

SIMON FRASER UNIVERSITY

S.78-13

MEMORANDUM

To Mr. H. Evans, Secretary
Senate

From B. G. Wilson
Vice-President, Academic

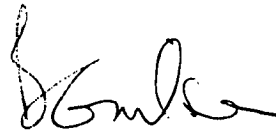
Subject Kelowna School of Resource
Management

Date January 24, 1978

I recommend that the following motion be approved at the next meeting of the Senate:

Motion

"That Senate approve in principle the program as set out in the attached report regarding the School of Resource Management at Kelowna."



B. G. Wilson

:jeh

Background Information: At its meeting of October 3, 1977 Senate considered Paper S.77-101 - Interior Programming, and approved the following motion:

"That Senate endorse the concepts contained within the main report of the Planning Committee on Interior Programming."

It was noted that approval would be reaffirmation, subject to availability of funds, to move in some way to develop a major comprehensive distance education program, and an indication of acceptance of the school concept. Motion approved by Senate in Nov. 1976 included:

".... Any program implementation by SFU would require prior approval by the University's Senate and Board of Governors, together with assurance of an appropriate level of funding."

General information on the Regional University School and potential administrative structure appears particularly on pages 31-36 and 43-44 of the earlier report, S.77-101.

Report on the Present Status of Interior Programming

The Interior University Programming Board has been considering budget requests for credit and non-credit programming outside the metropolitan areas of Greater Vancouver and Victoria for 1978/79. The planning horizon is clouded by two uncertainties. First, the operating budget available for the coming fiscal year is not known although it is presumed that it will be not less than the \$3 million line item appearing in the 1977/78 budget. Secondly, the future of distance learning programming and delivery within the province is unclear.

In the Simon Fraser University proposal, the development of Schools was recommended together with a comprehensive distance learning program plan. The estimated operating budget for each School was approximately \$1 million with a similar annual operating cost for the distance learning program. For 1978/79 a request has been made for \$935,000 for this distance learning program, including the development of courses and their delivery. It seems likely that the provincial commitment to this form of delivery system will be of the same order, with the likelihood that a significant component will be learning materials purchased from the Open University in the United Kingdom with a delivery system based on an institute to be created under the new Colleges Act. The precise role of the universities in connection with this institute is presently unclear.

The Board has approved, for recommendation to the Universities Council and the Ministry of Education, the initiation of a School of Resource Management at Kelowna under SFU auspices. The operating budget requested to initiate this program during 1978/79 amounted to \$635,000, exclusive of rental of accommodations. Taking into account the likely pace of program development, this was scaled down to \$585,000, with a projected 1979/80 cost, when the program will be fully developed, of approximately \$1 million. Although there were approximately 40 other requests for program initiation or delivery from the three universities, only a few of these were supported at the January 1978 meeting and these included only feasibility studies and extensions into second year of programs initiated last year. All other requests were deferred for one month in the hope that the distance learning developments would be better understood and the general budget picture known. In general, however, credit programming appears to be the mode of instruction which will be supported this year whereas last year, in attempting to get some programming going, extensive non-credit professional development courses and programs were offered.

For 1978/79, SFU had proposed the Kelowna development referred to above, an extension of face to face degree completion programming in the Fraser Valley, continuation of professional development programming at Cranbrook, Dawson Creek and Nelson, in-service professional training for teachers in association with

the professional development program, an extension of the Mount Currie professional development program for Indian students to Enderby, in the Okanagan, and a new offering of an M.Ed. program at Kamloops. With the exception of the in-service training program, all the programs put forward were for credit instruction.

An ad hoc committee of 9, including 3 faculty members from each of the 3 public universities is being formed to advise the presidents of the three universities regarding the viability of participating in a potential organization including the 3 universities and the to-be-formed institute and to review the potential of Open University and other available materials for degree completion largely through correspondence.

KELOWNA SCHOOL OF RESOURCE MANAGEMENT

GENERAL PHILOSOPHY AND RATIONALE

There is no programme of post-secondary education more relevant to British Columbia than one centered about the orderly development and management of its natural resources. British Columbia is heavily dependent for its prosperity upon exploitation of these resources; hence, there is a clear and urgent need to ensure that the resources of the Province are developed, husbanded, and conserved in a wise and informed way and in a manner that services long-term as well as short-term goals. The appearance, quality and productivity of the environment and the prosperity of British Columbia's citizens will increasingly depend on resource management decisions that are being made now and that will be made in the next decade. A body of trained resource management personnel and a citizenry informed regarding the characteristics of its lands, the principles of its ecology, and the potentialities and limitations of its productivity are essential if wise proposals are to be made and supported. It is unfortunate, however, that there is no aspect of public policy in B. C. that is less understood at the present time.

The proposal for a university "School" situated in Kelowna has been accepted in principle for a five-year trial period. This will lead to the development of a strong educational programme and a specialized research programme centered on natural resources and their management.

GOALS AND OBJECTIVES

1. To provide a curriculum of courses leading to a first degree in the principles of resource management with the opportunity of developing an emphasis in the fields of Agriculture, Forestry, Fish and Wildlife management, and Mineral Resource management.

2. To provide citizens of the province with a means of achieving a better understanding of their natural environment and resource development policies of the province. This may be achieved through several kinds of extension programs, ranging from general interest courses for the public to specialized continuing education and certificate programs. Extension courses and specialized seminar series could, over time, be available at different locations in the province.

3. To provide the nucleus of a research programme to enhance the knowledge of resources of importance to British Columbia. This research would be an integral part of the responsibilities of faculty at this School. Eventually a graduate programme should be developed.

PROGRAMME

The management of a single resource requires the integration of many disciplines. A resource manager, therefore, is a person capable of appreciating the imperatives and limitations of several relevant disciplines. University programmes typically are not structured to produce graduates with this appreciation of several disciplines; indeed, since the mastery of a single discipline is usually a full time occupation for an undergraduate, many believe that several years of graduate study are necessary for such an appreciation. In recent years, however, attempts have been made to develop a comprehensive multi-disciplinary undergraduate programme in environmental studies which appear to offer to the graduate a more appropriate background in this field than is available through a conventional major programme. The University of California at Santa Cruz, Green Bay, the University of the Atlantic and Huxley College of Western Washington State University have developed such programmes.

In developing the basic structure of the programme for

Kelowna we have tried to build a curriculum which does not subject a student to major specialization within a single discipline nor attempt to develop a generalist who is exposed to general concepts of many disciplines but without the rigorous development of any of them. Inevitably the first two years of the programme, to be taken at a University or a Regional College, will require emphasis on science, economics and geography. The following two years will embody a series of courses in disciplinary and interdisciplinary areas as well as more applied courses in specific resource areas, so that the graduate will have developed emphasis in one of four resource options.

The program graduate will be a person who understands resource management problems and potentials and related public policies and regulations; who can apply decision-making tools to resource management questions; who will have a general understanding of the development of B. C.'s principal resources and particular knowledge of and experience with one resource industry; who will have supervised field experience in a resource management enterprise and completed a project relating practical and course experience and who understands how the basic disciplines can contribute to more effective management of resources.

The four-year programme will lead to a Bachelor's degree. However, it is likely that a significant number of individuals in the local community will welcome the opportunity of expanding their horizons by taking some of the third and fourth year resource management courses. Consequently, some courses will be offered in the evening. Students will be able to register for these courses on a non-credit basis, but may take a specified number of courses for credit which could eventually lead to the completion of a programme for a university credential.

BASIC CURRICULUM

We recognize that, initially, individuals interested in the programme are likely to have a diverse level of educational achievement ranging from those who have not completed high school to those with post graduate degrees. However, acceptance into the degree programme should be restricted to those who have satisfactorily completed the first two years of university or college, although this requirement may be modified somewhat for an applicant with extensive related work experience. Many students may be re-entering university after a period away from formal study. Students entering the Resource Management School would, ideally, have received training in an array of university level courses that provide a solid background in the experimental sciences, mathematics, english and the social sciences. These would have been supplemented by elective courses emphasizing special areas of biology, economics and geography in order to facilitate the student subsequently handling the specialized interdisciplinary third and fourth year courses. In developing the programme, however, we recognize that many students will have had a broader academic background so that some supplemental work to strengthen their basic scientific knowledge will be necessary during the third and fourth years.

Third and Fourth Years

Third year courses will provide students a greater disciplinary background in those subjects which form an integral part of resource-use decision-making. Hence, a series of courses that

includes the following areas is essential: geomorphology, resource economics, environmental law, population biology, business management and systems analysis. Such courses would lead into a core fourth year programme including topics such as regional planning, environmental impact assessment, rural and community planning, and public policy formulation. This fourth year core programme will be complemented by several specialized courses in close co-operation with the resource-based industries and/or government departments, in order to provide students with opportunities for a degree of specialization in the resource discipline in which they are particularly interested. (e.g. forestry and agricultural sciences, mining, fish and wildlife).

As presently envisaged, the programme would run during the fall and spring semesters of each year, with a summer internship between the third and fourth years during which students would be employed by one of the companies or government agencies who use or regulate the use of natural resources. Such a co-operative programme offers exciting prospects and would be one significant way of directly involving resource-based industries and the local community in the programme.

PROGRAMME DEVELOPMENT

Programme planning with associated faculty hiring must begin immediately in consultation with various interested groups. Discussions on planning have been initiated with Okanagan College and a more formal advisory committee is being established as

a means of providing regular guidance on all aspects of the resource management programme. The committee includes representatives from Okanagan College, the three B.C. universities, B.C. government agencies, and interested individuals from the business community and the general public. Ongoing planning of the curriculum will be developed by the Director of the School with the aid of the advisory committee and the future faculty of the School.

FURTHER INFORMATION

Huxley College of Western Washington State University in Bellingham has a program in environmental studies somewhat similar to the one being proposed for Kelowna. Huxley College has fifteen faculty in addition to the Dean of the College. Course offerings were commenced in 1972 when enrollments included 60 Majors; 220 Majors are currently enrolled together with students from other university departments. Graduates of the programme have apparently enjoyed good success in obtaining employment in related areas. The student body includes many from different parts of the United States.

MEMORANDUM

FOR INFORMATION

To Senate

From B. G. Wilson
Vice-President, Academic

Subject

Date January 31, 1978

At the meeting of the Interior University Planning Board on January 23, the Board considered funding requests for 1978/79. A total of 55 requests had been made including 24 from UBC and 24 from the University of Victoria.

The 7 SFU requests included funding for the School of Resource Management at Kelowna, continued funding of the Distance Education project, the Professional Development programs at Nelson, Cranbrook and Dawson Creek and the Fraser Valley program. A proposal for an Education M.A. program at Kamloops and a new North Okanagan Native Teacher proposal were included. The final proposal related to equipment and building needs for the School of Resource Management.

Because of uncertainties in the 1978/79 budget for Interior Programming and the status of government interest in the British Open University materials for a distance learning program, the Board deferred most decisions until its February meeting. Approvals were given for a feasibility study related to the Faculty of Agriculture and a proposal related to Forestry at UBC from the 1977/78 budget. A small subsidy was also provided for UBC Nursing and Pharmacy programs in the current fiscal year. The only major approval was for the School of Resource Management at Kelowna which was funded in the amount of \$585,230 for fiscal 1978/79 with the expectation that the funding level would approximate \$1 million in subsequent years. Approval was given for a five year experimental period with a mandatory review of the program after three years. These approvals are subject to approval by the Universities Council and the Ministry of Education but these are regarded as likely. No provision was made for capital developments in association with this program since we feel that, for the first year, rented accommodation would be more appropriate until the program is totally defined. Some of the existing resources owned by SFU on the Okanagan College campus will be available initially.

The program was discussed at the Senate Committee on Academic Planning and particular questions were raised which related to the administration of the program. I would like to address some of these in this memorandum.

In the report of the Planning Committee on Interior Programming some consideration was given to the appropriate administrative structure of the School system. It was stated

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that the structure should be such that the programs developed are, and are seen to be, of the same high quality as those offered at SFU. The programs must also be, and be seen to be, responsive to the needs of the Interior. The structure must therefore ensure as much local autonomy as possible, consistent with the application of appropriate quality control for curriculum development. The report recommended that the day to day operation of each School should be the responsibility of a Director. This senior faculty appointment would be analogous to a department chairmanship and would normally involve a half-time commitment to administration and a half-time commitment to teaching and scholarship. There would be an administrative assistant who would supervise office staff and facilitate functions handled at SFU by the Registrar's and Bursar's offices. The faculty were seen to function in a manner analogous to the faculty of departments for the purposes of course development, faculty selection and promotion and tenure considerations. Initially senior faculty from relevant departments on the Burnaby campus would supplement curriculum, appointments and tenure committees of the School. The School Directors will report to a Dean of University Regional Schools who would function in the same way as a Faculty Dean and be responsible to the Vice-President, Academic. At this time the development of one School has been approved as an experimental project for five years. The development of other Schools will presumably depend on the success of the first. Consequently, although the report called for School Directors to report to a Dean of University Regional Schools, in the initial phase of this development, it is proposed that the Director of the Kelowna School of Resource Management report to the Dean of Interdisciplinary Studies. A search for a Director will commence immediately; an interim appointment of Dr. Glen Geen as Acting Director has been made. As indicated in the submission to the IUPB, an advisory committee related to program development has been set up with representatives from the three universities, government agencies and the Okanagan College area. SFU representatives will include faculty from the Departments of Biology, Geography and Economics and Commerce. Program proposals will be presented to Senate in due course and it is hoped that some implementation of course work will be provided in September 1978 with the School going into full operation the following year. Advertisements for faculty positions will be initiated immediately and faculty members drawn from Biology, Geography and Economics & Commerce will assist the Acting Director in formulating short lists of candidates. These departments will also be invited to comment on details of the curriculum.

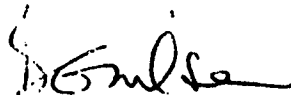
Since the program has only been approved for an initial period of five years, the question of faculty contracts must be studied separately. Faculty could be appointed under normal University operating policies, i.e. tenure-track; for specific

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contract terms not to exceed five years or on contracts leading to "grant tenure". Research Associates under our present policy are eligible for tenure, but a condition of appointment is the continued receipt of specific financial support from the appropriate agency, e.g. TRIUMF. The University must face up to the question as to whether this form of faculty appointment is appropriate in these particular conditions and this will undoubtedly be discussed with the Faculty Association Executive and with the Faculty and Organization Committee of the Board of Governors.

Renewal, tenure and promotion considerations will involve the Director of the School, representation from the School faculty and representatives of SFU departments relating to the specific discipline involved. Recommendations from such committees will be forwarded through the office of the Dean of Interdisciplinary Studies, in the first instance.

Undoubtedly, many administrative details have yet to be considered and a detailed proposal relating to issues under the jurisdiction of Senate will accompany the formal program submission later this spring.



B. G. Wilson

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c.c. - President

DR H WEINBERG
DEPT OF PSYCHOLOGY