

S. 88-2P  
As amended  
by Senate  
6/6/88

SIMON FRASER UNIVERSITY

MEMORANDUM

TO: Senate

FROM: J.W. George Ivany  
Chair, Task Force  
on University Size

SUBJECT: Enrolment Limits:  
September 1988

DATE: May 26, 1988

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The Board of Governors has approved the limit of 3,000 new admissions for the fall term based upon resources available now that our overall budget is known. Attached you will find four memos which were tabled for the Board's information and which summarize the activity of the Task Force on University Size. The final memo, dated April 21, 1988 from the Task Force on University Size to the President was tabled at the last Senate meeting for information. It would now be appropriate for Senate to approve the following motion:

"that the Registrar set a target of 3,000 new <sup>undergraduate</sup> admissions for 88-3. Any resulting reductions will be accomplished as described in the memo of April 21, 1988, referred to above.

Memorandum  
from the  
Vice-President, Academic Office  
Simon Fraser University

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To: W.G. Saywell, President

From: J.W. George Ivany  
Vice-President, Academic

Re: Task Force on University Size

Date: May 8, 1988

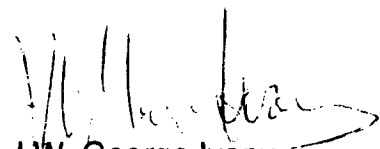
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In the fall of 1987, following several successive semesters of large enrolment increase, the President set up the Task Force on University Size. There was widespread feeling that a critical point had been passed in the balancing of student accessibility and available resources. The quality of instruction at Simon Fraser was said to have been impaired.


The mandate of the Task Force, which has been meeting on a weekly basis since October, was announced in the attached memo (88-10-6). We have now addressed the first aspect of our mandate, namely the setting out of a crisis response to control a predicted double-digit application rate for September 1988. This action is described in a memo to Senate (87-12-10) and is further elaborated in my memo to the President (88-4-21).

These proposals, which will limit the number of new students admitted next fall to 3000, selected on the basis of previous academic performance, are enabled under long standing legislation empowering the registrar with authority to limit student admissions based upon available resources.

Meanwhile the Task Force has begun to deal with the longer range issue of appropriate university size. A call for briefs was issued in January which generated a number of competing visions of the university. We have been wrestling with issues ranging from the ideal (quality of campus life) to the very pragmatic (scheduling of classroom space). We are considering admissions and continuance policies, the mix of students, and matters of curriculum structure. Each of these areas is under the control of various Senate Committees to which appropriate recommendations will be addressed. We hope to table a report before the end of the summer trimester.

  
J.W. George Ivany

To the Board for information:

  
W.G. Saywell,  
President

Memorandum  
from the  
**Vice-President, Academic**  
Simon Fraser University

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**To:** Task Force on University Size

**From:** J.W. George Ivany

**Subject:** Mandate

**Date:** 89-10-6

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As I see it we have three different but related sets of objectives to achieve.

**1. Description of the problem and definition of possible crisis responses.**

We shall analyse and discuss data and anecdotes related to the perceived problems of student overload. This will involve data relating to student counts, faculty-student ratios, ratios of sessional to regular faculty and our "turnaway" rate. Other important data related to support services will be scrutinized. The data will be compared across programs, Departments and Faculties and across recent years.

Such "quick-fix" ideas as may suggest themselves may become one-time, emergency band-aids to be imposed by administrative action or may involve longer term changes. We should consider enrolment caps on courses and programs, admission standards, continuance standards, etc. We should consider administrative support levels as well as faculty complement needs.

Deadline: November 30, 1987.

**2. Analysis of current capacity.**

We shall attempt to define the current, optimum capacity of the University given present resource levels in order that the quality of our instructional and research programs be preserved. We must examine certain of our beliefs about Simon Fraser, e.g., the accessibility mandate, or the tutorial concept, to name just

two. This should be done across the entire spectrum of our curriculum. The result should be a statement of preferred total size, a profile of student distributions afforded among Departments and Faculties, recommendations with respect to the historic proportions of graduate to undergraduate students, part-time to full-time students and high school entrants to college transfers or mature entrants. In dealing fully with these issues we shall have to consider admissions standards and policies, curriculum and pedagogy, space and scheduling across the day, the week and the year.

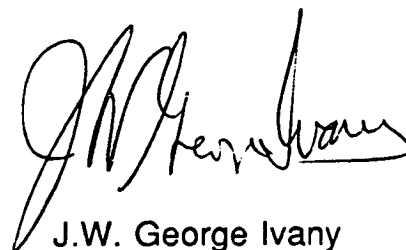
Our target is a set of recommendations which will stimulate a full Senate debate on these important issues of capacity, resources and quality.

Deadline: April 30, 1988.

**3. A Proposal for Government incremental support for growth at Simon Fraser University.**

Using the data and analyses from 2 above and considering both our historic niche in the University system of British Columbia and the demographics of population growth in our catchment region we wish to table a concrete proposal for incremental growth for the consideration of our Ministry.

Deadline: April 30, 1988.



J.W. George Ivany

Memorandum  
from the  
**Vice-President, Academic Office**  
**Simon Fraser University**

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To: Senate Committee on  
Academic Planning

From: J.W. George Ivany,  
Chairman, Task Force on  
University Size

Re: Enrolment Limitations  
for 1988/89

Date: December 10, 1987

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As you are aware, the Task Force on University Size was struck as a subcommittee of SCAP in the aftermath of a significant enrolment increase in September. This increase of 8.7% follows successive increases over the past several semesters (see table attached). Following on the heels of a long period of restraint, from which we have barely begun to recover, this growth in the face of reduced resources has finally created a sense of crisis on the campus. That crisis has many aspects -- too few instructors, too large class sizes, too large tutorials, insufficient classroom space, and a significant overload on support services from parking to academic advice, from departmental assistance to registration and financial aid. Many felt that the crisis had become unbearable and that lack of action to cope would be tantamount to immoral action. The President asked me as Vice-President, Academic, to inquire into the problem of university size. Thus the Task Force was created.

Senate will recall that this problem was anticipated in 1982 by the President's Committee on Enrolment Limitation (report attached). Unfortunately, the mechanisms proposed in that committee report were to be triggered by an enrolment of 11,000 students. In retrospect, that number was too high which is why the current crisis has befallen us.

MAY 6/88  
NOT ATTACHED  
D.

The mandate of the new Task Force has three aspects as outlined in an attached memo. This report to SCAP deals only with the first aspect, a suggested response to the crisis for the short term while a more deliberate analysis of the problem can proceed.

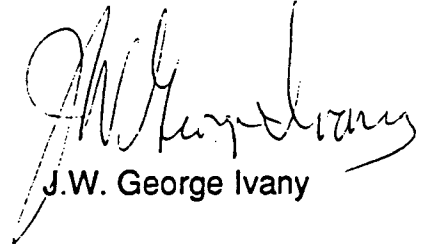
The full analysis must take more time than is available if we are to inform potential students, schools and parents of any possible changes to admissions in a timely manner. A careful study must consider special approaches to government for incremental resources (which have already begun). It would need to examine our scheduling, our pedagogy, our system of admission and registration, the effects of course, program and Faculty level enrolment caps. In effect, it must examine the very concept we hold of education at Simon Fraser.

In the meantime, we cannot sit still and do nothing about the immediate deterioration. While placing before government a request for special considerations we must prepare a contingency plan such that the situation can be brought under control if no relief resources can be found.

Therefore, we propose a plan to implement the authority and responsibility which is specified as follows in the SFU Calendar (p. 15). "The University reserves the right to limit enrolment when it deems the facilities and resources available are not adequate to provide for additional students." We suggest a mechanism which would enable curtailment of new student registration, based upon competency (as measured by high school, and/or college grades) to limit the overall undergraduate student numbers to an appropriate maximum based upon current resources plus any special incremental resources which can be made available in a useful manner.

Motion

"That the Registrar be empowered to limit the admission of new students by year level, based on their admission G.P.A.s, so that the number of students registered does not exceed a defined limit: that limit shall be based on an analysis of resources, including any potential additional funding."



J.W. George Ivany

att. (3)

**SUMMARY OF UNDERGRADUATE HEADCOUNT ENROLLMENTS  
IN FALL SEMESTERS AT SIMON FRASER UNIVERSITY**

<b>SEMESTER</b>	<b>NEW UNDERGRADUATE STUDENTS</b>	<b>% INCR.</b>	<b>CONTINUING UNDERGRADUATE STUDENTS</b>	<b>% INCR.</b>	<b>ALL UNDERGRADUATE STUDENTS</b>	<b>% INCR.</b>
81-3	2,747		7,353		10,100	
82-3	2,847	3.6%	7,886	7.2%	10,733	6.3%
83-3	2,814	-1.2%	8,369	6.1%	11,183	4.2%
84-3	2,899	3.0%	8,299	-0.8%	11,198	0.1%
85-3	2,814	-2.9%	8,397	1.2%	11,211	0.1%
86-3	2,986	6.1%	8,425	0.3%	11,411	1.8%
87-3	3,365	12.7%	9,039	7.3%	12,404	8.7%

Memorandum  
from the  
Vice-President, Academic Office  
Simon Fraser University

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To: Dr. W.G. Saywell, President

From: J.W. George Ivany  
Chair, Task Force on University Size

Re:

Date: April 21, 1988

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Your budget model for the 1988-89 fiscal year projected a need for a reduction of the fall 1988 admissions to 3000 new students. As you know, Senate has already approved the use of Grade Point Averages to effect such a reduction. In order to effect this decision the Task Force recommends the following procedures:

1. **Appropriate people, (new applicants, school and college personnel), should be notified as soon as possible of the consequences of this decision on admission procedures.**

For the purposes of the registration process these procedures will have to be implemented starting on about April 15th, 1988. Information should be sent out as soon as possible.

2. **The proposed cuts should be applied to the different new student categories in such a manner that the current, evolving proportions within the total mix of the student population shall be maintained.**

While some might argue that restrictions in opportunity should be applied differentially to effect changes in Simon Fraser's student population, we would maintain that that decision is part of the larger debate which will follow the final report of the Task Force. For the moment, we wish only to efficiently control the fall intake rather than to join the larger debate prematurely. By adopting this principle we are maintaining our historic role as an "accessible" institution, being restricted only by a lack of resources which shall impact all categories of students equitably, excepting for recommendation 3, following.

3. **That the conditions for readmission of failed students be more stringently applied.**

The underlying notion here is that restrictions should not deny new, qualified applicants a place which would otherwise be filled by students who, having had a chance at Simon Fraser, are unable to demonstrate catch-up or remedial progress subsequent to the time of their involuntary withdrawal.

  
J.W. George Ivany

cc. R. Heath