

Eichler's analysis is particularly interesting, because she herself has made a major contribution to these changes in sociology (along with Dorothy Smith and Mary O'Brien). We would argue that one reason this has been possible is that these three scholars work out of the same institutional structure (the Ontario Institute for Studies in Education), that this institution which provides only graduate education is in fact a major centre for research, and that the widely divergent methodologies and theoretical orientations of these three scholars is brought together in a way which greatly enriches the contribution of each of them because of a specific institutional structure and a shared commitment to feminist research. We believe that a research institute at the University of Alberta could similarly motivate and support ground-breaking research in women's studies, but could go beyond the model of OISE by drawing on the potential for interdisciplinary work at this University.

Such an institute would need to define itself as a feminist research institute, to provide some boundaries to the field of study, but it would of necessity have to define feminism in a way which recognized the wide diversity of approaches within that overall orientation. A Distinguished Visitor to the University in March of 1986 (Dr. Alison Jaggar) argued against

calling such a centre a Women's Studies Institute, for such a term could imply simply research on women or research by women and neither of these are satisfactory. She suggested that one way to think of feminist research is to define it as research for women, and we would suggest that a principle such as this could provide the basic imagery for the institute. That is not, of course, to imply only applied research as that term is generally used, as Dr. Jaggars own work in philosophy and ethics makes clear.

Dr. Eichler's description of feminist approaches could provide a more detailed framework for setting limits on the work of the institute:

"AT THE MOST FUNDAMENTAL LEVEL, FEMINIST SCHOLARSHIP IS COMMITTED TO UNDERSTANDING AND IMPROVING THE SITUATION OF WOMEN. IT STARTS FROM THE PREMISE THAT ALL SCHOLARSHIP IS NECESSARILY VALUE-ORIENTED AND THAT MORE OFTEN THAN NOT A LACK OF FEMINIST CONSCIOUSNESS RESULTS IN SEXIST THEORIES AND DESCRIPTIONS. IDENTIFYING AND CRITICIZING SEXIST ELEMENTS IN THE EXISTING LITERATURE IS THEREFORE AN IMPORTANT PART OF FEMINIST WORK. ONCE A CRITIQUE HAS BEEN ACHIEVED, AND BASIC DATA HAVE BEEN COLLECTED, NEW CONCEPTS AND MODELS ARE CREATED, EITHER TO EXPRESS FEMALE EXPERIENCES, OR TO ENCOMPASS THE EXPERIENCES OF BOTH SEXES. THE LATTER CAN ONLY BE ACHIEVED AFTER THE FORMER HAS BEEN PARTIALLY DONE. IN EITHER CASE, FEMINIST WORK EVENTUALLY GROPEs TOWARDS A NEW EPISTEMOLOGY WHICH ALLOWS FOR THE ADEQUATE UNDERSTANDING OF FEMALE AND MALE LIFE"
(1985:624).

Eichler here refers primarily to her own discipline in this description but feminist research and analysis not only critiques knowledge within disciplines but transcends the boundaries of disciplines. Eichler argues that this is so because feminist research by necessity blurs disciplinary and sub-disciplinary boundaries. This occurs because such research is typically issue-oriented, its problems derive from the experiences of women rather than from the problematics of the discipline itself. Eventually discussion around several critical issues influences various disciplines, even though the impetus for the intellectual work does not originate within them.

We propose then that the University of Alberta establish a Feminist Research Institute to enrich and facilitate the work of scholars in women's studies on this campus. The institute would have the following detailed objectives:

- a) To provide a base for interdisciplinary feminist research.

- b) To provide a home for visitors engaged in women's studies research (for example, academics on sabbatical or study leaves, independent researchers on research grants, researchers involved in large-scale projects for community groups)
- c) To provide a locale for academics and women's groups in the community to be mutually supportive in relation to research.
- d) To disseminate research results, especially to those involved in university teaching and to community women's groups.
- e) To provide a structure for receiving funds for women's research.

Research Agenda

Although the exact program by which these objectives might be achieved will vary, depending on the funding and the researchers who become involved in the institute, we would like to describe here some possible ways in which a research program could evolve. A specific research agenda (in the sense of topics for research) would not be set out in advance for the institute; rather associates of the institute would bring their individual and existing women's studies research interests into the institute.

An initial project might begin with any researcher, so it could be in medicine, nursing, law, science, literature, psychology, or in applied concerns related to rape crisis centres, battered women's shelters, women and pensions and so on, but a formal process which encouraged other researchers to become engaged in the topic would be institutionalized. There are a number of possible ways to accomplish this.

One procedure would be to share research topics and progress in an internal institute seminar, perhaps weekly or bimonthly. As individual projects were completed and new ones being developed, associates would be encouraged to discuss them with colleagues, to search out possible interdisciplinary cooperation and/or to seek collaboration with women's groups in the community. The "critical mass" for intellectual work can be extremely small, two or three scholars rather than many, but an institutional structure which makes it possible for those two or three scholars to find each other within the University can make the difference between little research and publication and a great deal of research and

publication.

A second procedure would be to have researchers discuss with other associates why this subject or topic was a women's studies topic, rather than one which could be carried out more effectively strictly within the researcher's academic discipline. It is in such discussions that the definition of feminist research would be constantly elaborated and refined, to provide a guiding framework for work done within the institute whilst avoiding a dogmatic monolithic perspective. Within such discussions the researchers might decide that the work raises no issues pertinent to feminist analysis per se and would be better located within an academic department, or that the issues raised would seem to be of marginal consequence to feminist analysis so that the researcher could base her work within the institute but the institute would not be prepared to publish the results under the institutes name, or that the issues raised seemed to be central and strategic for feminist analysis and the institute would be willing to put its name on the work. Some pattern such as this would make it possible for the institute to make distinctions between research done on women on the one hand and feminist research on the other, and between being simply a support group for women academics and developing a set of intellectual relations which facilitate feminist research.

But it would also inevitably raise questions of the relationship of the research to the field of women's studies and to related research questions which might be addressed by others working in the institute. For example, Michelle Harrison discusses PMS as a complex of symptoms related to women's menstrual cycle, but in her discussion she makes it quite clear that we do not know the relationship of PMS to social structure, for cross-cultural studies on menstrual cycles are extremely rare. That recognition which pervades her work, the recognition that physiological phenomena may well be deeply embedded in the gender structure of societies characterizes her research as feminist. It does not characterize it as interdisciplinary, for she herself focuses only on the medical aspects of the syndrome. In an interdisciplinary women's research institute we could work to bring her insight together with the research of sociologists and anthropologists into gender structuring and its impact on physiological phenomena. Such work does not necessarily require international research, for it can be done by research with women from religious enclaves such as Hutterites, women

from various classes, and with women from minority cultural groups, to suggest but a few examples.

This is only one example, but medical examples abound (the psychological impacts of being a DES mother or daughter, the resistance of the medical profession to the recognition of the candida albicans syndrome until long after it was recognized by women's health collectives). Other examples are implied in the discussion of Margrit Eichler's work above, the literary criticism done by Professor Spivak, and the psychological analysis of women's cognitive and moral development done by Jean Baker Miller and Carol Gilligan.

The point is not to argue here for any specific research direction, but only to indicate that feminist research which (by definition) orients to understanding the social location of women with the purpose of changing that location, can easily incorporate a wide variety of research topics and enrich them through interdisciplinary work. For that reason it is possible to begin with the interests of existing feminist scholars and students on the campus, and the concerns of women in the local community, and build a research agenda through enhancing their work.

Existing Resources in the University

Although the major thrust of this argument is for a need to enhance and develop existing resources through structural change, it is apparent that a research institute would be very difficult to create on this campus if we were beginning at zero. In fact, there are a number of factors which would contribute to the development of this institute.

First of all, as indicated above, there are already a number of academic women interested in, and as much as possible engaged in, feminist research. They would provide part of the core group for the institute to begin its work.

Secondly, two major activities within the university would contribute to the Institute and benefit from it. The developing Women Studies degree, whatever form it takes, implies at least a few academic staff with a full-time opportunity to teach and do research in women's studies. Although they would not automatically be members of the institute, we would anticipate a great deal of sharing between the two structures and the possibility for a multitude of formal and informal exchanges.

The other activity has a longer history within the university and that is the

development of the Women's Program and Resource Centre in the Faculty of Extension. Beginning a completely new program within a University faculty is always difficult, but this program has in five years developed a very good relationship with (and respect from) the women's community in Edmonton and has established a major resource centre for women to use. As a unit in the Faculty of Extension it has oriented more towards outreach and community development than research qua research, but it has been involved in organizing two major SSHRC conferences on women's work and research in Alberta and has done a research project on immigrant women. It is currently engaged in a number of projects that enhance research possibilities, specifically computerizing its library and resource holdings and producing an Index of Women's Periodicals (for CRIA^w). It could provide a significant source of support to a new research unit.

Thirdly, there is a student women's centre on the campus which could contribute to the work of the institute. For example, problems related to being a woman student on the campus could well become a focus of research for a period of time, with students from the centre actively involved in the project.

Fourthly, the administrative interest in the university related to women's issues would be a significant support for the institute itself. We need only mention a few examples of this, the Senate Task Force on Academic Women, the President's Advisory Committee on Sexual Harassment, the President's Advisory Committee on Social Issues Related to Women, and of course the establishment of the committee which is presenting this report (the Vice-President's Advisory Committee on Women's Studies); all suggest an interest and commitment from the administration related to knowledge of importance to women.

Finally, the active collaboration in the Advisory Committee on Women's Studies with Athabasca University, through the membership of their co-ordinator of Women's Studies, implies that in our immediate locale academic researchers need not be drawn only from the University of Alberta.

The other strengths of this university in regards to research would, of course, assist the researchers in this institute to do their work (for example, the computer system, the extensive library), but each of these would also potentially be impacted by our research. Again, there is nothing unusual about such impacts. For example we could anticipate that library holdings would develop further, and that through the institute we might be able to receive personal papers from women who have been active in the history of women in Alberta.

Structure and Location

Given the above description of the work of the institute, what organizational structure would be most able to accomplish this work? We would suggest two major components to that structure, one which might be called the purely administrative structure and the other the working structure for researchers. The first is envisioned as an administrative support structure for the researchers and a formal line of command or authority within the university, the second as the decision making and intellectual facilitative structure of the institute.

In the first structure we would propose a board of directors with minimal terms of reference. Its primary tasks would be to ensure that the institute as a physical plant was kept operating, that an adequate budget was developed and followed, that additional funds (both from within and outside the university) were sought to ensure the work of the institute, and generally to oversee the research institute as a functioning administrative unit. Such an administrative board could be quite small, consisting of three or four people within the university who were committed to the institute and who had some competence to address the above terms of reference. This board would report both to the researchers (or more accurately, keep them informed of the situation vis a vis finances and so on) and to the vice-president academic or research. The only employee of the board would be an administrative assistant who would carry out the day to day work related to the above terms of reference; she would also have responsibility to the researchers.

The second structure would be the working structure for the researchers involved with the institute. Although it is anticipated that most of the work itself would develop individually and in informally structured groupings (as described above), and that a minimum of time would be spent on decision-making for the institute as a whole, there would need to be a structure for that decision-making and for exchanging information with the above-named board. If in fact the energy of the institute members is to go into research, it is again important that this structure also be perceived as "minimalist", and the terms of reference assigned to it be quite limited.

We would propose that this structure, the Research Coordinating Committee, have as its terms of reference the acceptance of applications for membership in the institute (as Resident Research Associates or Research Scholars, as Visiting Research Associates or Research Scholars, or as

supporting members) and the acceptance of research projects. They would also arrange for dissemination of research results, and further other objectives of the institute not clearly covered by these two tasks.

Research Scholars would be those researchers with a long-term commitment to the institute, indicated by their willingness to locate all of their major research within the institute for a period of a year or more. Visiting Scholars would be distinguished from Resident Scholars only by the fact they are visitors to the University from other Universities or research structures. Resident Scholars would be primarily "resident" in the University community but could include researchers based in local women's groups and women's structures within the government, or independent feminist researchers.

Research Associates would be those researchers who wish to base one or two small or large projects in the institute, but do not wish to make a major commitment to the institute. They too would likely be academics, but could be students working on thesis or other projects or community researchers or researchers based in government.

Supporting members would pay a fee (graduated, depending on ability to pay) for membership and would receive publications and newsletters from the Institute. They would be kept informed of Institute activities and would be welcome to participate in a number of them. A category of Research Assistants could be added to this over-all structure, but most such assistants would be working with researchers rather than for the institute; some may be designated as working for the institute.

The Research Co-ordinating Committee would be made up of eight members, six selected from the Research Scholars and two from Research Associates. There would be a structure of selection imposed to ensure that some women from each of the interest groups sat on this committee, but 6 of the 8 would be Resident Scholars. They would sit for a maximum of three years, on a rotating basis so that the total committee did not change in any one year.

This committee would have two employees, the administrative assistant identified earlier and an institute director. The administrative assistant's task would be to ensure that the paperwork needed for the institute itself was done, and to act as a primary liason between the administrative board and the co-ordinating committee. The institute director's task would be to provide leadership to the institute members, and to assist in developing research teams and increasing the flow of communication among researchers. She would attend meetings of the administrative board, and

would describe the work of the institute to that board as necessary, but she would not be expected to play a major role in the work of that board. She would also provide the formal link between the Associate Dean of Research or the Associate Dean Academic, as provided for in the GFC guidelines for research institutes.

Location

We do not at the moment have a proposal for the location of the institute. It is obvious from the description of the work that it would need to be in a space in which easy informal research networks develop and in which work could be done. That is, it requires a comfortable space with a meeting room and offices for work. It would, of course, also require computer terminals, desks, filing cabinets, and other office equipment. Given that the academics on campus will already have one office, most of the individual office space would be for visitors and community researchers, but some office space would need to be provided for resident members of the institute who find funds or are able through some means to spend a year on research only, and some shared working space for resident researchers to carry out some tasks within the institute building. There would need to be office space for the administrative assistant and the director, even if one or both of them were initially part-time in the institute. The most important space would be a common room for meetings and sharing of research. It would require some planning to create an ecology which would contribute to the development of the ideal relationships among the researchers.

Phase-In and Start-Up Costs

Phase-In requires most of all the recognition of a starting point. We would recommend that the current Advisory Committee on Women's Studies identify members of that committee (and possibly others on and off the campus) who would be Research Scholars and Research Associates in the institute. This group should immediately form the working committee to develop the institute. The initial cost would be zero.

They should as quickly as possible identify the space which the institute could use on the campus, and make arrangements for that space to be modified as necessary for their use. It would be expected that the University would bear the cost of providing this space, which would include renovations, heating, cleaning, provision of adequate furniture, and so on. Cost here is unknown, and we do not know if it is necessary to incorporate it into a proposal such as this.

They should next recommend people to form the administrative board to begin to address the funding of the institute. Initially, this board would likely be volunteer without an administrative assistant, but they should quickly identify funds to assist them in this regard. They would also expect to receive from the Research Co-ordinating Committee a clear vision of the research institute and its work.

The Research Co-ordinating Committee should then take two steps simultaneously. It should designate a director whose task would be to facilitate the work of the committee and the work of the institute, and it should begin to identify Research Scholars and Associates. In fact, that process involves identifying research projects which the Institute would place its name on. Costs here are variable. It might be possible to proceed with this part of the work on a largely volunteer basis, with a minimum of immediate costs to the university. That is, the assumption would be that a number of researchers are currently working on projects or planning them and would be willing to house them in the institute, and as such there would not be a change in their work-load.

However, volunteerism can exhaust us all, and there should at least be release time for the Director as soon as possible. In the long term this should be a fully funded position. Other funded positions would probably be minimal, except possibly clerical workers, but the institute may seek funding to provide research assistants to Research Scholars and Associates, and it may seek funds to purchase teaching time off for academic staff so they could be free to do a period of concentrated research. However, we would not recommend that the Institute become a funding body in any significant way; the purpose is to create a stimulating and facilitating environment for feminist researchers, not a pot of money for which researchers would perhaps be vying.

Evaluation would of course occur in five years, as is routinely done within the University. It would be important that the objectives of the Institute were clearly understood before that evaluation began so that measures of success and productivity were appropriate. It would also be important that the expectations of success did not far exceed the resources available to the Institute, but beyond that it should simply be included as one element in the planning done by the Research Co-ordinating Committee.

Conclusion

It would seem that the University of Alberta could establish a Feminist Research Institute with few dollars, and that the pay-off in research and

contribution to knowledge could be substantial. We believe that this is true, and on that basis we are recommending that steps to establish such an institute begin immediately.

However, we are not naive in this recommendation, and we would argue that the University (or perhaps the provincial government) should be prepared to provide sufficient funds to the institute that it would not be an exhausting labour of love to committed academic women. We therefore propose a funding structure which would ensure base funding for such an institute. We have not worked out in detail what those dollars might be, but they should not be excessive.

"Feminist scholarship is committed to understanding and improving the situation of women"... (Eichler, 1985), but to do that scholarship well we must first improve our situation within the university. The development of a feminist, interdisciplinary research institute would be one major step towards such improvement. It is past time for the University of Alberta to take that step.

Introduction

Purpose of this Document

This document is written first of all as a discussion document for the Coordinating Committee on Women's Studies, but the intention is that the final draft of the document will first of all function as a proposal to the administration, and secondly as a guiding document for the scholars who become involved directly in the institute. It may also provide the basic document for fund-raising.

As a discussion document, it should be recognized that all aspects of the proposal are tentative, being presented here for further exploration and development. But the underlying principles of the institute are believed to be consistent with a feminist research institute, and a feminist research institute is assumed to be something somewhat different than an institute doing research on women or gender. Although we will define feminism for the purposes of this document, we will not further focus on "the differences" in the various research models: this document will spell out a vision of research institute by describing what it might be and what it might do, not those things it will not be and will not do.

Definition of Feminist Research

We would argue that the most basic definition of Feminist Research is that it is research for women, rather than research on women or by women. This implies a clear recognition of a value orientation, an orientation to improving the situation of women in our society and in the world community. However, it does not necessarily imply only applied research. Much of the feminist research which challenges existing models of knowledge in the university and proposes alternatives to those models is clearly research "for women" even though it occurs in philosophy or literature or theology or any other fields of primary knowledge.

Margarit Eichler's description of feminist approaches could provide a more detailed definition of feminist research:

"AT THE MOST FUNDAMENTAL LEVEL, FEMINIST SCHOLARSHIP IS COMMITTED TO UNDERSTANDING AND IMPROVING THE SITUATION OF WOMEN. IT STARTS FROM THE PREMISE THAT ALL SCHOLARSHIP IS NECESSARILY VALUE-ORIENTED AND THAT MORE OFTEN THAN NOT A LACK OF FEMINIST CONSCIOUSNESS RESULTS IN SEXIST THEORIES AND DESCRIPTIONS. IDENTIFYING AND CRITICIZING SEXIST ELEMENTS IN THE EXISTING LITERATURE

IS THEREFORE AN IMPORTANT PART OF FEMINIST WORK. ONCE A CRITIQUE HAS BEEN ACHIEVED, AND BASIC DATA HAVE BEEN COLLECTED, NEW CONCEPTS AND MODELS ARE CREATED, EITHER TO EXPRESS FEMALE EXPERIENCES, OR TO ENCOMPASS THE EXPERIENCES OF BOTH SEXES. THE LATTER CAN ONLY BE ACHIEVED AFTER THE FORMER HAS BEEN PARTIALLY DONE. IN EITHER CASE, FEMINIST WORK EVENTUALLY GROPEs TOWARDS A NEW EPISTEMOLOGY WHICH ALLOWS FOR THE ADEQUATE UNDERSTANDING OF FEMALE AND MALE LIFE" (1985:624).

Eichler here refers primarily to her own discipline in this description but feminist research and analysis not only critiques knowledge within disciplines but transcends the boundaries of disciplines. Eichler argues that this is so because feminist research by necessity blurs disciplinary and sub-disciplinary boundaries. This occurs because such research is typically issue-oriented, its problems derive from the experiences of women rather than from the problematics of the discipline itself. Eventually discussion around several critical issues influences various disciplines, even though the impetus for the intellectual work does not originate within them. We consider this notion also, the notion of interdisciplinary research grounded in women's issues and experiences, to be essential aspect of feminist research.

Given this understanding of feminist research, there are no discipline boundaries to the work nor limitations to doing collaborative research with feminist oriented women's groups in the community or with other universities. The limitations relate to the overall orientation defined above, a methodological stance which is appropriate to that orientation, and a genuine research problem. That is, a problem which can be addressed by the development or clarification of knowledge. The methodological issue will be addressed in somewhat more detail in the section below entitled Research Agenda.

Outline of the Document

This will be a lengthy document, because it is necessary not only to develop a detailed picture of the institute and the research that would be done under its auspices, but also to describe the administrative and financial structure of the institute. The next three sections will discuss the rationale for such an institute; specific research objectives which flow from the rationale and the definition of feminist research; and a possible research agenda and implied research methodologies.

The next four sections will describe in some detail the institute as a formal organization which utilizes space within the university. These sections

will address the nature of boards and decision-making structures within the institute, the kind of space and facilities which is needed to ensure the work of the institute can be done, and possible ways of financing the institute within the University.

The final three sections will address a number of miscellaneous points. A possible phase-in time-line and procedures will be identified, there will be a proposal for naming the institute, and some concluding remarks will be made about the possibilities of transforming the image of a research institute into a reality. In this section we will try to confront realistically the problems which might arise, and hopefully in discussion we will see if these imply modifying the overall proposal in any way.

Rational for a Feminist Research Institute

Research Objectives of the Institute

Research Agenda

Research Methodologies

Structure of the Institute

Administrative and Working Organization

Space and facilities

Finances

Phase-In

And What Shall We Call It?

Concluding Comments

Notes from meeting with Ursula Franklin, Feb 27, 1987.

I was a little tired and rather distant I think. She must have found my reserve rather chilling, but she talked well and had much good advice I think. She cannot but talk as a scientist, whose mind ranges over an incredible number of options...I had wanted to ask her about well-informed and ill-meaning governments and the implications for all of us but somehow ran out of time. At any rate, the random thoughts:

a) Need at least a monthly seminar to build a community; must be planned, "calculated", to do that building. May need to select relatively neutral topics at first, that academics and community women would attend, such as methodology ...or something.

b) Maybe define its research mandate as either interdisciplinary or of such a nature that it would not be fully acceptable within the academic community...either because the researchers are not legitimized or because the topic would not be done in any department or because the methodology was not mainstream. This would imply that feminist and/or women's research that clearly belonged within a department or discipline would be done in the department, not the institute. This is a possibility, and might reduce competition and conflict, but I need to think about it quite a bit. For example, if we did the famous five, how would we contextualize that? And if we followed this advice, how would we create a space in which "academic" women felt secure and free to participate?

c) I think that means there must be a time and place where the critical feminist academics present their work, even though it is not sponsored by the institute.

d) She would do contract work for and with women's groups, and in fact thinks it is important. She would not do research which requires the withholding of information, although a moratorium may be okay (12 to 18 months). If results are to be withheld, the group must find some other way to do the research.

e) Publication as a function is not so important, but maintaining copies of all research projects is. (Research should be published, but perhaps elsewhere). Two or more copies of any project should be kept in the centre for reference etc. A copy should also be kept on disk, so if anything happens more copies could be done.

f) She agreed with the basic model of a space where we could meet and

access computers and talk, and perhaps have few offices but not a library as such.

g)It needs to be a space in which women like Jean Lauber could come, even though their research is not women's work at all..

h)We did not talk about staffing or funding. She is into the notion of an inexpensive space which cannot be closed down. I am moving towards coordinator and support staff and research associates... to do contract work as well as other activities perhaps.

i)She thinks it may be necessary to learn to do the analytical work we now call research (I had commented on how important it feels to me, and how difficult for students..to destroy the fish to analyze it!). But women should also learn to do the research that does not touch the fish. Perhaps they could do this by dealing with quite separate problems around each type of research. And as they develop the second type and do theses with it, they should expect to write long chapters on methodology, for developing the appropriate methodologies may be an important function of the institute.

j)She described the Great Lakes ecosystem problem, in which it was recognized that it was such a complex system that it could not be analyzed. Rather they had to identify exogenous variables which were most destructive to the system and eliminate them. I think the notion would be something like the notion of social indicator, or "system indicator" and then fiddling with the imposing external forces until that indicator changed. I tried to think of reserve communities, or the women's community, as a complex system and did not quite succeed, but there is the germ of an idea there.

k)She talked about the graduate students as the key to opening the minds of the professors, and how necessary they are for interdisciplinary work... something there is interesting, but I need to think more...

That is all I can think of right now; I need to nap!

**A Feminist Research Institute at the University of Alberta:
Possible Structures and Funding**

Date: February 11, 1987.

Funding

1. Endowment Fund, with the help of the Fund Development Office. Would need about \$330,000 to raise \$1,000,000., would need to move as quickly as possible as provincial funds may soon be committed.

Presumably would generate about \$100,000 for operating costs

Some preference for raising for a single institute for all four Alberta Universities; possible problems need to be noted

Fund development office handles legal details of Trust fund etc., not clear where the dollars go from there to be made available to the institute... Operating Funds with the Comptroller or Special Funds Division?

2. Short-term Funding. That is raising operating costs directly. Presumably if we could identify sources of monies up to \$100,000 a year that would equal the above Endowment plan. Many institutes in the past raised such funds through becoming part of the line budget in some sector of the University. This seems to be less available today.

Presumably paid through the Comptroller, from an Operating Account

3. Research monies, paid through Research Services. This would include individual research monies and possibly other research funds that might be available for an Institute such as ours.

(Research Services also administer the Central Research Fund of the University)

These dollars then go to Special Funds, which takes a cut off the top? (Not clear yet on this; one figure quoted is 35%).

4. Others? Not obvious, but can always seek government grants or grants from other agencies. Private donations (as in 1 and 2 above) are currently matched by the provincial government on a \$2 for \$1 basis for endowment funds, \$1 for \$1 for operating funds, and 50c for \$1 for most "donations in kind".

Be simple
could be the next
Priority
Be simple
Just for a yr
Have proposals
Get a Dean to sign
a \$ 500 project
ie. 2 months time
SSARC

Bank
Operating Fund
emst

Ltd liability
Congress Act

Income

Soft
Hundred

* Political
element *

UPPER
to change

Get a Dean to sign
a \$ 500 project
ie. 2 months time
SSARC

54
55
59
69

Endowment
as above
as separate

6-6-87
Costs

Research Institute
or
other grants
(operating grants)
(capital grants)
interest accounts

1/3 govt
bank the
inst. fund
sponsors
the project

Handwritten notes:
- the group → SHRC etc...
→ no overhead. (UyA not cover)
- will help - replace for
Bib. Rev.
Dink / Rent
- Man. Garden - 1st Dept

Structure

a) It is difficult to get exact, detailed advice or information on this question. There is apparently some disagreement within the University about the best route to go.

b) A structure which is simply part of the University will:

- i) have their accounting done for them, in the comptroller's office
(The exact cost of this accounting is not clear, as in above notes)
- ii) be expected to follow university hiring practises and salary levels for academic and non-academic staff
- iii) be required to provide benefits to staff (pension, UIC, etc.)
- iv) be expected to follow University policy in general, as laid out by the Board of Governors
- v) Have a formal reporting line, initially through the Vice-President Academic but once established through the Vice-President Research (the requirement is only that such a line exist).
- vi) be able to use the Universities tax-deductable Revenue Canada number for providing receipts to donars

c) As a separate society, registered under the Societies Act of Alberta, it may be possible to avoid some of the above (if desired). However, there is a possibility that use of the Revenue-Canada number could be challenged, and that such a society would have to obtain its own number. There might also be a challenge to matching grants if the research centre had a "legal identity" that did not clearly tie it to the University.

d) Either structures could imply a co-operative or collaborative structure with other universities in Alberta.

Either could have community members, students, and researchers sitting on council or other boards.

Other obvious needs

a) A clear image of "staffing" of the institute... should there be a co-ordinator, clerical staff, research associates (paid) etc.....

b) A clear vision of the overall task of the institute, and one or more projects that would give the institute early and appropriate visibility. (If we could identify interdisciplinary projects that could cover the range from medical and social science research through engineering to comparative literature we might meet some of the University's needs; another list could be generated for community needs and that would be more useful in fund raising).

c) Some kind of "board", which may have as its first primary task fund-raising but which would need to have an on-going relationship to the Institute. This would be a "community board" rather than a researcher's board (the latter would also be needed but could be quite different).

d) Some high-profile and or wealthy donors who would be prepared to be identified with the institute for public purposes.

e) A picture of space and furniture needs, and how that space would be used. Would there be full-time "resident" researchers there...from off the campus or on it? A meeting space? Computer and networking capacities? Library or other resources for researchers? (I think not all of these, but this is a brainstorming list)

f) A graduate student research "space", in which graduate research could be done and ideally funded...

g) A community activist and research "space" in which women working in the community and community researchers could share their work with researchers in the academic community...

h) A "publications" space in which research and ideas could be disseminated (need not always be paper publications, but that is one route).

It appears there is no clear model available to us either from within the University or outside of it... there are bits and pieces that we might borrow but that is all.

We might start to put together bits and pieces of this work even as we are developing the institute model; for example producing a few papers, or supporting some particular research project etc.

Next Steps

Jean and I need to visit senior administration (Meekison, et al) to review whatever we decide today. Mary will continue the structural analysis for us, and we should have a formal proposal to the committee by the March meeting. We should also begin to identify tasks which can be carried on by one or two of us, and a definite time-line.

Anything else?

Cultivating
root in
the public sphere

Humana
Nelle McClung

Practice of
writing

Charity
people

meaning for
meaning disaster
Planes - 10 planes
Context

means that degree
structure & substance
alternate visions

practical promise
to see common will being
to see will be represented
for our - for diversity

"5 forces
of decision-making"
- value of or
cent deal =
complex - value
in - how
of writing

Making of the Post
single that
attitude - that
with - money
is you!

dependent
power of
real 4 - re: husbands
"persons" - individual



CANADIAN JOURNAL OF NATIVE EDUCATION

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THE UNIVERSITY OF ALBERTA
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William R MacDonald, PhD
Technology Transfer Program
Office of Research Services
1-3 University Hall
Telephone: (403) 432-5360

**PROFILES OF INSTITUTES, CENTRES AND GROUPS
AT THE
UNIVERSITY OF ALBERTA**

The Office of Research Services is interested in knowing more about the numerous institutes, centres and groups active at the University. Frequently the Office receives requests for information on these organizations, yet no general description of each exists. There is also a need to have a directory of these organizations for funding agencies, for interest groups, and for various offices on campus. Without a directory, many of these organizations do not get the recognition they deserve.

Your input to the profile of your organization will be the basis for the directory to be prepared by Research Services.

The profile is organized in several sections. Sections A, B and C ask for basic information and a description of the research related activities. This information will be put in the directory. Section D asks for information more relevant to the interests of Research Services. This information will be kept in our files for future reference.

Not all questions may be applicable to your organization. Please indicate by N.A. A copy of your profile to be included in the directory will be returned to you for approval before publication.

Call Bill MacDonald at 432-5360 if you have any questions.

Thank you for your assistance.

Please return the profile to Research Services by November 28. Please attach any descriptive materials, such as brochures or an annual report, for the Office of Research Services library.

Send completed profile to:

Dr. Bill MacDonald, Research Consultant
Office of Research Services
1-3 University Hall
University of Alberta

PROFILE OF INSTITUTES, CENTRES AND GROUPS

A

A.1 NAME OF ORGANIZATION _____

A.2 ADDRESS _____

POSTAL CODE _____ TELEPHONE _____

A.2 HEAD OF ORGANIZATION _____

TITLE _____

A.3 YEAR FOUNDED _____

B THE FOLLOWING QUESTIONS IDENTIFY HOW YOUR ORGANIZATION IS ASSOCIATED WITH THE UNIVERSITY

B.1 PRIMARY DEPARTMENT(S) AND FACULTY(IES) TIES OF ORGANIZATION (identify one)

B.2 HEAD OF ORGANIZATION IS APPOINTED BY

HEAD, DEPARTMENT OF _____ DEAN, FACULTY OF _____

V.P. (RESEARCH) _____ (check) V.P. (ADMINISTRATION) _____ (check)

OWN BOARD OF DIRECTORS _____ (check) BOARD OF THE U of A _____ (check)

OTHER (please specify) _____

B.3 PRESENT STATUS OF THE ORGANIZATION

INTEGRAL UNIT OF THE U of A, UNINCORPORATED _____

AFFILIATED WITH U of A, INCORPORATED, NOT FOR PROFIT _____

AFFILIATED WITH U of A, INCORPORATED, FOR PROFIT _____

OTHER (please specify) _____

B.4 SPONSORS (sources of long term funds [not short-term grants and contracts] for operations, general research, etc.; may include the University if it provides identifiable services, rent free space, etc.) Please name the sponsors.

GOVERNMENT OF CANADA (department) _____

GOVERNMENT OF ALBERTA (department) _____

OTHER GOVERNMENTS _____

GRANTING COUNCILS _____

TRUSTS, FOUNDATIONS _____

B.4 (continued)

INDUSTRY, BUSINESS _____

UNIVERSITY OF ALBERTA _____

OTHER (please specify) _____

C THE FOLLOWING QUESTIONS ASK FOR A DESCRIPTION OF THE RESEARCH RELATED ACTIVITIES OF YOUR ORGANIZATION

C.1 PURPOSE AND DESCRIPTION OF THE ORGANIZATION (About 100 words; if a brochure describes this information, please attach it to this form and identify the relevant passage.)

C.2 SUMMARY DESCRIPTION OF THE RESEARCH PROGRAM AND OTHER ACTIVITIES (Please describe each item in a few words. If information is in a brochure, please attach and identify the relevant passages.)

RESEARCH PROGRAMS

EXPERTISE OF STAFF

TRAINING AND TEACHING

C.2 (continued)

SPECIAL PUBLICATIONS

SPECIAL EQUIPMENT

OTHER ACTIVITIES, SPECIAL SERVICES (libraries, consultation services, dataholdings, etc.)

D INFORMATION THAT WILL NOT BE PUBLISHED IN THE DIRECTORY (This will provide Research Services with a better understanding of the size of your organization.)

D.1 ANNUAL BUDGET FOR FISCAL 1985
(include all costs for operating, research, etc.)\$ _____

D.2 NUMBER OF PERSONS WORKING IN THE ORGANIZATION (summarize as full-time equivalents)

PROFESSIONAL	TECHNICAL	ADMINISTRATIVE	STUDENTS	OTHER	TOTAL

D.3 PLEASE LIST ON A SEPARATE SHEET THE NAMES AND JOB TITLES OF PROFESSIONAL STAFF EMPLOYED BY THE ORGANIZATION OR DIRECTLY ASSOCIATED WITH IT. (If listed in a brochure, please attach.)

THANK YOU FOR YOU ASSISTANCE.

NAME OF PROFILE RESPONDENT _____

DATE SUBMITTED TO O.R.S. _____

"Coordinating body"

Change of academic - set up from reference; research, about year
+ long for aims + objectives

Bill Warden
+ Ed
+ Eng
+ Susan

→ the way they needed to do it
→ go after the University - it had agreed } it got blocked
to pay for - director

Spring problems
1970 January - 4 yrs -

→ they to collect library materials - 1. done earlier 1962 ±
1967 - 1st director

Federal } disseminate information
Dept of Commerce grant
for Computer Experiment

JRM Unit
Research + community service
+ two dept

Storage space
Meeting rooms

ROCCO
OAS

Source of material → e.g. by whom has largely
Date + base - computerized } SPIRES etc

hook-ups
Hypertext
Kbase

"Friends of the Institute" ↔
Board - on Admin Board - Academic numbers
+ outside members

Volume part
E hypertext

go between institute ↔ President office
- pool of expertise for projects started in house

Rubin

report to the president
i.e. vice-president research

Denise Botwin Gade
Pat Seymour

Madete

50%

- library ("collected + document")
- researchers (" " " ") } admin (Grant-in-Aid = 100 people
for grad studies, aced. support)
- admin staff - all on full time + support research

Adjunct FTE
bracket - MA, PhD
Bria McDougal

\$10,000

Tony Chair - senior / Board
researcher + President
Reserve Assoc - 2/3 - 3 mos
Visiting Research - office + secretarial
"umbrella org to apply for grants" etc
Adjunct Resources - full-time employed elsewhere
(found letters of appt) → seminars etc.
(no reserve costs)

could see
research etc
do own work
+ provide services
to the institute
7 or 8

Non-budget item
Space electric water etc

Grants
not
cost

Transit Pass

Base \$160,000
Alta Edu - 2
Grant-in-Aid - 125,000
Fund
or
CT

Personnel }
Director } for revenues etc + to cost

Project - may come from the library (Director or veto)
- one of the members may not have it - may see name of the Board
in the staff of the Board

APO - examine re: budget
no financial matters not be involved
any to any responsibilities

scholarly merit

- all kinds of input - checks must be included
- cards on the sub-committee of the Board
for qualitative judgment of merit

appropriate
refers
"computer to judge"
+ no copies
of interest

- refused by 3 people for scholarly merit
- then great adjustment looked at

Publish Monographs -
(BIBO) bibliograph series - topic by topic
(Acquisition) ↓??

Backup Press
Publishers
translation
services

Computer Equipment - for publishing -
Mackintosh disk-top publishing - Bernadette
in printing
to OAS handle-up; own print up

S-15

Join disk to publisher -

Carol Palma
Corp. Services

- If Trust # funds pay people -
cannot belong to OAS
eliminate positive control

Positive Control Committee
for FTE Operating #

Get from...
→ common method (i.e. balance; not
Build a reputation of faculty service
Commit academic credibility

Not too know → trustee
for many reasons
etc.

* Mrs. Cooke *

Alma funds - f. st etc

NASA
Administ

Balance is what you doing

Annith F. C.

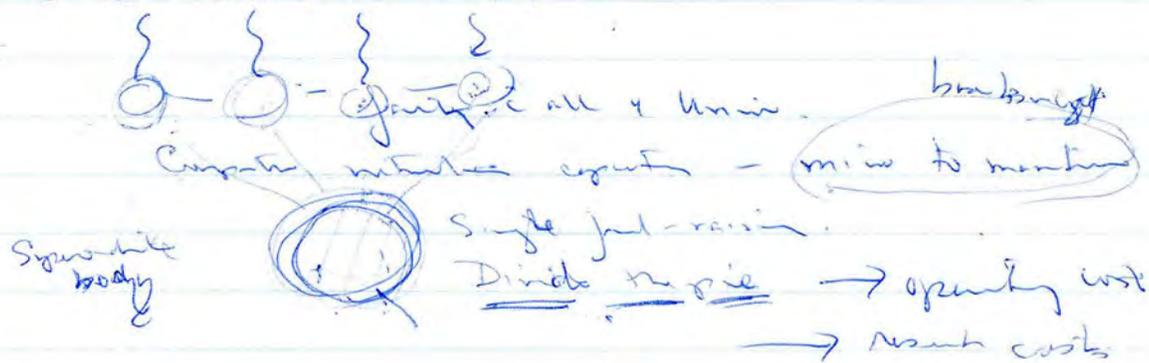
Dept. Head / Manager

Structure

(2)

Office space + Hardware

→ Show in the other minutes -



Soviet Act ↔ Many other agencies -

private sector committee (4 good people) *

Admin Committee of community leaders

access to \$ - +1 or 2 funding
↓ for the way he voted.

"mission" - interdisciplinary research
project end - success

Need to do something to get the
* admin committee - ie success.

Space
Emily Murphy

Doris Anderson?

major bump
Lya for full scale effort

Who to go to for -
Approve
Don't make this a task job

Hirell to
challenge
right
inquiry

Our BOB ↔ hiring → NASA
→ search → pension benefits

Researched not as USA people

Legal Personality

Alprine *

Publication: Manuscripts -

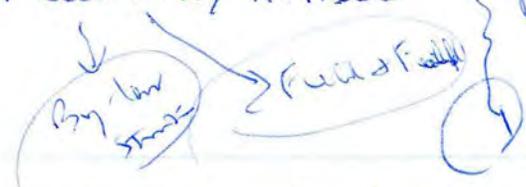
(Write to Bill McDonald & get the FR) - The Book.

all time - Run in the FD office -

Septin / Melissa / Armel

Amy Zelman

Normand
VP Admin



- a) No clear model in Canada (M. Armin), no buy of knowledge.
- b) Grant - re: double under head - no support since etc Support

c) Funding - Resend the richest families \$333,000 → SSFC conference → March where

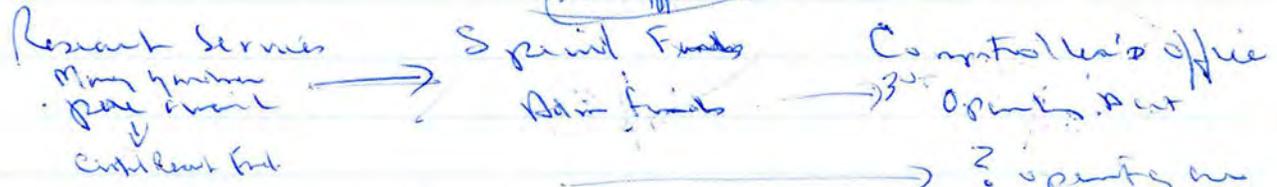
d) Ken or Alberta - wide or joint effort - (Marie Mon) (Dinah + Assoc - Support Staff - second people from city)

e) Endowment - notice of the top: for operating
 f) Research services - contracts in overhead policy - "make off" research grants?

Hold/Ltd
no interest

(Individual funding)

1) Short-term funds
 2) Endowment Monies



30% of the \$

Donation not for endowment - when do they go?
 Matching → Also grant ↔ 1/3 grant pub - 2 for endowment "Opently project"
 1/1 for operating
 1/1 for capital
 "in kind" donation - book for 1/1
 not if get an over number.

Grant Grants for specific projects

What has
 Amy White
 to do with