

FOR INFORMATION

S. 88-19

**SIMON FRASER UNIVERSITY**

**MEMORANDUM**

**TO:** Senate

**FROM:** William G. Saywell  
President

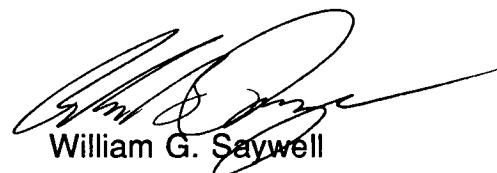
**RE:** President's Statement of Direction  
and Intent

**DATE:** April 20, 1988

---

At the beginning of the year, the Ministry of Advanced Education and Job Training gave notice to the three public universities that they were required to submit institutional ten year plans by 15 April 1988. Following discussion, it was agreed that the Ministry's request could be satisfied by each president preparing an informal statement of planning direction and intent. The statement which I submitted is attached.

Opportunities for feedback and comment were given to the vice presidents, deans, department chairs and academic directors. The final document was then presented to SCAP for information. Please appreciate that the process imposed on the University carried its own imperative and necessarily had an effect on the substance of my response. I expect you will agree with me that long-term planning properly must begin within individual programs and that it demands a far more considered and consultative approach than the present exercise allowed. Nevertheless, I wish to table this document with Senate for information.



William G. Saywell

Enclosure

/js

## Simon Fraser University

### "TEN YEARS INTO THE FUTURE"

#### The President's Statement of Direction and Intent

#### 1. PREAMBLE

Simon Fraser University shares with all research-intensive educational institutions the fundamental mission to discover, transmit and preserve knowledge. This mission depends for its success on an active spirit of free enquiry supported by the companion principles of university autonomy and public accountability.

Over the coming decade, the vitality of the core liberal arts and sciences will be preserved. The University also will continue its tradition of innovative programmes by demonstrating flexibility when responding to emerging social, economic and cultural needs. While a course for the future must be set, no institution can predict all of the demands and opportunities that will come its way over a ten year horizon. Nevertheless, as Simon Fraser University enters its next decade of development, it will be guided by the planning objectives set out below. Realizing them will require both determination and adequate government funding.

#### 2. RESEARCH

The University has a fundamental commitment to the expansion of knowledge and to basic research in the humanities, the social sciences, the natural sciences and the applied sciences. A belief in the value to society of basic research and graduate teaching underlies the very existence Simon Fraser University and complements the belief that social and economic development are shaped and determined by the new knowledge our universities create.

As the University continues to develop and grow in stature, graduate teaching and research will assume an even more important role than in the past. The demand for Doctoral and Masters graduates in British Columbia and Canada is predicted to increase dramatically. Simon Fraser University will be at the forefront in responding to this demand. The ratio of graduate to undergraduate students will increase significantly over the coming decade and enrolments in the M.Sc., M.A. and Ph.D. programmes at Simon Fraser University will approach 20% of the total student population.

There will be an increasing emphasis on attracting the finest post-graduate scholars to Simon Fraser University through improved scholarship and fellowship programmes and through other avenues of graduate student support. The infrastructure resources so essential to graduate teaching and research will be strengthened and enhanced both in human and physical terms.

A key to the maintenance and development of world class research programmes lies in the quality of the faculty. Over the next ten years, Simon Fraser University will seize the unique opportunity provided by its unusual faculty age-profile to further strengthen and renew its faculty complement, thereby positioning the University to enter the 2000's with an exceptionally strong base of outstanding research faculty.

The boundaries between the traditional disciplines in the natural sciences and in the applied sciences are being eroded. At the same time, the traditional gaps between the sciences, the humanities and the social sciences are fast being closed. The newly developing research areas and technologies are often very interdisciplinary in nature. Simon Fraser University is again in a unique position to seize the initiative because of the strong interdisciplinary collaborations that have been established at the University.

Existing centres of research excellence and new centres -- such as those in the Institute of the Humanities, the Centre for Pest Management, the Institute for Molecular Biology and Biochemistry, the Institute for Agriculture Research, the Research Centre of Gerontology and the programmes in Engineering Science and Systems Science -- will be enthusiastically cultivated. Joint research initiatives with other universities and centres within B.C. and across Canada, such as those at TRIUMF and the Bamfield Marine Station, will continue to be important. International collaboration will be supported and encouraged, both through basic research programmes and through agencies such as IDRC and CIDA.

The University will vigorously pursue all National and Provincial sources of research funding and, where appropriate, international sources. The University will be an active participant in the recently announced competition for national Centres of Excellence and will continue to support and be actively involved with the proposal to establish a KAON facility at TRIUMF.

The University will target an increase of 10% per annum in external research grants and contracts over the next 10 years.

The University will place research results and technological discoveries in a commercial or social setting by promoting technological transfer; through consulting activities; and by providing research services to government, the private sector, and the community. In this way Simon Fraser University in partnership with its sister institutions and acting alone will discharge its responsibility to the social and economic development of British Columbia and Canada.

### **3. INSTRUCTION**

Simon Fraser will deliver quality instruction in the core subjects of the sciences, the humanities and the social sciences and will develop in its students the

capacity for critical thinking, innovation and sound judgement needed to place vocationally relevant skills in a broader context.

The University will encourage innovative and emerging fields of study where they fill a demonstrable provincial or national need and where they build on the institution's existing academic strengths.

The unique and distinguishing interdisciplinary focus of the University's teaching programmes will be emphasized.

Professional and applied studies at Simon Fraser University will continue to be characterized by non-traditional and innovative approaches to educational programming.

Simon Fraser University historically has had a strong commitment to accessibility and lifelong learning. But it cannot continue to respond to the pressures for growth in enrolment with resources inadequate for the maintenance of high levels of quality. Accessibility is a public policy issue and can only be determined by government when setting budgetary priorities. Given its geographic location and its growing reputation for excellence, Simon Fraser University will continue to be under greater pressure to grow than almost any other Canadian university. Although it is prepared to respond positively to these pressures, Simon Fraser University can only do so if its operating and capital budgets are sufficient to maintain academic quality and to bring student-faculty ratios and space entitlements into harmony with its sister institutions in British Columbia. Budget information also must be available well enough in advance to allow rational planning to take place.

Simon Fraser University hopes that resources to continue the trimester system will be forthcoming in order to permit students flexible entry to study programmes at three points throughout the academic year; offer opportunities for the completion of a four-year degree programme in less than three years; provide access to students who wish to schedule study while maintaining their place in the workforce or the family; and allow the University to deploy effectively its resources on a cost/efficient, year-round basis. Inadequate resources will force the University to reconsider and possibly revise or discontinue the trimester system.

Current program innovations in Cooperative Education and Employment Internships for students will be encouraged to grow.

For students leaving high school or transferring from community colleges, special attention will be directed at recruiting scholars who show exceptional academic promise.

Opportunities for participation by mature and part-time students, especially those seeking educational upgrading and professional re-training, will be promoted.

Simon Fraser University believes that the total educational experience of its students is enhanced by the opportunity of living in residence on campus. Its current residential facilities accommodate a smaller percentage of its students than any other major Canadian university. The University will attempt to double the residential population of its student body over the next decade.

Simon Fraser University at Harbour Centre -- the University's satellite campus in Vancouver's downtown core -- will evolve as a key resource in extending community access to both credit and non-credit instruction. Within the current ten year planning horizon, Simon Fraser University at Harbour Centre will be nationally recognized for excellence in the delivery of advanced recurrent education.

The development and delivery of Distance Education programmes, will receive ongoing support. Distance Education services will remain an important component of Simon Fraser's commitment to accessibility. Instruction will continue to target those individuals who find difficulty in gaining physical access to campus-based learning. In cooperation with other institutions, educational telecommunications technology will be employed in Distance Education delivery.

As a combined function of its belief in lifelong learning and its commitment to accessibility, the University will further develop its reputation for excellence in mounting specially designed programmes of Continuing Studies that serve community needs and aspirations.

Through other outreach activities such as its Interior Programs and similar special initiatives, the University will continue to make face-to-face instructional opportunities available at locations within the province that otherwise would be denied immediate educational access.

Recognizing that the world has entered a new era in which the command of high technology and information provides the competitive edge, high priority will be given to the development and use of "information age" technology in research and teaching. Within the ten year planning horizon, Simon Fraser will be distinguished for its innovations in computer-based instruction and for the breadth of student and faculty access to on-campus computing resources.

#### **4. COMMUNITY SERVICE**

The University will deliver community services that can be seen to benefit local, regional, provincial and national interests.

Initiatives will be encouraged which support new job creation and community economic development such as the SFU Enterprise Centre, the University/Industry Liaison Office and the Centre for Tourism Policy, Planning and Research.

Specially tailored short courses for community groups and small business will be highlighted as a centerpiece in the University's outreach service.

The relationship between the University and the community is mutually supportive. While the University makes many contributions to the community-at-large, the community also has been called upon to support the institution through a national capital drive known as the "Bridge to the Future Campaign" -- a funding venture which seeks to raise \$32 million from individual and corporate donations. It is a key objective of University planning to achieve the following goals which have been established for the Bridge to the Future Campaign:

The University will target special support to young programs that possess particular contemporary significance. Examples include computer and engineering science, international business, gerontology, aquatic and biotechnology research, forensic psychology and Canada's relations with the Developing World and the Pacific Rim.

The Bridge to the Future Campaign will assist in the development of Simon Fraser University at Harbour Centre to create a university/community enterprise which will address the particular educational needs of the Lower Mainland's urban core.

Funds from the campaign will be used to sponsor excellence in faculty performance by creating endowed professorships, and in student performance by enhancing our scholarship programmes.

## **5. International Education**

Within ten years, Simon Fraser University will be nationally recognized as the Canadian centre of excellence for international education.

The University will continue its active part in the public policy initiative to expand trade and other relations with the Asia Pacific region by promoting:

Academic linkages with educational institutions in the region.

Asia Pacific content in the University's curricula and the creation of endowed professorships such as the Chair of International Business.

Research and instruction in development studies through new centres such as the Institute for the Study of Canada and the Developing World.

Asia Pacific advisory services to government and the private sector through community-based activities such as the new Centre for International Communication.

The delivery of Official Development Assistance projects funded by national and multilateral aid agencies.

Foreign student access to the University's research and teaching programmes.

## 6. COOPERATION

Simon Fraser University will maintain its tradition of cooperating fully with other post-secondary institutions in British Columbia in an effort to ensure the most efficient use of public resources and to guarantee the most comprehensive and complementary spectrum of educational programmes.

Efforts to support the instructional objectives of provincial colleges and institutes will be extended and Simon Fraser's special relationships such as those with Douglas College, the Emily Carr College of Art and Design, and the British Columbia Institute of Technology, will be encouraged.

Efforts to support the research objectives of the province's three public universities will be extended by an even firmer resolve to seek new areas of collaboration. It is a university's commitment to research that distinguishes it from other post-secondary institutions. All good universities are research intensive. All good university systems establish mutual respect and a commitment to collaboration.