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MEMORANDUM

ATTENTION: Senate

TEL

FROM: Peter Keller, Vice-President, Academic and Provost, and Chair, SCUP

RE: External Review Mid-Cycle Report for the Faculty of Health Sciences (SCUP 16-45) 

DATE: December 12, 2016

TIME

At its December 7, 2016 meeting, SCUP reviewed the Mid-Cycle Report for the Faculty of Health Sciences which resulted from its 2013 external review. The report is attached for the information of Senate.

c: J. O'Neil



OFFICE OF THE VICE-PRESIDENT, ACADEMIC AND PROVOST

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MEMORANDUM

ATTENTION Peter Keller, Chair, SCUP
DATE November 23, 2016
FROM Gord Myers, Associate Vice-President,
Academic
PAGES 1/1
cc John O'Neil, Dean, Faculty of Health Sciences
RE: External Review Mid-Cycle Report for the Faculty of Health Sciences

A handwritten signature in black ink, appearing to read "Gord Myers".

The External Review of the Faculty of Health Sciences was undertaken in February/March 2013. As per the Senate guidelines, the Unit is required to submit a mid-cycle report describing its progress in implementing the External Review Action Plan. The mid-cycle report, together with a copy of the Action Plan approved by Senate, is attached for the information of SCUP.



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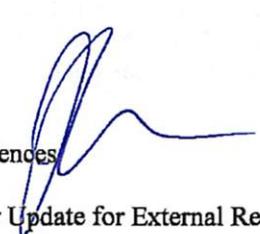
MEMORANDUM

DATE: December 1, 2016

TO: Glynn Nicholls

FROM: John O'Neil, Ph.D.
Dean, Faculty of Health Sciences

RE: Mid-Cycle External Review Update for External Review, Health Sciences

A handwritten signature in blue ink, appearing to be "John O'Neil", is written over the "FROM:" and "RE:" lines of the memorandum.

Attached please find the Faculty of Health Sciences External Review Mid-Cycle Report detailing our progress with Action Plan.

External Review Update for the Faculty of Health Sciences	
Action	Progress Made
1. Programming	
<ul style="list-style-type: none"> • UGSC and GSC will work with Associate Dean, Education (ADE) to complete the mapping of curriculum and learning outcomes with consideration of: <ul style="list-style-type: none"> ○ Expand/reduce course offerings ○ Enrollment planning and impact on budget ○ Resource implications (e.g. TAs, Faculty, Staff) ○ Attraction of non-FHS students ○ Understanding of bottlenecks to course access, particularly required courses to facilitate timely graduation ○ Implications of changes for faculty workload ○ Understanding of competition from other programs 	<ul style="list-style-type: none"> ○ FHS has experienced some turnover in the Associate Dean (Education) and Graduate Program Director positions which has delayed progress in this area. Nonetheless, the GSC organized a two day retreat in Fall, 2015 which included faculty, staff and students to review curriculum in the MPH and MSc/PhD programs. Recommendations emerged from this Retreat which are in the process of being implemented. Proposed changes include a restructuring of the MPH Concentrations which will reduce the number of required courses and reduce the number of low enrollment courses. Consideration is also being given to increasing opportunities for advanced methods courses for MSc/PhD students. ○ Undergraduate course review is ongoing and considerable progress has been made on increasing course access. This has resulted in a significant increase in WAFTES for FHS (and a 5% budget increase in 2014 and 2015) as FHS students were more easily able to meet their program requirements with courses in FHS.
<ul style="list-style-type: none"> • UGSC and GSC will work with ADE to review teaching/course/program evaluation practice with respect to: <ul style="list-style-type: none"> ○ SFU Teaching and Course Evaluation Project (TCEP) ○ Mid-semester formative evaluation 	<ul style="list-style-type: none"> ○ FHS was an early adopter of the new on-line TCEP course evaluation project. The on-line evaluation has been adopted in all courses over the 2015/16 academic year and we are now evaluating impact.
<ul style="list-style-type: none"> • Dean will work with the Faculty Executive Committee (FEC) to develop clear guidelines consistent with the Academic Plan for hiring processes to strengthen teaching capacity where possible within budgetary limitations and with a priority for: 	<ul style="list-style-type: none"> ○ Significant progress has been made in this area. The faculty has converted clusters of courses taught by Sessionals into part-time LTA Lecturer positions which has stabilized course quality and continuity for the Faculty. ○ Two LTA Lecturer positions (one in the BSc and one in the BA) were converted to continuing positions in 2014.

<ul style="list-style-type: none"> ○ Transition of term teaching faculty into continuing positions ○ Expansion of opportunities for faculty positions for candidates with applied and practical experience ○ Workload coordination across undergraduate and graduate programs 	<ul style="list-style-type: none"> ○ One full time Professional Practice position in health risk communication and management was filled in 2016 and an additional Professional Practice position is currently in recruitment. ○ The Faculty adopted a new Teaching Equity Policy document in March 2015, that requires all faculty to participate in both undergraduate and graduate teaching. ○ The Associate Dean and Director of Administration have been working with the new administrative information system in FHS (TRACS) to rationalize teaching resources across the graduate and undergraduate programs.
<ul style="list-style-type: none"> ● The Dean, ADE and Program Directors will work with Teaching Fellows to develop a plan to strengthen professional development and teaching excellence. 	<ul style="list-style-type: none"> ○ The Faculty runs teaching development workshops (2 per year) in the Fall and Spring semesters, led by the Teaching Fellow. The FTF also organizes an annual Celebration of Teaching and Learning where faculty showcase teaching innovations and successes. Faculty participation in these workshops has been excellent. Faculty are also actively pursuing grants for innovation in teaching and learning.
<ul style="list-style-type: none"> ● The FEC will establish a sub-committee to develop guidelines for clear metrics for teaching, and a process for TPC and Associate Dean (Education) to apply these guidelines in workload assignments and performance evaluations. 	<ul style="list-style-type: none"> ○ FHS adopted a Teaching Equity Policy document in March 2014 following a faculty wide consultation process led by the Associate Dean. Further refinement of teaching metrics to provide more precise guidelines for .5 course assignments, co-teaching arrangements, and guest lectures and recognition of graduate student supervision is currently under development.
<ul style="list-style-type: none"> ● The Dean will work with the TPC to identify clear criteria for recognizing teaching innovation and excellence. 	<ul style="list-style-type: none"> ○ The abrupt illness and leave for the TPC Chair has delayed this process somewhat but the TPC is currently reviewing tenure and promotion criteria overall in response to this action item and the new Collective Agreement with faculty.
<ul style="list-style-type: none"> ● The Dean will ensure faculty and staff continue to have input into future enrollment target planning. 	<ul style="list-style-type: none"> ○ The UGSC and GSC are directly involved in enrollment planning.
<p>2. Research</p>	

<ul style="list-style-type: none"> • Dean and ADR will continue to work with VPR to ensure that the particular needs of FHS researchers are taken into account in research administration. 	<ul style="list-style-type: none"> ○ FHS Deans and staff have all met with Trevor Davis (Dean, ADR and GF) who is newly hired Executive Director of Research Operations with responsibility for the ORS, Ethics, and Industry Partnerships. Dr. Davis' initial charge is to make research support much more client-friendly and responsive. FHS staff have also met with Elaine Walton, Interim Director ORS/Contracts Manager to share information re: NIH submissions and other contracts; Luciana Rad FHS Finance Manager initiated conversations with Research Accounting and Finance, and meetings between Procurement and Finance leadership to clarify rules for research grants (contracting for services especially). Consequently, Finance has now posted on the Procurement webpage clear defined guidelines for procurement practices for research accounts in particular.
<ul style="list-style-type: none"> • ADR will invite the VPR, AVPR and appropriate staff to meet with faculty and relevant staff to discuss ongoing concerns with research administration. 	<ul style="list-style-type: none"> ○ The VPR held a number of university-wide meetings to address concerns and FHS Faculty members and staff members were in attendance
<ul style="list-style-type: none"> • Dean will provide resources to strengthen FHS support for research development and administration. Policies and resources will be completed for bridge funding, internal mentorship, review of grant proposals, and research administrative support. The Dean and ADR will continue to support an effective system of research mentorship, peer review and support involving faculty, researchers, graduate students, and relevant staff. 	<ul style="list-style-type: none"> ○ In 2014, FHS Dean's office created a part-time research admin position and hired a PhD prepared lab scientist (Dr. Katrina Salvante) to assist the grants facilitator with pre and post award support to faculty (NSERC, all CVs, NIH application support; CFI prep for incoming faculty for new lab setup; new capacity for NSE manuscript review; post award reports assistance as needed) ○ FHS adopted an internal peer review policy and established an internal peer review system used for the last 3 years; this encourages best practices for grant development and intrafaculty engagement and review of each other's work. ○ In 2014, a full-time continuing budget clerk position was created to assist faculty with post-award financial

	<p>administration (i.e., payroll appointments and renewals, account monitoring, expense claims processing)</p> <ul style="list-style-type: none"> ○ In addition to one-on-support to all FHS researchers, FHS grants facilitator delivered 4 grants facilitation workshops from 2014-2016 on the CIHR's new funding programs, and how to develop competitive proposals; these workshops were very well attended due to the significant changes to grant funding processes. These were also open to all SFU health researchers. ○ Faculty have worked with FHS grants facilitators to help mentor grantsmanship and review their postdocs' applications for external awards.
<ul style="list-style-type: none"> ● Dean and ADR will provide support for FHS research seminars as guided by the FHS Research Seminar Committee. 	<ul style="list-style-type: none"> ○ FHS Dean's Office continues to host the bi-weekly FHS seminar series and has designed incoming FHS graduate students to be able to attend.
<ul style="list-style-type: none"> ● ADR will ensure that wide range of disciplines will be reflected among speakers within FHS Research Seminars and encourage speakers with an interdisciplinary interest. 	<ul style="list-style-type: none"> ○ A balanced roster of speakers across disciplines has been a key focus of the Research Seminar Planning Committee's activities
<ul style="list-style-type: none"> ● Dean's office will allocate FHS resources as seed funding for interdisciplinary team development. 	<ul style="list-style-type: none"> ○ Resources have been provided to foster interdisciplinary work in Health Policy and Geography through a colloquium to be held jointly
<ul style="list-style-type: none"> ● ADR will organize an annual research retreat in FHS designed to facilitate sharing of research ideas and development of interdisciplinary teams. 	<ul style="list-style-type: none"> ○ FHS ADR and staff have led the coordination of SFU Health Research Day in 2014 (SFU Burnaby) and in 2016 (at SFU Surrey). This event has successfully promoted interdisciplinary health research networking at SFU and was attended by over faculty, students, and research personnel. FHS faculty attendance to this event, however, has not grown. ○ In 2016 ADR organized a meeting with clinicians at Royal Columbian Hospital and FHS researchers to share/exchange research interests at Hart House Restaurant in Burnaby. There was interest in continuing to meet again.

<ul style="list-style-type: none"> • ADR will establish an effective system of internal communication of research activities from development to completion stages. 	<ul style="list-style-type: none"> ○ Individualized communication with each FHS faculty member undertaken between ADR and FHS grant facilitator.
<ul style="list-style-type: none"> • ADR will establish clear metrics for measuring and reporting research activities within FHS internally and externally. 	<ul style="list-style-type: none"> ○ Since 2009, FHS has collected information on faculty research activities every 6 months for the faculty newsletter; over the last 3 years, this data is now systematically entered and reported through the faculty website and newsletter processes: all new FHS research awards and grants, publications, presentations, media work are reported. This information has been put on the FHS website and made searchable by year, by faculty member. ○ In addition, the faculty's accreditation (renewed in 2016) has also required reporting of faculty research activities from 2012-15 to CEPH along with establishing outcome measures and targets the faculty strives to meet. These measures include proportion of tenure track faculty: 1) with external research funding; 2) engaged in community-based research, 3) producing peer-reviewed publications; 4) serving on research committees, review boards or other distinguished roles. FHS' performance on these measures will be assessed every 7 years by CEPH as part of maintaining accreditation, the next assessment will be in 2022. ○ Since 2014, annual research external funding measures are presented at the FHS Annual General Meeting (# of proposals submitted; total new research \$ awarded; and the sources of funding received)
	<ul style="list-style-type: none"> ○
<p>3. Administration</p>	<ul style="list-style-type: none"> ○
<ul style="list-style-type: none"> • Faculty Executive Committee (FEC) will establish a sub-committee with staff and student representation to review and recommend changes to the FHS Constitution. These changes may include: 	<ul style="list-style-type: none"> ○ Students and Staff are now formally represented on all FHS standing committees. ○ The CFHS Constitution was revised to formally recognize a wider role for the TPC Chair in the Faculty. These duties include chairing Faculty Council and providing mentorship advice to

<ul style="list-style-type: none"> ○ Increased staff and student participation in FC, FEC and other standing committee decision-making processes; ○ A review of TORs for various “Chair and Director” positions in the Faculty (e.g., TPC Chair, Undergrad and Grad Program Directors) to determine options for a Chair type position(s) in FHS; and ○ Define role and responsibilities for possibility of an elected faculty member who could provide advice and support to faculty and staff on how to resolve conflicts and improve communication in the Faculty. 	<p>faculty members in various stages of the peer review performance processes.</p> <ul style="list-style-type: none"> ○ GSC and UGSC have reviewed and revised TORs for their respective Program Directors and changes have been vetted by Faculty Executive Committee and Faculty Council.
<ul style="list-style-type: none"> ● Restructure Faculty Council (FC) meetings to provide a more open agenda and increased opportunities for debate and discussion, including a review of agenda setting process and meeting Chair responsibilities. 	<ul style="list-style-type: none"> ○ FC meetings are now chaired by the TPC Chair and the Dean provides input when needed on policies and administrative decisions. Agendas are determined through an open call for items and motions from the floor are openly entertained.
<ul style="list-style-type: none"> ● FEC will participate more directly in annual budget and business cycle planning. 	<ul style="list-style-type: none"> ○ Annual budget planning involves the FEC in a review of budget allocations and planning.
<ul style="list-style-type: none"> ● Dean’s office will offer organizational development workshops for faculty and staff. These workshops will address strategic planning, leadership mentoring, and succession planning. 	<ul style="list-style-type: none"> ○ FHS was an early adopter of the SFU Professional Development Program. All staff participate in an annual process to develop goals and professional development opportunities and these are reviewed and discussed with supervisors. ○ Associate Deans and Program Directors develop Annual Workplans that include progress on previous goals and objectives for the coming year. These Workplans are coordinated through the Dean and presented to faculty, staff and students at an Annual General meeting in September.
<ul style="list-style-type: none"> ● FHS will hold a Semesterly General Meeting for all faculty, staff and student representatives in FHS to review progress with implementation of Academic Plan. 	<ul style="list-style-type: none"> ○ An Annual General meeting was established in 2014 and is now held annually in the September. Semesterly meetings were determined to be too frequent.
<ul style="list-style-type: none"> ● Dean’s office will develop an Annual Planning Calendar with administrative faculty and Senior Managers to reflect the annual cycle of deadlines and events in synchrony with the university planning cycle. All faculty and staff will be apprised of workload cycles and peak demands to ensure efficient planning across the Faculty. 	<ul style="list-style-type: none"> ○ The Director of Administration initiated a review of all business processes in the Faculty and has implemented changes in the planning cycle to ensure better harmonization. Senior Managers meet together monthly with the Dean to review workload cycles and demands in their respective areas.

<ul style="list-style-type: none"> • Dean's office will support the activities of the Social Committee to implement an expanded menu of community building opportunities for faculty, staff and students. 	<ul style="list-style-type: none"> ○ The Faculty hosts an annual "Welcome Back Bar B Q" in early September, a seasonal reception in December, and receptions for each Convocation where all faculty, staff and graduate students participate.
	○
4. Working Environment	○
<ul style="list-style-type: none"> • Dean's office (Dean, Associate Deans, Director of Administration and Operations) will implement mapping of all administrative positions with description of roles and responsibilities and ensure wide communication of this information to faculty and staff. 	<ul style="list-style-type: none"> ○ Director of Administration undertook a review of all administration positions and changes were submitted to HR for review. Timely review of revised job descriptions by HR is always a problem so this process is still underway. ○ Monthly Senior Manager and monthly Staff meetings provide an opportunity for all administrative staff to discuss role responsibilities.
<ul style="list-style-type: none"> • Dean's office will work with HR (or External Consultant) to ensure that staff performance reviews and career development processes are constructive and supportive. This process will be respectful of CUPE and APSA processes and policy as described in collective agreements with these staff complements. 	<ul style="list-style-type: none"> ○ FHS was an early adopter of the SFU Professional Development Program and all staff now engage in annual goal setting and review process with their respective supervisors.
<ul style="list-style-type: none"> • Dean's office will organize management training opportunities for administrative faculty and senior managers. 	<ul style="list-style-type: none"> ○ All senior managers partake in professional development activities as requested in consultation with the Director of Administration and the Dean. Turnover in the Associate Dean/Director positions has precluded a formal professional development process but all administrative faculty are made aware of professional development activities both at SFU and externally.
<ul style="list-style-type: none"> • Dean's office will ensure decisions and rationale for decisions are widely circulated among faculty and staff in FHS. 	<ul style="list-style-type: none"> ○ All Agendas and Minutes for Standing Committee meetings are posted for faculty and staff on Info-Central (web-based intranet page for faculty and staff).
<ul style="list-style-type: none"> • Dean will participate in a staff meeting once per semester, or as requested to ensure decisions are shared and understood. 	<ul style="list-style-type: none"> ○ Dean attends staff meeting once per semester and as requested.
<ul style="list-style-type: none"> • Dean will continue to meet bi-weekly with Dean's office staff to ensure coordination and sharing of information. 	<ul style="list-style-type: none"> ○ Dean engaged in bi-weekly meetings with Dean's Office staff for one year but found agendas were interfering with efficient

	Dean's office management and formal responsibilities of APSA Managers. Discontinued in 2015. Dean's office meetings are called as needed.
	○
5. Other	○
<ul style="list-style-type: none"> ● VPA will be invited to meet with FC and staff to discuss implementation and resourcing of External Review Action Plan and of FHS Academic Plan. 	○ VPA met with Faculty Council to review Action Plan (expanded to include staff).
<ul style="list-style-type: none"> ● Dean, ADE and Program Directors will meet with VPA and AVPA to discuss historical budget and curricular constraints on FHS. Discussion will address challenges faced by FHS in attempting to implement a creative curriculum that balances workload. 	<ul style="list-style-type: none"> ○ Dean meets monthly with VPA to review FHS budget and other concerns and reports on these discussions at FDC and FEC. ○ FHS budget increased by approximately 5% in each of 2014/15 and 2015/16 in response to increase in WAFTES. This significant increase occurred while other Faculty budgets were not increasing and relieved pressure on the faculty workload.



OFFICE OF THE VICE-PRESIDENT, ACADEMIC AND PROVOST

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www.sfu.ca/vpacademic**MEMORANDUM**

ATTENTION John O'Neil
Dean, Faculty of Health Sciences

DATE October 20, 2016

FROM Glynn Nicholls
Director, Academic Planning and Quality Assurance

PAGES 1

COPY Peter Keller
Vice President, Academic and Provost

RE: External Review Update for the Faculty of Health Sciences

As per Senate guidelines, the Faculty of Health Sciences is to report on progress being made in the implementation of the Action Plan that resulted from its external review in February/March 2013. This report will be presented to SCUP and Senate for information. You will be asked to attend the SCUP meeting to provide comment and answer any questions about the update on the Action Plan.

Please submit your progress report, using the attached template, by Thursday, December 1, 2016 to Bal Basi at bbasi@sfu.ca. Also attached, for ease of reference, is the Action Plan that was approved by Senate on January 6, 2014.

Although your external review took place prior to the requirement to develop educational goals and assessment beginning with the 2013-14 external review cycle, any progress being made in your Faculty in defining program and/or course level educational goals for academic programs would be welcome in your progress report.

Please contact me at 2-6702, glynn_nicholls@sfu.ca, or Bal Basi at 2-7676, bbasi@sfu.ca, if you have any questions or concerns regarding the external review update process.

Attach.



SIMON FRASER UNIVERSITY
ENGAGING THE WORLD

FACULTY OF HEALTH SCIENCES

PHONE (778) 782-4821
FAX (778) 782-5927

MEMORANDUM

DATE: October 17, 2013
TO: Jon Driver, Vice-President, Academic and Provost
FROM: John O'Neil, Professor & Dean
RE: Action Plan – External Review of FHS



Dear Jon,

Attached please find the Action Plan for the External review of FHS, conducted in February, 2013. Our process to date has been extensive open discussion at Faculty Executive, Faculty Council and staff meetings in April/May followed by a review of the External Review and preliminary action items at a staff meeting and meetings of the UGSC and GSC. Written input from these committee meetings were incorporated into a revised Action Plan and this plan was taken to a combined faculty and staff half day retreat in June. Small group discussions in each of the domains produced further revision and refinement. Throughout the process various drafts were reviewed and edited by Associate Deans and the Director of Administration. A final draft of the Action Plan was submitted independently to the Faculty Council (September 26, 2013) and the monthly Staff Meeting (October 25, 2013). The Action Plan was unanimously approved by both faculty and staff.

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NON DEPARTMENTAL FACULTY EXTERNAL REVIEW – Faculty of Health Sciences

DRAFT ACTION PLAN July 8/13

Section 1 – To be completed by the Dean			
Unit under review Faculty of Health Sciences	Date of Review Site visit February 27 – March 1, 2013	Responsible Unit person, John D. O'Neil Dean	Faculty Dean John O'Neil
<p>Note: It is not expected that every recommendation made by the Review Team be covered by this Action Plan. The major thrusts of the Report should be identified and some consolidation of the recommendations may be possible while other recommendations of lesser importance may be excluded.</p> <p>Should an additional response be warranted, it should be attached as a separate document.</p>			
<h3>1. PROGRAMMING</h3>			
<p>External Review Recommendations:</p>			
<ol style="list-style-type: none"> 1. Address Enrolment Concerns. The FHS Dean negotiates with the VP Academic regarding support for smoothing out the yearly enrolments in the FHS. This may require an OTO strategic investment by the VP Academic whereby FHS is held safe from budget harm over one or two years to accomplish this recommendation. 2. Address pressing concerns with FHS education programs including: the curriculum, student funding, strategic enrollment management, and professional development for faculty, staff and teaching assistants (TAs). Both the Undergraduate Studies Committee and the Graduate Studies Committee, working with the Dean and the Faculty Development Committee, need a coordinated plan to address these issues. Project management support will be needed. 3. Maximize the Surrey Campus opportunity. Prepare a strategic plan for FHS education and research at the Surrey Campus, in collaboration with other units, especially Kinesiology and Applied Science. Explore the development of innovative programs in partnership (e.g. joint undergraduate degree). 			

1.1 Action/s (description what is going to be done):

FHS recognizes that there is a need to consolidate the extraordinary growth of the Faculty over the past 6 years, and in particular to undertake a comprehensive review of educational programs. FHS also recognizes that this review will require significant faculty and staff time. The Faculty has also initiated many of these Actions prior to receiving the External Review report, and will continue with these processes. The Dean has had discussions with the AVPA about enrollment fluctuations and budgetary impact, and they will work together to resolve the issue. The goal will be to facilitate continuity from year to year in admission targets and will protect FHS from wide budget fluctuations. The Dean participated in the Dean's Council strategic planning process for scaling up programs in Surrey. Subject to provincial funding, FHS will have an opportunity to expand programs on the Surrey campus.

1. UGSC and GSC will work with Associate Dean, Education (ADE) to complete the mapping of curriculum and learning outcomes with consideration of:
 - Expand/reduce course offerings
 - Enrollment planning and impact on budget
 - Resource implications (e.g. TAs, Faculty, Staff)
 - Attraction of non-FHS students
 - Understanding of bottlenecks to course access, particularly required courses to facilitate timely graduation.
 - Implications of changes for faculty workload
 - Understanding of competition from other programs
2. UGSC and GSC will work with ADE to review teaching/course/program evaluation practice with respect to:
 - SFU Teaching and Course Evaluation Project (TCEP)
 - Mid-semester formative evaluation
3. Dean will work with the Faculty Executive Committee (FEC) to develop clear guidelines consistent with the Academic Plan for hiring processes to strengthen teaching capacity where possible within budgetary limitations and with a priority for :
 - Transition of term teaching faculty into continuing positions.
 - Expansion of opportunities for faculty positions for candidates with applied and practical experience.
 - Workload coordination across undergraduate and graduate programs
4. The Dean, ADE and Program Directors will work with Teaching Fellows to develop a plan to strengthen professional development and teaching excellence.
5. The FEC will establish a sub-committee to develop guidelines for clear metrics for teaching, and a process for TPC and Associate Dean (Education) to apply these guidelines in workload assignments and performance evaluations.
6. The Dean will work with the TPC to identify clear criteria for recognizing teaching innovation and excellence.
7. The Dean will ensure faculty and staff continue to have input into future enrollment target planning.

1.2 Resource implications (if any):

1. Expectations for faculty and staff service will be high during this process. Faculty administration will work to distribute service expectations equitably and recognize extraordinary service contributions.
2. Changes to enrollment targets, curriculum and hiring practices may have a positive or negative impact on the budget. Ongoing monitoring of the relationship between enrollment, curriculum, faculty workload, WAFES and the budget will be necessary.

1.3 Expected completion date/s:

1. August 30, 2014.

2. RESEARCH

External Review Recommendation:

4. **Fix problems regarding research support services.** Immediate attention is needed by VPs Research and Administration including ORS to improve research support services for the FHS, especially regarding the hiring and employment of Research Assistants.

2.1 Action/s (what is going to be done):

FHS has articulated ongoing concerns with university level research administrative processes over the past several years. We recognize that these are in part due to constraints on the VPR's portfolio. We acknowledge there have been changes to policies and practices in the VPR office and Office of Research Services in response to FHS concerns, which were not fully captured in the External Review. For example, the VPR has created a new position of "University Research Assistant" to enable researchers to hire key continuing personnel as university employees. The Vice-Presidents of the BC research intensive universities have agreed to pre-negotiated overhead rates on contracts with various organizations and SFU is constrained by this agreement. Many funding agencies in recent years have also required the University to assume indemnification for risks associated with contracts and this requirement sometimes results in extended legal negotiations over contractual language. However, significant concerns continue to be expressed that require ongoing clarification and response:

1. Dean and ADR will continue to work with VPR to ensure that the particular needs of FHS researchers are taken into account in research administration
2. ADR will invite the VPR, AVPR and appropriate staff to meet with faculty and relevant staff to discuss ongoing concerns with research administration
3. Dean will provide resources to strengthen FHS support for research development and administration. Policies and resources will be completed for bridge funding, internal mentorship, review of grant proposals, and research administrative support. The Dean and ADR will continue to support an effective system of research mentorship, peer review and support involving faculty, researchers, graduate students, and relevant staff.

Also important to FHS faculty is the development of a strong internal culture of mutual respect and understanding across disciplinary boundaries (see Recommendation #5). In order to achieve the vision of a strong interdisciplinary culture, FHS will further strengthen opportunities for FHS faculty and graduate students to engage in research related dialogue:

4. Dean and ADR will provide support for FHS research seminars as guided by the FHS Research Seminar Committee
5. ADR will ensure that wide range of disciplines will be reflected among speakers within FHS Research Seminars and encourage speakers with an interdisciplinary interest.
6. Dean's office will allocate FHS resources as seed funding for interdisciplinary team development
7. ADR will organize an annual research retreat in FHS designed to facilitate sharing of research ideas and development of

interdisciplinary teams.

8. ADR will establish an effective system of internal communication of research activities from development to completion stages
9. ADR will establish clear metrics for measuring and reporting research activities within FHS internally and externally

2.2 Resource implications (if any):

1. Allocation of resources to seminars, retreats, seed grants, bridge funding, and administrative support is subject to annual budget review.

2.3 Expected completion date/s:

1. Immediate implementation of new initiatives plus ongoing commitments.

3. ADMINISTRATION

External Review Recommendation:

5. **Strengthen the FHS Culture of Shared Vision, Trust and Teamwork.** A 6-9 month process is recommended that fully engages faculty members, staff and students around establishing a shared understanding and consolidation of the FHS culture. This process should be guided by a highly skilled, external facilitator to ensure that all sectors of the FHS to have a voice.

3.1 Action/s(what is going to be done) :

FHS recognizes that the rapid development of the Faculty has resulted in some of the tensions identified by the External Review related to governance, interdisciplinarity, communication, workload roles and responsibilities and shared service. Faculty and staff agreed during the Action Plan development process that more specific actions were required to address these concerns than the facilitated discussion recommended by the Reviewers. In particular, faculty and staff supported a process that would complete the review and implementation of governance recommendations that were generated by the Governance Review Committee and that may require changes to the FHS Constitution. FHS acknowledges that as a non-departmentalized Faculty, the traditional department Chair position is assumed by the Dean. Nonetheless, the current administrative structure will be reviewed to determine whether Chair-like functions can be re-distributed to other elected administrative faculty positions in the Faculty. Additional actions to strengthen communication and broader faculty, staff and student participation in decision-making are:

1. Faculty Executive Committee (FEC) will establish a sub-committee with staff and student representation to review and recommend changes to the FHS Constitution. These changes may include:
 - a. Increased staff and student participation in FC, FEC and other standing committee decision-making processes;
 - b. A review of TORs for various "Chair and Director" positions in the Faculty (e.g., TPC Chair, Undergrad and Grad Program Directors) to determine options for a Chair type position(s) in FHS; and
 - c. Define role and responsibilities for possibility of an elected faculty member who could provide advice and support to faculty and staff on how to resolve conflicts and improve communication in the Faculty.
2. Restructure Faculty Council (FC) meetings to provide a more open agenda and increased opportunities for debate and discussion, including a review of agenda setting process and meeting Chair responsibilities.
3. FEC will participate more directly in annual budget and business cycle planning
4. Dean's office will offer organizational development workshops for faculty and staff. These workshops will address strategic planning, leadership mentoring, and succession planning.
5. FHS will hold a Semesterly General Meeting for all faculty, staff and student representatives in FHS to review progress with implementation of Academic Plan.
6. Dean's office will develop an Annual Planning Calendar with administrative faculty and Senior Managers to reflect the annual cycle of deadlines and events in synchrony with the university planning cycle. All faculty and staff will be apprised of workload cycles and peak demands to ensure efficient planning across the Faculty.
7. Dean's office will support the activities of the Social Committee to implement an expanded menu of community building opportunities for faculty, staff and students.

3.2 Resource implications(if any):

1. Organizational development workshops will require financial support from the VPA office.

3.3 Expected completion date/s:

1. FEC review of Constitution and ratification of recommended changes by April 1, 2014.
2. Other changes effective immediately.

4. WORKING ENVIRONMENT

External Review Recommendation:

8. Improve Staff Functioning. A comprehensive review is needed of staff roles and responsibilities, clarity of policies and procedures, and infrastructure support. An external consultant with expertise in human resources should be engaged to undertake this review including an implementation plan. This recommendation should be acted upon quickly.

4.1 Action/s(what is going to be done) :

SFU has recently concluded a comprehensive review of Human Resources (HR) and HR is in the process of implementing a new program for review of staff roles and responsibilities, performance reviews and staff development. The pilot phase is intended to be complete by August 31, 2013. FHS has requested participation in Phase 2 of the implementation, beginning in November, 2013. FHS will use participation in this process to address many of the concerns expressed by staff and reflected in the recommendation above. However, specific actions are identified here that will be undertaken through an external consultant in the event the SFU process does not address specific issues identified in the external review.

1. Dean's office (Dean, Associate Deans, Director of Administration and Operations) will implement mapping of all administrative positions with description of roles and responsibilities and ensure wide communication of this information to faculty and staff.
2. Dean's office will work with HR (or External Consultant) to ensure that staff performance reviews and career development processes are constructive and supportive. This process will be respectful of CUPE and APSA processes and policy as described in collective agreements with these staff complements.
3. Dean's office will organize management training opportunities for administrative faculty and senior managers.
4. Dean's office will ensure decisions and rationale for decisions are widely circulated among faculty and staff in FHS
5. Dean will participate in a staff meeting once per semester, or as requested to ensure decisions are shared and understood.
6. Dean will continue to meet bi-weekly with Dean's office staff to ensure coordination and sharing of information.

4.2 Resource implications(if any):

<p>1. HR and/or External Consultant if necessary will require resources.</p>
<p>4.3 <u>Expected completion date/s:</u></p> <p>1. Mapping and description of roles and responsibilities will be complete by August 31, 2014, unless additional external consultation is required.</p> <p>2. Other Actions will be on-going.</p>
<p>5. Other</p> <p><u>External Review Recommendation:</u></p> <p>7. Clarify priorities and support for FHS centrally from SFU. The VP Academic needs to work with the FHS Dean to clarify SFU priorities and support for the Faculty, and communicate this broadly (e.g. at Faculty Council).</p>
<p>5.1 <u>Action/s:</u></p> <p>1. VPA will be invited to meet with FC and staff to discuss implementation and resourcing of External Review Action Plan and of FHS Academic Plan.</p> <p>2. Dean, ADE and Program Directors will meet with VPA and AVPA to discuss historical budget and curricular constraints on FHS. Discussion will address challenges faced by FHS in attempting to implement a creative curriculum that balances workload.</p>
<p>5.2 <u>Resource implications(if any):</u></p> <p style="padding-left: 40px;">None</p>
<p>5.3 <u>Expected completion date/s:</u></p> <p style="padding-left: 40px;">August 31, 2014</p>

The above action plan has been considered by the Faculty under review and has been discussed and agreed with the Vice President Academic.

<p>Dean (signed) </p>	<p>Date</p>
<p>Name Title <u>Oct 16/13</u></p>	<p>.....</p>

Section 2 - VPA's comments and endorsement of the Faculty Action Plan :

The external review highlights the considerable progress made by the Faculty of Health Sciences in developing a full range of academic programs and research strengths in less than a decade. In large part this reflects the enthusiasm and commitment of faculty members, staff, academic administrators and students to developing a diverse and interdisciplinary Faculty. It also reflects a commitment by senior administration to fund and support the Faculty. As recommended in the review and the action plan, I will continue to work with the Dean to find adequate resources to sustain the Faculty; but in a period of very limited opportunities for growth, I have to balance the needs of Health Sciences against the other SFU faculties and support services.

The external review identified a number of areas that require further attention. The Dean has led an effective process to consider the issues raised in the report. It is appropriate that most of the action plan will be managed within the Faculty; I am willing to assist in each of the components of the action plan that identify the need for some external input. For example, the Dean has already proposed a method for dealing with budget uncertainties associated with fluctuating enrollments in a relatively small student body, and this has now been incorporated into the VPA budget process; I would be pleased to meet with Faculty Council to discuss the implementation of the action plan; I will advise the Dean on how current SFU policies can be used to provide solutions to some of the governance issues that have been identified.

As this Action Plan moves forward to Senate and the Board of Governors, I would like to emphasize the remarkable achievements of the Faculty of Health Sciences. They have created novel interdisciplinary undergraduate and graduate programs that have received recognition through external accreditation. They have stimulated health research in the university and attracted significant levels of research funding and endowments. Faculty members are known not only for their scholarly contributions, but also for their impact on critical areas of public policy. I am confident that this action plan will place the Faculty on a firm foundation for future success.

Vice President Academic

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Date

28 Oct 2013

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