

SIMON FRASER UNIVERSITY
Senate Committee on University Priorities
Memorandum

TO: Senate

FROM: John Waterhouse
Chair, SCUP
Vice President, Academic

RE: Great Northern Way Campus
Academic Vision

DATE: June 19, 2003

At its June 11, 2003 meeting, the Senate Committee on University Priorities (SCUP) considered the Great Northern Way Campus (GNWC) Academic Vision document (attached). This document was created by the four institutional partners, SFU, UBC, BCIT and ECIAD in an effort to develop an academic vision statement for what the GNWC might become. A document providing background information on the campus and outlining the development of the academic vision is also attached for information. Over the past few months, each of the four institutions has taken this vision document through their respective academic review and approval processes. To date, the document has received approval from the other three institutions and SFU is the final institution to consider it.

During its review of the document, SCUP raised the following concerns:

- **Issue** - Where the funding for the campus would come from, the ongoing costs of the campus that SFU would be responsible for and whether SFU would have the option now of exiting from the consortium.
Discussion - The current costs of the campus are covered by rent collected on existing facilities on the campus. Longer term, the plan is not to seek FTE funding from the Government but rather to recover costs through student tuition and other sources such as corporate or government training grants. It is expected that future land development initiatives will cover some of the capital costs for the campus. SFU's "share" of the gift is approximately \$7 – \$8 million and it is part of a consortium along with three other institutions.
- **Issue** – Whether student representatives have been involved in the planning process for this campus.
Discussion – It was noted that the initial Finning Planning Committee, which was active in the latter part of 2001 and the winter and summer of 2002, did have student representation. In the Fall of 2002, this committee was replaced by the SFU Academic Planning Committee. Efforts to find a student representative to serve on this committee were not successful. Concern was expressed that the document does not mention any student participation into its creation nor does it appear to allow for future student input into the planning process.
- **Issue** – The overlap between the proposed initial areas of program focus for the GNWC and the SFU Surrey campus.

Discussion – Considerable concern was expressed around the proposal to have initial areas of focus in New Media and Entertainment Arts, Arts, Culture and Design and Applied Business as all of these areas appear in direct competition with the proposed areas of focus being developed for the SFU Surrey campus.

Given that the four post secondary partners have decided not to seek FTE funding for the campus, it was envisioned that the target student audience would be comprised of non-traditional students, seeking lifelong learning opportunities and who would pay cost recovery tuition fees.

- Issue – The proposed research vision for the campus, a commercial/industrial collaboration, does not appear to recognize that research can be done for its own sake.

Discussion – Concern was expressed that the research activities of GNWC would be compromised if they focused primarily on research for profit or research directed by a particular company's agenda as proposed by the vision document.

- Issue – The vision in the proposal seems to be solely focused on technology and innovation.

Discussion – For its long term success and viability, it would seem to be more appropriate that the campus broaden its vision.

In order meet its obligations as a member of the consortium, SFU needs to provide its decision on the Great Northern Way Campus Academic Vision document by July, 2003. Due to the extent and nature of the concerns raised in its review of the Great Northern Way Campus Academic Vision document, SCUP would recommend approval in principle but with the following provisos:

Motion:

It is moved that Senate approve in principle the Great Northern Way Campus Academic Vision document with the following caveats:

That before SFU participates in or offers any academic courses or programs at the Great Northern Way Campus due diligence is undertaken to ensure that the proposed offerings:

- Do not compete with existing and proposed SFU academic course/program offerings;
- Will not seek FTE funding and will target non-traditional learners;
- Have a targeted labour market and identified student demand;
- Are financially viable;
- Have appropriate human, fiscal and physical resources;
- Enhance and contribute to the overall University mission and strategic plan;
- Have been reviewed and approved through the regular academic approval channels of the University culminating in approval by Senate prior to their offering.

A Vision Statement for the Great Northern Way Campus (GNWC)
A Submission to the Senate Committee on University Priorities

MOTION: That SCUP approve in principle the attached Vision Statement for the GNWC.

BACKGROUND

Finning International donated to SFU, the Emily Carr Institute of Art and Design, BCIT and UBC a parcel of land located on Great Northern Way, just east of False Creek. The gift was provided to all four Institutions who agreed that they would explore the possibility of offering academic programs on the site. The Presidents of the four institutions, in June of 2002, created a "Charter of Principles" that set out broad guidelines for the development of the campus which was envisaged as a "new integrated learning and research environment that will build on the various strengths of the partners." This document is attached for information.

This parcel of land is tentatively called "The Great Northern Way Campus" primarily because of its address: 555 Great Northern Way. The Vice-Presidents Academic of the involved Institutions formed an Academic Steering Committee and this Committee, aided by the Chairs of the four institution specific GNWC academic planning committees, has worked over the past year to develop an academic vision statement as to what this campus might become.

The site will be developed with new buildings to suit the agreed upon academic purposes for the site and to house commercial use which will generate funds to partially support the academic mission. The finished development will include up to one million sq. ft. of academic space available to the four academic partners.

Currently, the existing buildings on the GNWC are being used by UBC, Emily Carr and BCIT for some of their academic programs. These facilities, over the next three to ten years will be replaced by new buildings.

The timeline for development of the GNWC is not definite, with a window of three to ten years being the best estimate at this time. This timeline will be influenced significantly by various factors, including available funding for new buildings and funds for ongoing operating costs of any programs offered there.

The GNWC is not envisaged as a new, independent University. Any degrees granted to students taking courses or programs at GNWC will be awarded by one or more of the four Institutions. For example, SFU could offer one of its own programs at GNWC and award its own degree upon completion of the program. Alternatively, two or more of the Institutions could offer a joint program with some agreement being made about which Institution(s) will award the degree.

One issue is clear: Before SFU offers any new courses or programs at the GNWC, either as stand alone courses/programs or in cooperation with one or more of the other Institutions, SFU Senate approval would have to be obtained before doing so. There is a clear understanding among the Institutions that each Institution would have to seek the appropriate approval for any courses/programs offered at the GNWC.

To facilitate SFU's involvement in the GNWC planning process, an SFU Academic Planning Committee was established and is responsible for identifying and coordinating the needs of SFU in regard to the use of the GNWC. Members include: Ron Marteniuk (Special Advisor to the Academic Vice President who serves as Chair of this Committee); Fred Popowich (Faculty of Applied Sciences); Tom Perry (Faculty of Arts); Gloria Sampson (Faculty of Education); Rolf Mathewes (Faculty of Science); and Laurie Summers (ex officio), Director, Academic Planning.

In May of 2002 John Waterhouse, in a memo to all faculty, asked for expressions of interest in regard to SFU's possible role into this academic vision. Since that time, the SFU GNWC Academic Planning Committee has been approached by a number of interested individuals/groups.

Most notably, the following initiatives have been brought forward for possible inclusion in the GNWC:

- a. A Centre for Sustainable Urban Environments (lead-Jock Munro)
- b. Bioinformatics (lead-Willie Davison)
- c. Forensic Science (lead – Psychology)
- d. Ergonomics (lead – Jim Morrison)
- e. Centre for Quantum Computing (lead – Morley Lipsett)
- f. Workplace Transitions Centre (lead – Evan Alderson)

Over the past year, the above input from SFU, along with the ideas and needs from the other three institutions, have been used to develop the draft Academic Vision for GNWC (this document is attached). The Committee for this initiative is composed of the four VPs Academic and the Chair of each of the institution specific planning committees. This Committee wrote the Vision Statement with the aid of a professional writer and the document was altered somewhat by the Presidents of the four Institutions.

The composition of the above committee consists of: BCIT (Tony Tanner and Heinekey, Marsh); Emily Carr Institute of Art and Design (Monique Fouquet and Marika Morissette); SFU (John Waterhouse and Ron Marteniuk); and, UBC (Barry McBride and Neil Guppy)

Along with the above process, two consultations regarding the GNWC were held at SFU Burnaby (Wednesday, May 28th) and at SFU Harbour Centre (May 30th) where all interested SFU faculty were invited to participate in a discussion of the DRAFT version of the Vision Statement for the purpose of soliciting feedback about this document.

Charter Principles

Great Northern Way Campus

A Consortium of UBC, SFU, BCIT and ECIAD

June 28, 2002

Preamble

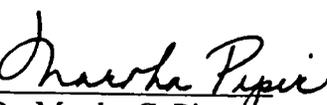
The four institutions have acquired the property known as the Great Northern Way Campus for the purposes of creating a new integrated learning and research environment that will build on the various strengths of the partners. It is important that the development of the academic vision be reflective of a number of guiding principles that have been agreed upon by the undersigned.

Guiding Charter Principles

- The Consortium agrees that the educational models to be used will be innovative and include new methodologies and pedagogical strategies among a variety of academic areas across all four educational institutions. There will be a significant emphasis on inter-institutional integrated programming.
- Where feasible there should be a "one stop" provision of services for students (one registration office, one financial aid office, etc.).
- The project is not a "real estate deal" but appropriate real estate decisions will be made to further the achievement of the educational goals.
- The vision must be sensitive to the economic development objectives of the City of Vancouver and consultation with the surrounding community will take place in determining the long-term vision for the campus.
- The vision must be sensitive to the needs of the British Columbia economy.
- The vision should be broad enough to allow for the development of a world class future-oriented hi-tech environment that is inclusive of both full and part time instruction (lifelong learning), multiple delivery formats, pure and applied research/technology transfer, traditional and non-traditional students, research incubators and partnerships with the private and public sectors.



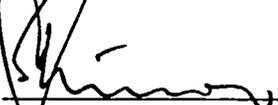
Dr. Tony Knowles
President, BCIT



Dr. Martha C. Piper
President, UBC



Dr. Ron Burnett
President, ECIAD



Dr. Michael Stevenson
President, SFU

Great Northern Way Campus

AN ACADEMIC VISION

January 27, 2003



The Goal

Four academic partners – the British Columbia Institute of Technology, the Emily Carr Institute of Art + Design, Simon Fraser University and the University of British Columbia – will:

Create a unique and integrated centre of excellence:

- **facilitating the convergence of science and technology with art, culture and design; and,**
- **focusing on renewing the urban environment within the context of a knowledge-based economy.**

The Great Northern Way Campus (GNWC) is envisioned as an academic anchor for a high-technology precinct that will attract and interact with industry – educating future workers, sharing research and inspiring and facilitating commercial applications and development. Built from the proceeds of complementary high-tech industrial, commercial and residential real estate development, as well as from the resources of industry and government, the campus will house academic programs that are unique in scope and international in appeal.

This collaborative campus will immediately expand academic choice in B.C. It will spark and inspire economic, artistic and technical innovation, through research, development and commercialization. It will provide direct economic stimulation – and corresponding financial opportunities for the partner institutions and their students – through close cooperation with industry; and it will stand as a regional, national and international showcase for exemplary high-density urban design.

Fully integrated in the redeveloped False Creek flats, the campus will draw inspiration, insight and resources from its tenants, collaborators and neighbours, including related industries and businesses and the new residents who these entities support. Accordingly, the GNWC economic impact will be regional, provincial and national, and its reputation and academic draw will be international.

In short, the timely creation of a Great Northern Way Campus will fulfill four critical and urgent social and academic goals:

1. **Innovation** – The GNWC will concentrate on innovation in all areas, from developing research capacity with a strategic focus on the new economy to modeling best practices in teaching and program design. It will also strive to remain nimble in structure to assure the flexibility necessary for ongoing innovation.
2. **Integration** – The GNWC will make available the strengths of four leading institutions to students whose academic and professional goals cannot easily be met by any one of the four alone.

3. **Enhancement** – The academic collaboration among institutions will create synergies; the whole will be greater than the sum of its parts.
4. **Stimulation** – The New Economy demands a talented pool of citizens who will continue to educate, innovate and stimulate economic growth in the local, provincial and national economies. GNWC will provide that talent.

The History

In 2001, Finning International Inc. donated 7.5 hectares – the equivalent of six city blocks between Main Street and Clark Drive in Vancouver – to four top-of-their-class educational institutions: UBC, SFU, ECIA+D and BCIT. This \$33.8-million gift was intended to do more than provoke synergies among these post-secondary leaders. It was to inspire a collaboration that would also include industry and government, creating benefits that would flow to all the citizens of Vancouver – indeed, to all British Columbians and Canadians.

Municipal and regional government officials immediately recognized the potential value of a GNWC development. This innovative institution offers the promise of maintaining the “industrial” use of this important property, attracting high-tech businesses that would create employment in the city’s core without bringing the social dislocation or environmental degradation sometimes associated with “industry.” The site – which can accommodate as much as 2.5 million square feet in new development – lies conveniently along major transportation and telecommunications corridors, making it an ideal location for a high-density residential, commercial and industrial centre. All that was missing was a focus.

GNWC might be presented as an opportunity whose time has come. It is certainly clear that the time for multidisciplinary, inter-institutional collaboration is upon us – that a collaborative model can reveal strengths in research and scholarship that surpass the expertise and potential of any single partner. Given the state of the national Innovation Agenda, it is also timely to leverage the potential benefits of collaboration between academia and industry – especially between these particular institutions and the high-tech and design-oriented industries for which Vancouver already has a significant reputation.

This is unquestionably the right time. And now, with Finning’s donation of the GNW lands, the opportunity has come.

The Vision

The GNWC partners propose to break new ground using the best of their proven tools and talents. In the immediate term, each of the individual elements of the academic

program may look familiar to one or several of the existing institutions. The academic innovations – the new tools, techniques and synergies – will arise from these combined strengths being available in one location.

GNWC will capture international attention as a model for academic cooperation, for economic integration and for an evolving program that recognizes and enhances the interconnectedness of science and technology with art, culture and design.

The major, defining elements can be broken into nine parts:

1. Academic program themes

These will be:

- high-technology oriented;
- multidisciplinary;
- inter-institutional, breaking through traditional academic barriers;
- collaborative, not just among institutions, but also with input from public and private experts.

2. A Signature Identity

While some course content may be seamless between what is offered at GNWC and what is offered at the partner institutions, certain subject matter will automatically suggest a GNWC connection. The list will surely evolve over time to take advantage of new opportunities and to meet demand, but the initial focus will include:

- New media and entertainment arts – information and computer technology (digital convergence, bioinformatics, enhanced visualizations, human-machine interfaces, virtual reality, computer imaging);
- Art, culture, design and architecture (computer animation, public art, green architecture, nanotechnology architecture, environmental technology, interactive design, industrial design, theatre and exhibition design, research and development in the arts, sound design, broadcast design);
- Applied business (e.g. Entrepreneurial leadership, small business development, professional start-up training, venture-capital initiatives) within GNWC specialty areas.

3. Technology-enhanced Learning

A concentration of technological resources will enhance the interaction between artists and designers and conventional “high-technology” students – computer scientists and theoreticians. The program will therefore include:

- An innovative and experimental mix of learning technologies;
- Creative use of technology in the learning process;
- E-learning opportunities that will make important sections of the programming available beyond the Lower Mainland.

4. Research

Setting aside the distinctions between what aspects of academic effort are theoretical and what are vocational, GNWC partners will pursue research goals that include the fundamental but which concentrate on the practically applicable. These will include:

- Collaborative research involving academics, industry, government, the arts, and public non-governmental organizations;
- An on-campus business incubator;
- Initiatives to enhance the public good, including attracting government and private research funding and expanding opportunities for development in the city's urban core;
- An efficient framework for commercialization, knowledge and technology transfer;
- Value-added consulting for all non-academic partners.

5. A Diverse Student Population

The GNWC will be flexible in serving the learning community. It will offer everything from modular courses to complete degree programs. These might include:

- Single courses, diplomas and certificates;
- Undergraduate and graduate degrees;
- Short-stay opportunities for year-one students, for senior undergraduates and for graduate students.

6. Learner-Centred Curricula

While some conventional teaching techniques will be relevant and useful, and while best practices will be the norm in pedagogy and curriculum design, GNWC will emphasize learner-centred approaches, including:

- Inquiry-based pedagogy;
- Problem- and project-based learning;
- Collaborative, team-based learning.

7. Enhanced Exchange of People

GNWC will provide a critical community link to this comprehensive academic institution, including everything from research cooperation, as above, to public spaces devoted to showcasing leading edge art, design, and technology. It will

also facilitate the flow of people among partner institutions. This will be accomplished by

- Easy reciprocal flow of students and faculty to and from GNWC and partner campuses;
- Facilitated student transfer among partner institutions;
- Strong connectivity between community and institution using public spaces on campus to enhance private and community input;
- A compelling environment for international collaboration – attracting research attention and funding, as well as committed learners and experts from around the globe.

8. Commercial/Industrial Collaboration

As a leading research resource, as well as a source of qualified personnel, GNWC will attract compatible industries, creating opportunities for students as well as industry/research synergies. These might include:

- Extensive student exposure to related industries through co-ops, internships and participation in applied research;
- Valuable industry input on potential directions for research and academic programming;
- Immediate opportunity for faculty to test and apply research results;
- Direct industry funding.

9. Institutional/Structural Integration

The four institutions would share and integrate as many of the support and infrastructure services as are appropriate. Examples include but are not limited to:

- Admissions;
- Information Technology;
- Library;
- Career advising;
- Academic advising.

The Mechanism

Organizationally, the GNWC will combine the strengths of its four partner institutions with the collaborative input of community, industry and government.

Structurally, it might benefit from the example of previous collaborations, such as the example of the New Media Innovation Centre (NewMIC) at Harbour Centre.

Funding sources might include:

- GNW real estate development;
- Commercial retailing at GNW;
- Industry tenants and partners;
- Governments (municipal, provincial, federal);
- Domestic student tuition;
- International Student tuition;
- International partners (public and private);
- Patents, royalties, licensing, and spin-off equity;
- Fundraising.

The Timeline

The Great Northern Way Campus will move forward as expeditiously as is consistent with the development of an agreed upon academic plan and the availability of capital and operating resources.

DRAFT