

SIMON FRASER UNIVERSITY

S.80-166

MEMORANDUM

To..... SENATE .....

From SENATE COMMITTEE ON AGENDA AND RULES /  
SENATE COMMITTEE ON ACADEMIC PLANNING

Subject.. SENATE COMMITTEE ON ACADEMIC PLANNING .....

Date.. NOVEMBER 17, 1980 .....

At its meeting of November 17, 1980, the Senate Committee on Agenda and Rules, in its role as the Senate Committee on Committees, considered the proposed changes for the Senate Committee on Academic Planning. It recommends change in the terms of reference and in membership.

MOTION: "That Senate approve the terms of reference and the terms of membership for the Senate Committee on Academic Planning as shown in Attachment IA."



(PROPOSED)

December , 1980

SENATE COMMITTEE ON ACADEMIC PLANNING (SCAP) - Standing  
(Reporting Category "B")

<u>Members</u>	<u>Conditions</u>	<u>Term</u>	<u>Expiry Date</u>	<u>Name</u>
Vice-President, Academic	Ex-officio - Chairman			J. M. Munro
Associate Vice- President, Academic	Ex-officio - Vice-Chairman			J. M. Webster
Vice-President, Administration	Ex-officio			G. Suart
Dean of Arts				R. C. Brown
Dean of Education				J.W.G. Ivany
Dean of Interdis- ciplinary Studies	Ex officio			T. W. Calvert
Dean of Science				B. P. Clayman
Dean of Continuing Studies				J. P. Blaney
Dean of Graduate Studies				B. P. Beirne
Senator	Elected	2 years	Sep 30/82	K. Okuda
Senator		2 years	Sep 30/82	S. N. Verdun-Jones
Senator		2 years	Sep 30/81	A. S. Arrott
Senator	by	2 years	Sep 30/81	J.P.M. Mackauer
Senator		2 years	Sep 30/81	H. Weinberg
Senator (Lay Member)	and	2 years	Sep 30/82	D. C. Moffatt
Senator (Lay Member)		2 years	Sep 30/81	S. Luetzen
Senator (Student)	from	2 years	Sep 30/82	S. Hinchcliffe
Senator (Student)	Senate	2 years	Sep 30/81	M. D. Trainer
Senator (Student)		2 years	Sep 30/82	
Librarian, or his designate				C. W. MacDonald
Registrar, or his designate	Non-voting			H. M. Evans
Director of Ana- lytical Studies	Secretary (non-voting)			J. Chase

TERMS OF REFERENCE

1. To be responsible for the implementation of a system of academic planning based on S.80-98. Specifically, the Committee will undertake

SENATE COMMITTEE ON ACADEMIC PLANNING (continued)

the following responsibilities:

- a) To provide periodic assessments of the present and probable future environments of the University, its students, and its community;
  - b) To identify priorities for the development of new academic programs and emerging research areas;
  - c) To gather information concerning initiatives in the development of programs at all levels in the University;
  - d) To ensure coordination of academic planning with the provision of facilities and services, with financial resources, and with planning for the total post-secondary education system in British Columbia.
2. To review and recommend to Senate all proposals involving new programs, or major modifications to existing programs, according to the criteria specified in S.80-98.
  3. To review existing programs according to the criteria set out in S.80-98 for the purposes of assessment and, in some cases, possible expansion, curtailment, or discontinuance.
  4. In carrying out its responsibilities, the Senate Committee on Academic Planning may establish task forces or sub-committees to deal with particular tasks.

Approved by Senate at its meeting of October 6, 1975 to replace the former Presidential Committee - Academic Planning Committee. Changes in membership and changes in terms of reference approved by Senate, December , 1980.

# SIMON FRASER UNIVERSITY

## MEMORANDUM

To Mr. H. Evans, Secretary

From John S. Chase

Senate Committee on Agenda and Rules

Subject Senate Committee on Academic Planning - Proposed Changes

Date 7 November 1980

SUBJECT: PROPOSED CHANGES IN TERMS OF REFERENCE AND OTHER MATTERS FOR THE SENATE COMMITTEE ON ACADEMIC PLANNING

Action taken by the Senate Committee on Academic Planning at its meeting on November 5, 1980 gave rise to a set of motions concerning the terms of reference, membership, and voting rights of the Senate Committee on Academic Planning. These motions are contained in the attached paper. May I ask that it be placed on the Agenda for the next meeting of the Senate Committee on Agenda and Rules.

Please also be advised that a recommendation concerning changes to departmental review procedures specified in S.72-130 may be available for consideration at the January meeting of Senate.

*John Chase*

JSC:ld  
Att.

# SIMON FRASER UNIVERSITY

## MEMORANDUM

SCAP 80-24

To Senate Committee on Academic  
Planning

From J. M. Munro

Vice-President, Academic

Subject Proposed Changes in  
Terms of Reference, and  
Other Matters.

Date 1980-10-30

Following from the approval of S.80-98 ("Planning Directions for Simon Fraser University") by Senate, I propose the following changes in the terms of reference of the Senate Committee on Academic Planning:

From:

1. To review and recommend to Senate all new program proposals.
2. To develop annually academic and action priority listings.
3. To undertake an ongoing review of the long term academic objectives of the University.
4. To provide periodic reports to Senate concerning interactions between the University and the Universities Council in matters pertaining to Senate.
5. To undertake such other duties as are assigned to it by the President or Senate.

To:

1. To be responsible for the implementation of a system of academic planning based on S.80-98. Specifically, the Committee will undertake the following responsibilities:
  - a) To provide periodic assessments of the present and probable future environments of the University, its students, and its community;
  - b) To identify priorities for the development of new academic programs and emerging research areas;
  - c) To gather information concerning initiatives in the development of programs at all levels in the University;
  - d) To ensure co-ordination of academic planning with the provision of facilities and services, with financial resources, and with planning for the total post-secondary education system in British Columbia.

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Planning

1980-10-30

2. To review and recommend to Senate all proposals involving new programs, or major modifications to existing programs, according to the criteria specified in S.80-98.
3. To review existing programs according to the criteria set out in S.80-98 for the purposes of assessment and, in some cases, possible expansion, curtailment, or discontinuance.
4. In carrying out its responsibilities, the Senate Committee on Academic Planning may establish task forces or sub-committees to deal with particular tasks.

I would expect that these new terms of reference would be instrumental in transforming SCAP from a reactive body into one that plays an initiating role in studying the future directions of University development.

To improve the effectiveness of the Committee's functioning and in recognition of its new responsibilities, I propose the following changes in its membership:

1. To make the Vice-President, Academic Chairman instead of the President

Rationale: Administrative responsibility for many aspects of the University related to academic planning rests in the office of the Vice-President, Academic. Thus, the shift of Chairmanship should provide improved continuity and supervision of the business of the Committee. (The President is an ex-officio member of all Senate committees.)

2. To make the Associate Vice-President, Academic Vice-Chairman instead of the Vice-President, Academic

Rationale: This follows from 1. above and reflects the joint responsibility for academic planning within the office of the Vice-President, Academic.

3. To add the Vice-President, Administration as a voting member of the Committee

Rationale: This is intended to enhance the co-ordination between academic planning, financial planning, and space and facilities planning.

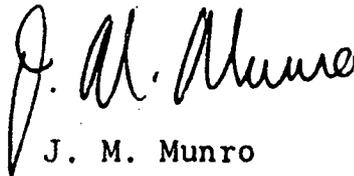
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4. To make all members of the Committee voting members.

Rationale: At present the University Librarian, Registrar, and Director of Analytical Studies are non-voting members of SCAP. There seems to be little reason to continue categories of voting and non-voting members of this Committee given: (1) its size, (2) its terms of reference, (3) practice on other Senate committees and in Senate.

JMM:ww

  
J. M. Munro

SENATE COMMITTEES

October 15, 1980.

1. SENATE COMMITTEE ON ACADEMIC PLANNING (SCAP) - Standing Reporting Category "B"

<u>Members</u>	<u>Conditions</u>	<u>Term</u>	<u>Expiry Date</u>	<u>Name</u>
President	Ex-officio - Chairman			K. G. Pedersen
Vice-President, Academic	Ex-officio - Vice-Chairman			J. M. Munro
Associate Vice- President, Academic	Ex-officio			J. M. Webster
Dean of Arts	Ex-officio			R. C. Brown
Dean of Education				J.W.G. Ivany
Dean of Interdis- ciplinary Studies				T. W. Calvert
Dean of Science				B. P. Clayman
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Senator		2 years	Sep 30/81	A. S. Arrott
Senator		2 years	Sep 30/81	J.P.M. Mackauer
Senator		2 years	Sep 30/81	H. Weinberg *
Senator (Lay Member)		2 years	Sep 30/82	D. C. Moffatt
Senator (Lay Member)		2 years	Sep 30/81	S. Luetzen
Senator (Student)		2 years	Sep 30/82	S. Hinchcliffe
Senator (Student)		2 years	Sep 30/81	M. D. Trainer
Director of Ana- lytical Studies		Secretary (non-voting)		
Librarian, or his designate	Non-voting			C. W. MacDonald
Registrar, or his designate	Non-voting			H. M. Evans

TERMS OF REFERENCE

1. To review and recommend to Senate all new program proposals.
2. To develop annually academic and action priority listings.
3. To undertake an ongoing review of the long term academic objectives of the University.

4. To provide periodic reports to Senate concerning interactions between the University and the Universities Council in matters pertaining to Senate.
5. To undertake such other duties as are assigned to it by the President or Senate.

Approved by Senate at its meeting on October 6, 1975 to replace the former Presidential Committee - Academic Planning Committee.

Committee meetings normally are scheduled monthly on Wednesdays, two days after the scheduled meeting date of Senate, at 2:00 p.m., with adjournment not later than 5:00 p.m.

SCAP reports to Senate in May of each year.

- \* Elected at meeting of Senate of October 6, 1980 to replace J. J. Weinkam for balance term of office.

As approved by Senate, July 7, 1980

MEMORANDUM

To: Senate  
Subject: "Planning Directions for Simon Fraser University"

From: J.M. Munro  
Vice-President, Academic  
Date: 1980-06-25

Action taken at the June 24th, 1980 meeting of the Senate Committee on Academic Planning gives rise to the following motion:

"That Senate accept the paper "Planning Directions for Simon Fraser University" and direct the Senate Committee on Academic Planning to implement academic planning based on the planning principles outlined in the paper."

This paper was prepared by a sub-committee of SCAP consisting of J.M. Munro, (Chairman), A.S. Arrott, B.A. Holweg, J.W.G. Ivany, K. Okuda, and J. Chase (Secretary). The sub-committee, which was appointed at the January 16, 1980 SCAP meeting, was charged with developing an academic planning document to:

- 1. Provide an assessment of the state of SFU today, i.e. strengths, weaknesses, other characteristics;
- 2. Develop a set of institutional goals for the next 4 - 5 years;
- 3. Suggest a set of guidelines by which academic planning will be undertaken."

In addressing these three issues, the paper does not constitute, nor was it intended to be, an academic plan. Rather, by summarizing important characteristics of the University and its environment, by suggesting future directions for University development, and by specifying planning principles, "Planning Directions for Simon Fraser University" is designed to be a resource in the development of a full academic planning document. In particular, Senate should be assured that the examples of proposals presented in the paper are meant to stimulate interest and discussion and do not reflect the views of SCAP on these particular issues.

Senate approval of the motion proposed above would enable the University to re-vitalize its academic planning process and to address issues in the future development of the University that are of vital concern to all of us.

*J.M. Munro*  
for J.M. Munro

June 13, 1980

## PLANNING DIRECTIONS FOR SIMON FRASER UNIVERSITY

### INTRODUCTION

An academically elite student body and a faculty with a pre-eminent international reputation characterize the world's most prestigious universities. Many universities aspire to this dual recognition. None can achieve it quickly. Pursuit of this recognition requires a university to develop and maintain a set of conditions in which teaching, research and scholarship can flourish. Creativity and flexibility in response to changing demands and opportunities and to fluctuations in resources support this pursuit.

Planning for the future should be a continuous process. An assessment of the current state of Simon Fraser University and the provincial and national environment within which it operates is helpful in identifying realistic future directions and providing benchmarks for measuring progress.

This document suggests a set of future directions for Simon Fraser University and a process for their achievement. It is presented only in bare outline; discussion and debate will help to give it structure and, in the process, lead to a common understanding of our problems and a consensus on our future directions.

## A CURRENT ASSESSMENT

Migration to British Columbia from within and beyond Canada has produced a public receptive to new initiatives and motivated to achieve. This can be a major strength for our university; it influences both the level of public support for what we do and the quality of our students.

The present student body ranges from adequate, because of admission screening, to excellent, because of chance, to truly outstanding, partially because of deliberate scholarship programs. It is not an academically elite student body, but the best students could compete anywhere.

The Simon Fraser student body is unlike that of most other Canadian universities. On average the students are older. Many transfer from a regional college or enter after a number of years spent in the work force or raising a family. Sixteen percent enter directly from high school. Many come from Burnaby, the Fraser Valley and the North Shore but few live in areas closer to the other two universities or in the interior of the Province. Fifteen percent enroll from other parts of Canada and 8 percent are from outside the country. Most of the students commute up and down Burnaby Mountain.

The trimester system allows students either to accelerate their program and complete it in a shorter period of time, or to interrupt for a semester without the penalty of waiting a full year to re-enter the program. The Co-operative Education Program enables students to apply their academic training in actual work situations. The tutorial system gives students close association with members of the instructional staff in small groups. Through late afternoon and evening courses, students can enroll for degree completion programs while meeting their employment or family responsibilities during the daytime. The Mature Student Entry category admits those who are twenty-three years of age or more, and not eligible for admission under any other category, providing they have sufficiently clear objectives in mind and are judged likely to benefit from university studies. The Distance Education Program provides correspondence courses for individuals throughout the Province who do not have access to either the Burnaby Mountain campus or any of the centres throughout the Province. S.F.U. minimizes program constraints and requirements in the first two years and students can pursue a broad program of study and delay specialization until they have determined their educational goals.

The core of this University lies in the strength of its Arts and Science programs. The undergraduate programs in Kinesiology, Criminology, Communication and Fine Arts are unique in British Columbia. The Faculty of Education provides a teacher education program that is recognized as a model of how to combine theory and practice. Most departments offer graduate level education leading to masters and doctoral degrees. Graduate professional degrees are offered in Business Administration, Pest Management, Resource Management, Clinical Psychology, and Education. Students can develop their own special graduate programs encompassing two or more disciplines.

Simon Fraser is much more than a teaching institution. It contributes to local communities, the Province, Canada and the world through scholarship. Often termed "research", this contribution can be more effectively defined as the creation and re-creation of knowledge and criticism. The University, from its beginning, has aspired to prominence as a research institution and provides facilities and resources to make this possible. The best faculty are pre-eminent in their disciplines and the entire faculty is a major provincial resource. Their achievements have been more substantial than is recognized by the general public.

During the 1960's, when all new universities were in competition to hire the best, the geographical advantages and newness of Simon Fraser University helped attract many outstanding faculty. The present faculty is mostly tenured and has a mean age around 41; this mean is increasing by about 0.5 years annually. We are not hiring as many faculty now as in earlier years, but the geographical advantages of our location continue to be helpful in recruiting faculty. While the University is no longer new, many of our programs are and we generally are able to offer prospective faculty opportunities that are equal to those available at any Canadian university.

Simon Fraser University has developed effective academic services to support its teaching and research programs. Our Library collection is a vital contributor to the University's academic quality. Many departments benefit from the excellent Computing Center for assistance in their teaching and research.

Through its Library, Athletics program, events in the Performing Arts and Continuing Studies programs, Simon Fraser University maintains strong ties with the surrounding community. The Library's collection is accessible to the general public and, via inter-library loan arrangements, to students and staff at other universities, colleges and institutes throughout the Province. The public is encouraged to attend inter-collegiate football, basketball, soccer, swimming, track and field and many other athletic events. The Centre for the Arts offers a series of public concerts, plays and guest appearances throughout the year by international and Canadian artists. Continuing Studies offers distinctive community education programs dealing with important public and social policy questions.

Financial support for individual students and for organized student activities is extensive. Simon Fraser's direct support for scholarships is the highest, proportional to size, of the three B.C. universities. The counselling and medical services are comprehensive. Student organizations and student participation in the governance of the University are encouraged.

Opening in 1965 with an enrollment of 2,500 students, the University grew to 6,300 students by 1970. With slower growth in the 1970's, enrollment totalled 8,300 by 1976 and has remained relatively stable since. To many, the current size of Simon Fraser is one of its most attractive features. It is large enough to offer a variety of well-developed academic program opportunities at the undergraduate, graduate and professional levels. At the same time, its relatively small size encourages a degree of flexibility, informality and personal interaction among students, faculty and staff throughout the University.

Simon Fraser University has a record of receptivity to new program ideas. The decision-making structure enables the University to re-allocate resources promptly to new and growing programs.

A balanced assessment must note that there are a number of areas in which the University could do better. Student housing is both insufficient and in a state of disrepair. Campus amenities are clearly lacking. The commuter orientation of the institution erodes efforts to build a sense of community and cohesion. Assistance to students in terms of career planning and job placement is deficient. The University's academic expectations of its students are not sufficiently defined; curriculum and program planning often reflect this.

The general perceptions of the University held by the public are a source of concern. In large segments of the population, Simon Fraser University is viewed as a radical institution frequently beset by labour unrest. Some share the bias that undergraduate programs offered at this University are not as good as those of older Canadian universities. Despite many outstanding contributions made by faculty members, the general public does not fully realize that this is a major research institution.

#### FUTURE DIRECTIONS

The preceding section sought to provide a frank assessment of Simon Fraser University. While the accomplishments have been significant, much remains to be done. The following statements identify some directions for the years immediately ahead:

1. Continuing the quest for excellence in all activities - teaching, learning and research - remains the overall goal. This includes:
  - a. Enhancing the research capacity of the University;
  - b. Building an even more challenging academic environment so that highly qualified students will wish to attend Simon Fraser University;
  - c. Furthering development of the intellectual and social community on Burnaby Mountain; and
  - d. Maximizing the effectiveness of present faculty.
2. Maintaining standards that justify confidence in the general public that graduates are:
  - skilled in inductive and deductive reasoning;
  - proficient in both written and verbal communication; and
  - capable of identifying, formulating and answering questions concerning present knowledge and its antecedents.
3. Enhancing the national and international role of the University through attracting the best students we can from other regions of Canada and the rest of the world, facilitating faculty exchanges, and encouraging collaborative research.
4. Ensuring that Simon Fraser University's academic programs are reasonably accessible to people throughout British Columbia.

5. Expanding opportunities for lifelong learning in specific disciplines.

While the acceptance of these directions should be tested within the University, it is likely that debate will center more on ways and means. Some specific proposals for action that might be the subject for discussion in academic planning are:

- Limiting undergraduate enrollment in some disciplines, encouraging entry into others, and achieving what may be judged as optimum size for the whole University. Some have suggested a maximum of 11,000 students.
- Maintaining the proportion of full-time to part-time students near its present level. It has been suggested that the ratio of on-campus FTE students to on-campus head-count students, presently .75, not fall below .65.
- Increasing the ratio of graduate to undergraduate students. It has been suggested that the ratio should be greater than or equal to .20; presently it is .13.
- Modifying student/faculty ratios to permit increased emphasis on research.
- Hiring the best of currently available young faculty at a rate sufficient to compensate for the anticipated shortage of highly qualified teachers that will result from the retirement in the 1990's of many of those hired in the 1960's.
- Increasing the proportion of students from across Canada and beyond Lower Mainland regions within B.C. by providing sufficient student housing to guarantee on-campus residence for new students for at least one year.
- Setting standards for admission from high school at a level that would encourage students to be well-prepared for university entrance.
- Encouraging international undergraduate student enrollment with broader and more balanced representation. A possible goal is 10 percent of undergraduate headcount enrollment.

- Increasing efforts in job counselling and career placement services for students.
- Encouraging more faculty to seek research funding from sources outside the University in order to increase the effectiveness of individual research efforts.
- Continuing and expanding degree completion, certificate and diploma program and non-credit opportunities in British Columbia locations away from the Lower Mainland.

### THE PLANNING PROCESS

The translation of the preceding set of future directions into concrete proposals for consideration and subsequent implementation requires co-ordination. That role rests with the Senate Committee on Academic Planning. The planning principles under which it should operate and the criteria for assessment of academic programs are set forth below.

### PLANNING PRINCIPLES

1. Planning should be guided by a clear assessment of the present environment. Reliable, comprehensive information about the University, its students, and its community is essential. Anticipating the University's probable future environment is also an important part of academic planning.
2. Planning should concentrate on new academic programs emerging research areas, and building and maintaining academic and administrative facilities and support services. This planning must be linked to available financial resources.
3. Plans should be co-ordinated with those of other post-secondary institutions in British Columbia.
4. The planning process should encourage initiatives from all levels in the University and assure that they receive due consideration. Task forces should be established to deal with particular plans.

CRITERIA FOR PROGRAM ASSESSMENT

It is expected that the identification of the purposes to which Simon Fraser will direct its efforts and energies will encourage and facilitate the development of a number of new and innovative programs. Assigning priorities to various proposals will be a difficult task. Ranking should be based partly on how a proposal is measured against the following characteristics.

1. The program has intrinsic academic excellence and is something this University can expect to do well.
2. The program substantially enriches the existing teaching programs of the University.
3. The program builds upon existing programs and resources in the University.
4. The program anticipates provincial or national needs.
5. The program does not unnecessarily duplicate existing programs at other universities in the Province.
6. The excellence of the program attracts students to the University.

Existing programs should also be subject to periodic review. Such reviews provide an opportunity to assess individual programs and to provide a basis for recommending their expansion, curtailment or discontinuance.

CONCLUSIONS

The generally stated purposes of the modern university are familiar - the preservation and transmission of knowledge, the development of new knowledge, the education of highly qualified men and women and service to society. It is important, however, that universities continually assess their programs and activities to ensure that they respond to the challenges of the present and the future.

Universities with established strengths and recognized reputations need to debate their future directions internally and then decide on the mix of activities which reflects their historical circumstances, anticipated resources, and the scale appropriate for planning their own development.