ICACBR Application for Full Approval from Queen's Senate

1. **Introduction** (This should briefly summarize the context and proposal).

We are requesting that the Queen's University Senate review and consider approving the International Centre for the Advancement of Community Based Rehabilitation (ICACBR) as a Faculty of Health Sciences research centre. The School of Rehabilitation Therapy (SRT) established the ICACBR in 1991 as a Centre of Excellence in International Community Based Rehabilitation through funding from the Government of Canada[1]. The ICACBR has been operating actively on campus since that time. The SRT has never sought official research centre status for the ICACBR, and now wishes to do so to continue to build capacity, advance its research initiatives, and create a more visible presence on campus and beyond. The Centre received provisionary approval on April 24, 2017.

2. **Purposes and Functions**

   a. **What is the main purpose of the proposed Centre?**

   The *vision* of the ICACBR is a world where all people with disabilities are included in their communities and experience full human rights and equal opportunities.

   The *mission* of the ICACBR is to apply the principles and strategies of community based rehabilitation (CBR) to partner with people with disabilities, their families, and their communities (including government and non-governmental organizations) to develop, implement and evaluate activities that build capacity, support policy, generate new knowledge, and deliver services.

   The ICACBR will pursue its vision and mission by:

   - Developing, implementing and evaluating initiatives, together with international partners, that apply the principles and strategies of CBR,
   - Facilitating collaborative research and knowledge translation among faculty, students and community partners to advance CBR,
   - Providing faculty with opportunities to work with and supervise graduate students conducting CBR-related research,
   - Creating a space that supports networking among faculty, students and practitioners interested in the application and evaluation of the principles and strategies of CBR,
   - Pursuing funding opportunities that support international placement experiences for students in CBR-related professions (e.g., occupational therapy, physical therapy), and

[1] Funding was provided by the Canadian International Development Agency (CIDA); now called Global Affairs Canada.

- Organizing and promoting the Malcolm Peat CBR Lectureship[2] on an annual basis.

ICACBR's vision, mission and functions fully align with key priorities of the University's Strategic Framework, including the Student Learning Experience, Research Prominence, and Internationalization. In addition, it has a direct relevance to the University's priority of equity, diversity, and inclusion.

b. How will the Centre or Institute perform its functions (research, publication, etc.)?

The Centre will continue to perform is functions consistent with its 27-year history. Since its establishment, the ICACBR team has managed over $30 million in project funding to implement and evaluate international development programs and share this knowledge back to the communities in which they work. Highlights from the Centre's history can be found in Appendix A.

The Centre will be run by a Scientific Director, who will be accountable for the Centre's key scientific and administrative activities. The Scientific Director of the ICACBR will report to the Vice Dean (Research) at the Faculty of Health Sciences and a Scientific Advisory Board. The proposed Scientific Director, Dr. Heather Aldersey, is presently the Centre's Interim Director and holds a Canada Research Chair (Tier II) in Disability-Inclusive Development. The Scientific Director will serve as chair of the ICACBR's Management Committee. More details about the Centre's administrative structure are provided in the ICACBR constitution (Appendix C).

The Centre will continue to perform its functions by engaging faculty, students, professional personnel from different backgrounds, and community partners. To date, approximately 100 faculty and students have been engaged in ICACBR funded projects. In addition, over 150 personnel have been involved including therapists, teachers, nurses, physicians, community development personnel, social workers, policy analysts, managers, and administrators. Partners include government agencies, non-governmental organizations (NGOs) and universities, and international organizations such as the World Health Organization (WHO), United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), Asian Development Bank (ADB), and the World Bank.

The Centre will perform research through linked Master's and PhD students, research assistants, and faculty members. Publication will be a major responsibility of those conducting ICACBR-linked research. ICACBR projects will be implemented by staff, who are funded on project-based budgets.

c. Will the Centre or Institute cover a field of research not now adequately or readily covered within an existing department, Centre or Institute?

[2] Dr. Malcolm Peat was the founder of the ICACBR and a former Director of the School of Rehabilitation Therapy. Upon his passing, this family established this lectureship in honor of his work in CBR.

The School of Rehabilitation Therapy is well known for its work in international community based rehabilitation and disability-inclusive international development, largely due to the operations of the ICACBR over the last 27 years. In the absence of the ICACBR, to our knowledge there are no other departments, Centres or Institutes at Queen's that cover community-based rehabilitation or disability-inclusive development.

d. What department within Queen's and department at other universities will be significantly active and involved in the activities of the Centre/Institute?

The primary hosting location of the ICACBR is the Queen's School of Rehabilitation Therapy. Faculty and graduate students from the programs in Occupational Therapy, Physical Therapy, and Rehabilitation Science are actively involved in ICACBR activities. There are unrealized opportunities for faculty and graduate students from the School's other programs – Aging and Health, and Rehabilitation and Health Leadership – as well. Additionally, the ICACBR has had collaborating partners in Medicine, Public Health Sciences, Kinesiology and Health Studies, Engineering, Development Studies, and Nursing at Queen's. The ICACBR also has a range of international collaborating institutions, including (but not limited to): the Bangladeshi Health Professions Institution (BHPI) at the Centre for the Rehabilitation of the Paralysed (CRP), Bangladesh; the University of Gondar, Ethiopia; and the University of Kinshasa, Democratic Republic of the Congo. Perhaps most notably, the ICACBR has an ongoing partnership with the Mastercard Foundation and the University of Gondar, which will be active at least until November 2026.

e. **How will the Centre/Institute facilitate or influence the work of**

i. Undergraduate students?

Historically, the ICACBR has not engaged undergraduate students as there are no undergraduate programs in the School of Rehabilitation Therapy, the host unit. In the future, there are opportunities to engage undergraduate students by offering guest lectures to undergraduate students and/or through the public lectures and events offered by the Centre.

ii. Graduate students?

The Centre will facilitate and influence the work of graduate students in four primary ways:

(1) pursuing training grants and other funding opportunities that will provide financial support to graduate students who wish to pursue research related to CBR, (2) offering regular meetings to facilitate networking and research discussion on CBR, (3) linking graduate students interested in CBR with faculty members who share this interest, and (4) offering public lectures and/or other events that advance discussions on CBR.

iii. Post-doctoral trainees?

The Centre will facilitate and influence the work of post-doctoral trainees by:

(1) providing research opportunities for post-doctoral trainees, (2) offering post-doctoral trainees with opportunities to build their mentoring skills by connecting them with ICACBR-affiliated

graduate students, (3) offering regular meetings to facilitate networking and research discussion on CBR, (4) linking post-doctoral trainees with faculty members who share an interest in CBR, and (5) offering public lectures and/or other events that advance discussions on CBR.

iv. Faculty members?

The Centre will facilitate and influence the work of faculty members by:

(1) providing research opportunities linked to CBR, (2) offering regular meetings to facilitate networking and research discussion on CBR, (3) linking faculty members with student and post-doctoral members who share an interest in CBR, (4) offering public lectures and/or other events that advance discussions on CBR, and (5) offering student and research funding opportunities linked to the Mastercard project.

f. In what respects might it enhance the reputation of the University?

Queen's has become well known for CBR and disability-inclusive development, largely due to the quality international work conducted by the ICACBR over the last 25 years. The reputation and work of the ICACBR can help the University to fulfill the plans set out in the Strategic Framework.

Second, the ICACBR has established an international reputation for research and training related to the field of Community Based Rehabilitation. At least 20 graduate students have conducted Master's or PhD thesis research through the ICACBR, and this research has resulted in a number of publications in well-known journals in the field, such as Disability, CBR, and Inclusive Development (DCID), and Disability & Rehabilitation. ICACBR students and affiliated faculty will continue to conduct and publish rigorous research of relevance to CBR and inclusive development. The value of the ICACBR research is that researchers often have access to on-the-ground development projects, data, and experiences that are not often easily available to academics. This unique position of the ICACBR as a bridge between practice and research places Queen's University in a strategically desirable position for the future creation of knowledge and strategic procurement of funding from a diverse range of funders. Queen's is known in Canada and globally for its expertise on CBR and international rehabilitation, and the ICACBR is a major contributor to this reputation. Formally recognizing the ICACBR would only further strengthen our global rehabilitation and international development research prominence, which is linked to Queen's Strategic Framework Priority 2 and 4 (Strengthening our Research Prominence; Raising our International Profile).

Third, the ICACBR is a hub for student learning and engagement, providing a rich environment and a diversity of opportunities for students to be involved in international research and development projects. ICACBR projects have served as a foundation for numerous student research projects as described above. In addition, ICACBR projects, community relationships, and staff presence in the field have created approximately 35 opportunities for clinical and community development practicum placements for Occupational Therapy and Physical Therapy students from the School of Rehabilitation Therapy over the last seven years. Most recently,

from 2015-2018, through a QEII Diamond Jubilee grant, the Centre sponsored 2 Canadian Master's students; 16 Canadian Occupational Therapy (OT) students; and 4 international PhD students to have cross-cultural research and practice experiences that focused on topics of relevance to Community Based Rehabilitation. The ample opportunities for student research, practice, and service provided by the ICACBR provide a unique platform for student learning and innovation and directly contribute to Queen's Strategic Framework Priority 1 (Enhancing our Student Learning Experience).

Finally, since its establishment in 1991, the Centre has managed to maintain its financial sustainability through the procurement of large, multi-year, multi-million dollar grants. Most recently, as noted above, the ICACBR has secured a $15.2 million (USD) grant from the Mastercard Foundation, which will be active at the Centre until 2026. This proven financial sustainability is in direct alignment with the Queen's Strategic Framework 3 (Financial Sustainability).

3. Membership:

a. Have the proponents of the Centre or Institute been working together informally, and if so for how long, and what numbers of students have been involved?

Faculty members, staff, and students have been working together on ICACBR projects since 1991. We would estimate approximately 250 Queen's faculty, students, and staff, and community partners have been engaged in ICACBR work over the years. As demonstrated in Appendix B, presently the Centre has 15 engaged faculty members, 17 affiliated students, and six affiliated staff.

b. If outside groups will be represented, to what extent, and how are they chosen?

Any organization or community group that has an active and funded partnership with the ICACBR will be considered an affiliate member of the Centre. Affiliate members will not have voting rights, but will receive communications and update from the Centre as appropriate.

c. Which are the critical departments with respect to drawing membership?

School of Rehabilitation Therapy, Medicine (including Public Health Sciences), and Nursing.

e. Will all members of the Centre also hold positions in an established department? Will members seek exemption from any normal departmental responsibilities?

All members will also hold positions in their home department. Consistent with the Queen's University Faculty Association Collective Agreement, individual faculty may negotiate reduced teaching responsibilities with their own unit head in order to devote more time to research or service; this research or service may be affiliated with the ICACBR.

f. Will membership be continuing or short term?

Membership will be effective for a three-year period, after which, each member will need to formally reapply.

g. **Will members be brought to Queen's to work on their own projects? If so, what are the sources of such members and the probable means of financing them?**

In most instances, faculty or student members will already be affiliated with Queen's University, thus it will not be required to bring them to Queen's. The ICACBR will have staff to work on its various projects. Presently, the Centre has six staff members funded through the Mastercard Foundation project. Future staff will also be funded through research and development project budgets. If Affiliate members travel to Queen's, this travel would be funded by the partnered project they hold with the ICACBR. The ICACBR has been successful at procuring means of funding for staff, student and faculty travel for over 25 consecutive years.

4. Constitution

The Constitution of the ICACBR is provided in Appendix C as a supplementary document.

5. Organization and Liaison

a. **In what ways, if any, does the constitution of the proposed organization differ from that envisaged in Appendix V?**
The constitution does not differ from that envisaged in Appendix V.

b. **Does the formation of the Centre or Institute have the support of the heads of all the departments involved?**
Yes. (Marcia Finlayson, School of Rehabilitation Therapy; Jennifer Medves, School of Nursing; Richard Reznick, School of Medicine)

c. **Does the formation of the Centre/Institute have the support of the Deans of all departments involved?**
Yes. (Richard Reznick, Dean of the Faculty of Health Sciences)

6. Staffing and Physical Requirements

a. Will a space allocation be required? If so, how extensive might this be?

The ICACBR currently has space in Botterell Hall for four staff members, and in Louise D. Acton for two additional staff members and the centre-affiliated students. Due to the dispersed nature of the space, and a lack of centre-linked networking/collaboration space, we consider this space as inadequate to meet our needs. We hope that ICACBR projects and the staff will grow in five to ten years and with this growth, we hope to have a new, dedicated space that will create opportunities for this expansion and for all staff and students to work in the same location, for collaboration and meetings, and for hosting external funders and other visitors.

b. Is it necessary that any space required be i) directly associated with certain departments? ii) on the main campus?

It would be important for space to be directly associated with the School of Rehabilitation Therapy, in order to keep linkages with the School and its affiliated faculty members. Space on the main campus is preferred.

c. Is it proposed that there be a professional staff of the Centre or Institute who are not staff of a department?

Currently, all professional staff will be funded by external grants and will be linked to the SRT.

d. What office and administrative staffing is proposed?

Although we can fully sustain present staff on external grants, it would be desirable to have a staff member of the Centre to provide administrative and communications support and to work on aspects of the daily running of the Centre that are not directly linked to project implementation (e.g., identifying and supporting funding opportunities, administering social media, creating centre updates and newsletters, working with volunteers, and administering public events such as the Malcolm Peat lectureship). Given the challenges in getting funding for this from external funders, it would be beneficial if funding for this positon be allocated from central funds at Queen's University.

e. What technical staffing is proposed?

None.

7. What special demands might be made on library, computing or other University services?

We do not anticipate any special demands on library or computing services, as all those involved with the ICACBR would be using their resources in accordance with their role (e.g., student as part of researching their dissertation; faculty as part of their teaching and research responsibilities). Special demands on University services may come from University Research Services, Financial Services, or Advancement, due to the typical size of the funding we procure and the unique nature of the funders with whom we work. For negotiation and procurement of very large grants, the Centre may need to draw upon support from the Principal's office in addition to URS or Advancement, as was done for the recent Mastercard Foundation project.

8. Five Year Budget

	YR1 19-20	YR2 20-21	YR3 21-22	YR4 22-23	YR5 23-24
Opening Balance	**$ 1,033,265**	**$ 1,035,683**	**$ 1,032,894**	**$ 1,024,926**	**$ 867,865**
REVENUE					
MCF Contract	$ 2,079,712	$ 2,331,787	$ 3,136,727	$ 2,489,890	$ 2,302,163
QE II Scholarship	$ $8,000	$ 8,000	$ 1,000		
Investment Income	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
SRT contribution	$ 18,000	$ 18,000	$ 18,000	$ 18,000	$ 18,000
Revenue Sub-total	***$ 2,120,712***	***$ 2,372,787***	***$ 3,170,727***	***$ 2,522,890***	***$ 2,335,163***
RESEARCH/CONTRACTS DISTRIBUTION (Revenue Transfers OUT)					
i. MCF Research Awards	$ 84,936	$ 87,484	$ 90,109	$ 89,844	$ 92,539

ii. MCF Project Fee	$ 97,696	$ 98,273	$ 149,573	$ 110,059	$ 106,727
Research Sub-total	***$ 182,632***	***$ 185,758***	***$ 239,682***	***$ 199,903***	***$ 199,266***
TOTAL REVENUE	**$ 1,938,080**	**$ 2,187,029**	**$ 2,931,045**	**$ 2,322,987**	**$ 2,135,897**
EXPENSES					
STAFF SALARIES & BENEFITS					
i. University Staff	$ 64,113	$ 65,244	$ 67,188	$ 69,191	$ 70,575
ii. Research Staff	$ 397,147	$ 414,539	$ 424,494	$ 432,983	$ 441,643
iii. Administrative Staff	$ 30,515	$ 31,126	$ 31,748	$ 32,383	$ 33,031
iv. Student Assistants	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Salary Sub-total	***$ 492,776***	***$ 511,908***	***$ 524,430***	***$ 535,557***	***$ 546,248***
PROFESSIONAL SERVICES					
i. MCF Gondor Project Team	$ 105,462	$ 108,625	$ 111,884	$ 111,555	$ 114,902
ii. MCF Academic & Project Consultants	$ 46,204	$ 47,125	$ 297,250	$ 156,742	$ 160,995
iii. Advertising	$ 5,480	$ 5,644	$ 5,813	$ 5,796	$ 5,970
iv. Other Professional Services	$ 24,467	$ 26,564	$ 29,297	$ 28,825	$ 23,371
Services Sub-total	***$ 181,612***	***$ 187,958***	***$ 444,245***	***$ 302,918***	***$ 305,237***
EQUIPMENT & EQUIPMENT MAINTENANCE					
i. Computers					$ 7,200
ii. MCF Vehicle Maintenance	$ 17,617	$ 18,145	$ 18,690	$ 18,635	$ 19,194
iii. MCF OT Skills Lab Equipment	$ 120,878				
Equipment Sub-total	***$ 138,495***	***$ 18,145***	***$ 18,690***	***$ 18,635***	***$ 26,394***
MATERIALS, SUPPLIES & MISCELLANEOUS					
i. Office Supplies	$ 5,740	$ 5,822	$ 5,907	$ 5,898	$ 5,985
ii. MCF Scolars Student Assistance	$ 884,177	$ 1,250,779	$ 1,491,422	$ 1,317,962	$ 1,165,715
iii. Printing & Publishing	$ 6,850	$ 7,055	$ 7,267	$ 7,245	$ 7,463

iv. Miscellaneous	$ 28,850	$ 15,546	$ 15,952	$ 15,911	$ 16,329
Supplies Sub-total	***$ 925,617***	***$ 1,279,202***	***$ 1,520,548***	***$ 1,347,016***	***$ 1,195,492***
TRAVEL					
i. MCF Travel	$ 192,162	$ 187,605	$ 426,099	$ 270,922	$ 255,169
ii. Other Travel	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Supplies Sub-total	***$ 197,162***	***$ 192,605***	***$ 431,099***	***$ 275,922***	***$ 260,169***
TOTAL EXPENSES	**$ 1,935,662**	**$ 2,189,818**	**$ 2,939,012**	**$ 2,480,049**	**$ 2,333,539**
CLOSING BALANCE	**$ 1,035,683**	**$ 1,032,894**	**$ 1,024,926**	**$ 867,865**	**$ 670,223**

9. Financing and Support

a. As direct University financial support usually cannot be provided, the budgetary expenses under 8 must be met by grant and contract funds or by contributions from departments, Faculties or the School of Graduate Studies. What method is proposed in this case?

We believe that in order for Queen's to have the highest functioning research centres possible, providing the greatest benefit to the University community, it will be critical to allocate central funds to approved centres for activities and personnel not typically funded under project-specific grants (e.g., supporting volunteers and doing community outreach, developing centre-specific communications, identifying and pursuing funding opportunities). In absence of Central funding, the ICACBR has enough committed funds to fund project-specific research and student operations linked to the ICACBR. Our major source of funding is the Mastercard Foundation project, which will bring over $15 million USD to the Centre between now and 2027. We also have funding for other projects of a smaller scope (e.g., QE Scholars).

b. Is there a need for any deviation from normal University financial and administrative policies?

No.

c. Will members of the Centre or Institute who are full-time members of a department receive any personal remuneration from the Centre or Institute at any time?

No.

10. Additional Documentation that may strengthen the request

APPENDIX A – Selection of Completed ICACBR projects

Title	Region	Funder	Partner
Access to Health and Education for all Children and Youth with Disabilities in Bangladesh (AHEAD)	Asia	Government of Canada	Centre for the Rehabilitation of the Paralysed
Interdisciplinary Project on Disability and Maternal and Child Health (IPOD)	Asia	Government of Canada	Centre for the Rehabilitation of the Paralysed
Balkans Primary Health Care Policy Project	Europe	Government of Canada	Balkans Primary Health Care
Governance of Social Development/Care Centres In Post-Tsunami Sri Lanka	Asia	Government of Canada	Ministry of Social Services and Social Welfare (MSSSW), Government of Sri Lanka (GoSL)
CBR Development in Republika Srpska (RS), Bosnia and Herzegovina	Europe	Government of Canada	Republika Srpska Government
Undergraduate Physiotherapy Education in Kosovo	Europe	Government of Canada	Handicap International
The Mushkegowuk Territory Community Rehabilitation Aids Project	North America	The Change Foundation	Weeneebayko Health Ahtuskaywin, the Mushkegowuk Council
Landmine Victims Peer Counselling Group II in Bosnia-Herzegovina (BiH)	Europe	Government of Canada	Solutions for Women Business Owners; Federation of Bosnia Herzegovina Ministry of Health
The Introduction and Development of Community Based Rehabilitation in the	Europe	Government of Canada	Slovak Republic's Ministry of Health and the Ministry of Labour, Social Welfare and Family, Comenius

Slovakia and in Latvia			University in Bratislava, and Trnava University in Trnava, Latvian Ministry of Welfare, Department of Health and the Medical Academy of Latvia at Riga Stradins University
The Development of CBR in Kosova	Europe	Government of Canada	UNMIK, Handicap International, the Association of Disabled People of Kosovo (HANDIKOS), and members of the Faculty of Medicine at the University of Prishtine, Kosova
Canada - Latvia Collaboration, Education and Policy Development in Disability	Europe	Baltics Initiative Program via Federation of International Training	Latvian Ministry of Welfare, the Latvian State Health Insurance Agency, Riga Stradina University, The National Rehabilitation Centre in Vaivari, and the Baltics Initiative Program (BIP)
Canada-Thailand Collaboration in Technologies for Persons with Disabilities - Phase II	Asia	Government of Canada	National Electronics and Computer Technology Centre (NECTEC), and Rathchasuda College
Community Based Rehabilitation and Economic Development Project in Guatemala (CBRED)	Latin America	Government of Canada	Disabled Persons Organizations in Guatemala
Emergency Assistance to the Disabled Population in Kosovo, Albania, and Bosnia-Herzegovina	Europe	Government of Canada	World Health Organization, Handicap International, the Association of Disabled Persons of Kosovo (HANDIKOS)
War Victims			

Rehabilitation Project in Bosnia-Herzegovina	Europe	Government of Canada	Ministry of Health in the Federation of BosniaHerzegovina (FBiH) and Republika Srpska (RS)
Isabel and Alfred Bader Children's Project	Europe	Alfred Bader	Unknown
Development of Community Based Rehabilitation Project in Croatia	Europe	Government of Canada	Croatian Government, and officials at the Physical and Rehabilitation department at the Sveti Duh Hospital in Zagreb
Canada Russia Health and Social Development Project	Europe	Government of Canada; Disabled People's International (DPI)	All Russia Society of the Disabled (ARSD), Moscow Medical College (MMC), Moscow State Social University (MSSU), Solnechney Centre for Social Protection (SCSP), and Volgograd Medical College No. 2 (VMC)
Community Based Rehabilitation Project in Bosnia-Herzegovina	Europe	Government of Canada	World Health Organization (WHO), CARE Canada, Federation of Bosnia-Herzegovina's Ministry of Health (FBiH MoH)

APPENDIX B – LIST OF CURRENT ICACBR MEMBERSHIP

Regular Members
Heather Aldersey (Interim Scientific Director, 2017 – 2019)
Beata Batorowicz
Randy Booth
Vince DePaul
Catherine Donnelly
Megan Edgelow
Marcia Finlayson
Setareh Ghahari
Dorothy Kessler
Melanie Law
Rosemary Lysaght
Jordan Miller
Susanne Murphy
Trisha Parsons
Kevin Woo

Adjunct Members
N/A

Emeritus Members
Terry Krupa

Postdoctoral Fellow Members
N/A

Student Members
Abey Abebe
Fisseha Amdie
Molalign Belay
Mulugeta Chala
Ebenezer Dassah
Zelalem Demeke
Eshetu Engeda
Atul Jaiswal
Julia Jansen-van Vuuren
Hiwot Mekuanent
Demewoz Menna
Reshma Parvin Nuri
Christiana Okyere
Birhan Suadik
Surajo Sulaiman

Haben Tesfamichael
Bekele Worku

APPENDIX C – ICACBR CONSTITUTION