

**SIMON FRASER UNIVERSITY****MEMORANDUM****To:** Senate**From:** Senate Committee  
on Academic Planning**Subject:** Report on Objectives and Program  
Development Guidelines**Date:** September 15, 1988

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The Senate Committee on Academic Planning met on September 14, 1988 to consider the Report on Objectives and Program Development Guidelines prepared by the SCAP/Harbour Centre Planning Committee. Action taken at that meeting gives rise to the following motion:

**MOTION:**

"That Senate approve and recommend approval to the Board of Governors, the Objectives and Program Development guidelines for Simon Fraser University at Harbour Centre, as set forth on pages one through seven of the attached document, S88-33 ."

OFFICE OF THE VICE-PRESIDENT FOR  
SIMON FRASER UNIVERSITY AT HARBOUR CENTRE

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Memorandum

To: Dr. J.W.G. Ivany  
Vice-President, Academic

From: Jack Blaney  
Chairman,  
SCAP/Harbour Centre

Subject: REPORT ON OBJECTIVES &  
PROGRAM DEVELOPMENT GUIDELINES

Date: July 27, 1988

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In preparing this report, Committee members were guided by the work of the previous SCAP/Downtown Committee, met with the Faculties and some departments, and held two open faculty forums (with Faculty Association assistance). Members of the Committee gave special attention to the central focus of an urban university centre. We considered this within the context of SFU's mission and strengths, and programs of other institutions, the needs of the community, the opportunities for institution-building, and the practical matters of doing whatever we do well and within accepted budgetary principles.

Since preparing this report, Committee members, in a preliminary way, have considered the programs, among the many that have been proposed for Harbour Centre, against the criteria promulgated in the report. Several programs (each dependent on adequate funding) clearly meet the focus we propose for Harbour Centre; others, with further development, likely will as well.

Further, Committee members plan to consider the kinds of programs that ought to be at Harbour Centre, in addition to those proposed by departments, as well as the important matter of building thematic linkages among programs and the need to establish as much program coherence as practical.

Any further work by the Committee, however, must await SCAP's response to our first, enclosed report. The Committee is unanimous in recommending the report to SCAP.



JPB/em  
Encl.

cc: Committee members

**SCAP COMMITTEE ON HARBOUR CENTRE PROGRAMS:**  
**OBJECTIVES AND PROGRAM DEVELOPMENT GUIDELINES**

September 15, 1988

**SCAP Committee on Harbour Centre Programs:**

**Outline of Report**

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**Appendices**

- A. List of proposed programs, research centres, and services.**
- B. Previous SCAP Downtown Program Committee Report**
- C. Committee Membership**

## **Simon Fraser University at Harbour Centre: Objectives and Program Development Guidelines**

The hallmark of universities is that they serve the advanced knowledge needs of society. Change -- in organizations, in technology, in responsibility, or in career, public and personal goals -- directs individuals to seek further education. Simon Fraser University at Harbour Centre will serve this need by becoming an urban centre for the advanced recurring education of those who through previous education, intellectual growth or substantial experience have already established the necessary foundations for advanced learning. Simon Fraser University is institutionally committed to basic and graduate programs in the traditional liberal arts and sciences, to interdisciplinary professional and applied programs, and to the renewal of individuals and organizations through programs of lifelong learning. The programs offered at the main campus, in downtown Vancouver and through distance education each must respond to the geographical and demographic characteristics of the particular sites and their catchment areas. Simon Fraser University at Harbour Centre, as an integral part of Simon Fraser University, will reflect our institutional characteristics, but it will also have a distinctive mission in response to the particular societal and economic needs represented within the city centre. The educational programs that will meet this mission will be a mix of selected programs now offered by SFU, together with others that will be expressly designed to respond to this particular mandate. Simon Fraser University at Harbour Centre presents an opportunity for Simon Fraser University to achieve new distinction within the city, the province and the nation by becoming a recognized centre for advanced recurring and mid-career education.

### **Central Focus: Advanced Recurring Education**

Universities, beyond their 'traditional' clientele, have for years served adults in two ways: first through offering non-credit self-development and personal enrichment courses on any variety of topics studied at university; and second,

through the provision of opportunities to start or complete a university degree. These continue to be important needs. But with accelerating change a third need has emerged --- that of providing opportunities for adults possessing fundamental competence to return to university in order to keep up with evolving circumstances and conditions --- much as university faculty members seek sabbaticals or specialized seminars to maintain their currency, vigour and competence. It is this third, emergent need, that we should primarily address in our programs at Harbour Centre.

Some individuals continue their intellectual development or establish new occupational competence through independent study alone, but many require or desire more formal instruction. At any one time this instruction may be best provided by graduate degree or post-baccalaureate diploma programs, through established university programs (accessible on a full or part-time basis), or at other times, by credit-free intensive seminars and courses.

Many of the best models of advanced recurring education are, not unexpectedly, at our best North American universities -- UCLA, Harvard, MIT, and Illinois. These institutions, and the mid-career educational centres they have established, such as the Sloan School of Management and the John F. Kennedy School of Government, have been leaders in responding to changes in society's emerging advanced educational requirements.

Establishing Simon Fraser University at Harbour Centre as a centre for advanced recurring education will serve distinct needs in our community; it will, as well, build on the strengths that distinguish us from other educational institutions, while also enabling us to emulate some of the best North American universities in response to changing societal needs. Our downtown location, within the very heart of British Columbia's cultural and business centre, provides us with access to the province's strongest concentration of highly qualified individuals and organizations who offer both a clientele to be served and resources to assist in teaching and research.

In developing a centre for advanced recurring education we should focus on our particular mission and strengths, and concentrate on research and education rather than training. Simon Fraser University at Harbour Centre must

not be lured by financial pressures into providing every short-term skill-development workshop "needed" by the downtown community; it must, rather, focus on the areas in which it has developed special strengths. Simon Fraser University at Harbour Centre cannot be all things to all people: other institutions are better equipped than we for many of the programs needed in our community.

Academic programs at Harbour Centre should serve the advanced recurring education needs of our community (local and national), within the bounds of Simon Fraser University's academic strengths and expertise to meet educational needs that embrace intellectual development, occupational competence and public responsibility. All departments of the University should be offered the opportunity to exercise their instructional and research initiatives within this framework. Programs should interrelate the city with the University, so that the unique characteristics of an urban location (ambience, clientele, resources, economic and cultural activity) may be foci for program development, study and research. Ideally, each program should advance the concept of education as a lifelong, recurrent process, and emphasize the University's unique role within this process.

It is essential that programs at Harbour Centre offer opportunities for faculty to test and apply concepts to urban, economic, social and cultural concerns, and to collaborate with expert practitioners. These programs should combine (wherever possible) teaching with research in order to capitalize on opportunities for providing policy analysis, technical guidance, consultations and research and development assistance so that the results of research are brought to the workplace, and the problems of the workplace to research.

Over time, Simon Fraser University at Harbour Centre should become a major centre of intellectual and cultural activity, technical advance and economic renewal for our community. This cannot be achieved without an ongoing tenure-track faculty presence, however modest this may at the beginning be.

### Program Development Criteria and Guidelines

A previous SCAP Downtown Program committee established a framework for program development, based upon three areas of University activity. These centres, selected to describe "program types and areas which could eventually be located downtown," were not meant to impose any particular organizational or administrative structure, but rather were chosen to indicate priorities in regard to program initiatives and to ensure balance in program offerings.

The committee recommended that a Centre for Advanced Professional Studies be employed to embrace graduate degree and post baccalaureate diploma programs, in professional and interdisciplinary areas, directed to professional development or career change; a Centre for Liberal Studies be established to provide a focus for a structured undergraduate program in the humanities, sciences and the social sciences; and that short, specialized courses, seminars and conferences emanating from the programs of the above two centres, as well as from all programs of the University, be offered by a Centre for Continuing Studies.

These three proposed centres of program activity provide a good foundation for developing Harbour Centre as a place for recurring education. They clearly suggest programs for those already prepared or experienced, and generally at levels beyond preparatory education or skill training. They exclude regular undergraduate degree programs, but represent the core of the university through the provision of access to knowledge from established programs. In keeping with this, the present committee recommends that the the Centre for Liberal Studies program thrust be renamed the Centre for Liberal Arts and Science.

In order to achieve orderly program development, the SCAP Harbour Centre Committee recommends that the following general guidelines be established for the assessment of programs proposed for Harbour Centre:



1. Programs offered downtown should support the central Harbour Centre mission and have a good educational rationale (e.g. demonstrated need, anticipated audience) for being located there. Overall, balance and coherence in program offerings should be established.
2. Programs must have strong departmental and Faculty support .
3. Programs must have a realistic funding plan and be capable of being funded without cost to the main campus.
4. Offerings at Harbour Centre should complement rather than replicate main campus programs of study. Exceptions should be considered when there is a strong rationale and sufficient demand and departmental interest to maintain programs at both sites.
5. Programs must be capable of being served by the library, the Harbour Centre facilities and support services.

Put even more succinctly, the essential requirements for program development at Harbour Centre are these: departmental support; appropriateness to the mission of Simon Fraser University and SFU at Harbour Centre; realistic and acceptable funding.

Appropriate program development within Advanced Professional Studies and Liberal Arts and Science is obviously critical to the advanced recurrent education focus of Harbour Centre. The Committee recommends, therefore, that credit courses should be selected or designed for recurrent learners who are using the university to update skills or undertake career change. Such a goal will require the establishment of certificate and diploma programs, as well as an entry-level program focused primarily on liberal arts and sciences. The entry-level program will also provide the prerequisite courses necessary to support Harbour Centre diploma and certificate offerings. The downtown campus should, however, also be used to highlight unique SFU faculty and resources by offering special courses from time to time. While the normal path for degree completion will be at the Burnaby campus, individuals may elect to use courses offered in the certificate and diploma programs offered at Harbour Centre towards SFU degree completion.

In the long term, a number of specialized degree completion programs may be offered through the downtown campus. Graduate programs, with part-time access, should be developed which focus on distinct interdisciplinary programs of particular interest to urban professionals and programs which have a distinct urban focus.

### The Program Development Process and Program Administration

As explained below, program development for Harbour Centre will proceed through the regular department - Faculty - SCAP - Senate route. The SCAP/Harbour Centre Committee will play a consultative and advisory role in this process. Another integral part of the program development process is the information obtained from ongoing consultations with community groups: business, cultural and government organizations; professional and voluntary associations; and special interest organizations such as labour organizations, the Business Council of B.C. and the Vancouver Board of Trade.

The SCAP Harbour Centre Committee will invite and receive proposals and evaluate them in terms of the guidelines outlined above. Following these deliberations the Committee will recommend to SCAP those programs and centres appropriate for further development under the University's usual and established development and approval procedures. In addition, the Committee will: 1) consult with SCAP and departments on program overlap and cross-departmental needs and services; 2) offer assistance as an iterative advisor to program developers; and 3) take a leadership role in identifying potential areas for program development by departments or by interdisciplinary program committees.

The Committee has received over 30 proposals for new undergraduate and graduate programs, research centres and service units at Harbour Centre. A preliminary review of these proposals has been conducted and a more formal appraisal will follow the adoption of the Committee's recommendations on mission and criteria. A list of these proposals is presented as Appendix A.

It is important to note that in 1989 a fully developed program at Harbour Centre will not be in place. Program development and implementation necessarily will be phased in, over a three to five-year period, with ongoing assessment and change. It is not possible, or practical, to define fully in advance what programs should or could operate at Harbour Centre; much will be learned by being there. Further, the funding is not in place to support many of the initiatives and program needs already identified. For these reasons it is recommended that the SCAP Harbour Centre Committee should continue its work for at least one more year, with a longer term, and perhaps a revised role, to be considered at that time.

Programs at Harbour Centre will be developed, implemented and managed as they are on campus, by departments and Faculties, with the usual appointment and administrative reporting procedures of departments/Faculties/Vice President, Academic. The appointment of faculty will be by and to existing campus academic departments. Collaborative programs between departments and Continuing Studies also will follow established policies and procedures.

The Office of the Vice President, SFU at Harbour Centre will, to the extent of available resources, provide support for the provision and coordination of program services (library, information and registration, audio-visual) and will manage the facility. In addition the Vice-President for Harbour Centre, as Chair of the SCAP Harbour Centre Committee and as a member of the Office of the Vice President, Academic, will assist departments in the coordination of program development and, where possible, in program funding. In concert with the Committee and in collaboration with campus colleagues, it is also expected that the Vice President for Harbour Centre will provide leadership in outlining the Senate-approved mission and character of SFU at Harbour Centre, and will contribute to representing Simon Fraser University at Harbour Centre within the community.

**PROPOSALS RECEIVED BY SCAP/HARBOUR CENTRE COMMITTEE**  
(Generally Categorized)

**Centres, Institutes & Graduate Programs**

1. Canadian Centre for Studies in Publishing
2. Image/Sound Research Centre
3. The Canadian/American Business Studies Centre
4. Family Business Institute
5. Executive M.B.A.
6. Criminal Justice Administration
7. Tourism Policy, Planning and Research
8. Masters of Arts in Liberal Studies
9. Centre for International Communication
10. Masters of Fine Arts (Media)
11. Resource Management
12. Masters of Science (Math Education)
13. Human Performance Centre
14. Psychology and The Law
15. Centre for Education, Law and Society
16. Centre for Study of Financial Institutions
17. B.C. Business Studies Institute
18. Innovation & Entrepreneurship Centre
19. Centre for Professional Ethics
20. Praxis Film Development Workshop

### **Post Baccalaureate Diplomas, Certificate Programs and Individual Courses**

1. Business Administration
2. Liberal Arts & Sciences (various departments)
3. Languages (for general and professional/business purposes)
4. Actuarial Mathematics
5. Computing Science
6. Gerontology
7. Family Studies
8. Social Policy Issues
9. Urban Studies

### **Seminar & Special Course Programs and Services**

1. Community & Public Policy Studies
2. The City Program
3. The Writing Program
4. The Design Program
5. Statistical Consulting Service & Industrial Statistics
6. Management Skills for Advanced Technology
7. Professional Development Programs in Management
8. Educational Information Service

SIMON FRASER UNIVERSITY  
MEMORANDUMAPPENDIX B

TO: Dr. J.M. Munro, Chairman  
Senate Committee on Academic  
Planning

FROM: R.C. Brown, Chairman  
Downtown Campus Planning  
Committee

SUBJECT: Interim Report of the  
Downtown Campus Planning Committee

DATE: January 3, 1984

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Attached is the interim report of the Downtown Campus Planning Committee containing the objectives and principles under which a Downtown Campus should be established, and an outline of program types and areas which the Committee believes would be appropriate.

The first page of the report contains the general principles which the members of the Committee feel are essential to the establishment of a Downtown Campus. This part of the report has the unanimous support of the Committee.

The outline of program types and areas consists of an illustrative set of programs which could eventually be located downtown. The list is not thought to be exhaustive, nor is there consensus on all of the suggested components. In fact, there was extensive debate about the wisdom of having any non-professional undergraduate programming downtown at all, and two members of the Committee finally voted against the inclusion of the Bachelor of Liberal Studies. On the other hand, the majority of the Committee felt that the inclusion of this program would provide an important academic balance to the Downtown Campus.

There is strong unanimous support for the idea of a Centre for Advanced Professional Studies. The programs which eventually might be developed within this category will likely be the heart of the Downtown Campus.

There is also general support for the School for Continuing Studies. The idea here is that the School will support the programs offered by the two Centres, in addition to those programs being offered from other main campus departments.

Finally, we envision that any program started downtown will have to be phased into operation as resources become available.

RCB/lm  
Attach.

R.C. Brown

cc: W. Wattamaniuk  
Members, Downtown Campus Planning Committee

(Note: Re-typed February 1, 1988 /em)

DOWNTOWN CAMPUS PLANNING COMMITTEE

INTERIM REPORT

PREAMBLE

The need for the establishment of an SFU downtown campus has been accepted in principle by Senate (S.83-45 IV). The present Downtown Campus Planning Committee was struck by Senate to determine objectives for a downtown campus and to outline program types and areas. All objectives are encompassed within two essential and overriding principles, these being:

- all programs are of high academic quality and integrity and compatible with Simon Fraser University's commitment to excellence;
- the implementation of plans for a downtown campus are contingent upon the availability of sufficient private and designated funding, together with anticipated new and non-credit program revenue, for the establishment and continuance of programs. Such implementation should not be detrimental to present SFU programs and budgets.

Nothing hereinafter stated is intended or should be interpreted as an erosion of these principles.

RECOMMENDATIONS

- (a) That the programs developed for the SFU downtown campus extend and enrich the present programs at Simon Fraser University.
- (b) That the downtown programs not duplicate or conflict with those on the SFU campus.
- (c) That programs developed downtown will be those whose character and objectives will be enhanced and strengthened by a downtown location.
- (d) That programs developed downtown should be responsive to the specific needs and interests of the urban centre's institutions and population.
- (e) That programs be consistent with SFU's academic mission.

CONDITIONS GOVERNING PROGRAM IMPLEMENTATION

- (a) All downtown programs are subject to the approval of the SFU Senate and Board of Governors.
- (b) Programs will be implemented when the resources required to ensure their quality are judged to be assured. Programs will be developed in a way such that they can be phased in over time as resources become available.

## Appendix C

### SCAP HARBOUR CENTRE COMMITTEE

|                             |                                      |                       |
|-----------------------------|--------------------------------------|-----------------------|
| J. Blaney                   | Vice-President<br>SFU/Harbour Centre | Chairman<br>4198      |
| JL Hoegg                    | Continuing Studies                   | 4564                  |
| G. Strate                   | SCAP                                 | 3766                  |
| A. Schierer                 | SCAP (Student)                       |                       |
| P. Busch                    | SCAP (Student)                       |                       |
| L. Salter                   | Applied Sciences                     | 3595                  |
| E. Alderson                 | Arts                                 | 4414                  |
| E. Love                     | Business Admin                       | 3684                  |
| J. Tuinman                  | Education                            | 3148                  |
| L. Weldon                   | Science                              | 3667                  |
| W. Gill                     | Exec. Director<br>SFU/Harbour Centre | Secretary<br>689-1414 |
| Special Advisor:<br>T. Dobb | Librarian                            | 3265                  |



SIMON FRASER UNIVERSITY DOWNTOWN CAMPUS  
(degree programs)

CENTRE FOR ADVANCED PROFESSIONAL STUDIES

Criminal Justice Administration

Communications Policy

MBA Executive Program

Recurrent Education

Public Policy and Administration

International Business/Pacific Rim

Engineering Administration



(short courses, seminars, conferences)



CENTRE FOR LIBERAL STUDIES

Bachelor of Liberal Arts

(Core Program)

SCHOOL FOR CONTINUING STUDIES

Functions:

- Support for Programs offered by the Centre for Advanced Professional Studies and the Centre for Liberal Studies
- Support for programs offered by other main campus departments
- Support for programs using community resources for both curriculum development and instruction (SCCS and/or department approved)

Some Illustrative Programs:

- Corporate Communications
- Arts Administration and Policy
- Humanities - Disciplinary and Interdisciplinary
- Urban Studies/Civic Affairs
- Science for Non-Scientists
- Tourism
- Engineering Management
- Pacific Rim
- Health and Fitness
- Ethnic Studies
- Perception and Aesthetics