

SIMON FRASER UNIVERSITY
Senate Committee on University Priorities
Memorandum

S.03-52

As amended by
Senate May 12/03

TO: Senate

FROM: John Waterhouse
Chair, SCUP
Vice President, Academic

RE: Final Report of the SFU Surrey
Long Term Planning Committee

DATE: April 22, 2003

The SFU Surrey Long Term Planning Committee (SSLTPC) was established in Summer 2002 and was charged with providing a long-term academic plan for SFU Surrey by Spring 2003. In accordance with its terms of reference, the SSLTPC submitted its Final Report (attached) to the Senate Committee on University Priorities (SCUP) for consideration at its meeting of April 9, 2003.

During its review of the SSLTPC Final Report, SCUP discussed the following issues:

- **Issue** – The evidence for the need for a research-intensive university in the Surrey area.
Discussion - It was noted that for many years, through other committee-based efforts, SFU had been exploring the need for this type of an institution in the area. The planning documents for TechBC attested to the need for a research-intensive institution in Surrey. Finally, the Ministry of Advanced Education, by providing specific graduate student and undergraduate student funding for SFU Surrey, appears to want this type of institution as well.
- **Issue** - The distinction between SFU Surrey providing a comprehensive educational experience vs. the complementary nature of educational programs envisioned for the SFU Surrey campus.
Discussion – The word “complementary” in the report was used to describe the identity of the SFU Surrey campus in relation to the other SFU campuses. The word “comprehensive” is meant to convey the intent that students at SFU Surrey will be able to complete an entire degree program at the campus.
- **Issue** - Further definition of what is meant by the SFU Surrey campus being self-sustaining.
Discussion – The intent behind making the SFU Surrey campus “self-sustaining” is to ensure that it does not drain the resources from other campuses.
- **Issue** - The lack of undergraduate degree and program names for the SFU Surrey students admitted since Fall, 2002.
Discussion - These issues are being resolved through the regular academic review and approval channels of the University.
- **Issue** - The need for improved services and facilities for students at the SFU Surrey campus.

Discussion – SFU Surrey students should have access to the same level of services and facilities as other SFU students.

- *Issue* - The need to broaden the scope of programming beyond the current technology focus to better address the needs of the community.

Discussion – In order to grow the campus and better relate to the surrounding community, a greater diversity of program offerings is required. In order to do this, the SSLTPC has recommended that all Faculties have a presence at the SFU Surrey campus.

The following seven motions are based on the findings and recommendations contained within the SSLTPC's report:

Motion 1

capital + operational

That Senate approve and recommend to the Board of Governors that, subject to the provision of adequate funding by the Provincial Government, SFU should have a continuing presence in Surrey.

Motion 2

That Senate approve in principle the recommendation that all Faculties should establish a presence in Surrey.

Motion 3

That Senate approve and recommend to the Board of Governors the establishment of the School of Interactive Arts and Technology within the Faculty of Applied Sciences, effective May 30, 2003. The School will be responsible for the existing undergraduate and graduate offerings of the Program in Information Technology and Interactive Arts at Surrey.

The new School will continue to develop its existing concentrations in Interactive Arts, Interaction Design and Performance & Media Art, at the undergraduate and graduate levels, as well as a new concentration in arts and design technology. New undergraduate and graduate offerings in information technology will also be developed and administered in partnership with the Schools of Computing Science and Engineering Science.*

Motion 4

That Senate approve in principle the recommendation that the Faculty of Business Administration should develop a degree program at SFU Surrey with a concentration in the Management of Technology as part of its undergraduate program, thereby permitting students to access a complete BBA degree at the Surrey campus.

Motion 5

That Senate approve in principle the recommendation to provide new and/or enhanced academic programming opportunities at the SFU Surrey campus by the Faculty of

Education in any or all of their four program areas of Graduate, Field, Professional and Undergraduate.

Motion 6

That Senate approve in principle the recommendation to establish credit and community outreach activities through the Office of Continuing Studies at the SFU Surrey campus.

Motion 7

That Senate approve the recommendation to establish an ad hoc Steering Committee, reporting to SCUP, to coordinate the implementation of the SSLTPC recommendations and the academic program activities at the SFU Surrey campus.

The membership of the Steering Committee will be as follows:

- Associate Vice-President, Academic (Chair)
- Dean of Applied Sciences or designate
- Dean of Arts or designate
- Dean of Business Administration or designate
- Dean of Continuing Studies or designate
- Dean of Education or designate
- Dean of Science or designate
- University Librarian or designate
- Director of the School of Computing Science or designate
- Director of the School of Engineering Science or designate
- Director of the School of Interactive Arts and Technology or designate
- SFU Surrey Campus Director
- Director, Academic Planning (Secretary)
- A graduate student appointed by the AVP, Academic
- An undergraduate student appointed by the AVP, Academic

Due to the evolving nature of the SFU Surrey campus, the membership of the ad hoc Steering Committee will be reviewed (and potentially revised) no later than June, 2005.

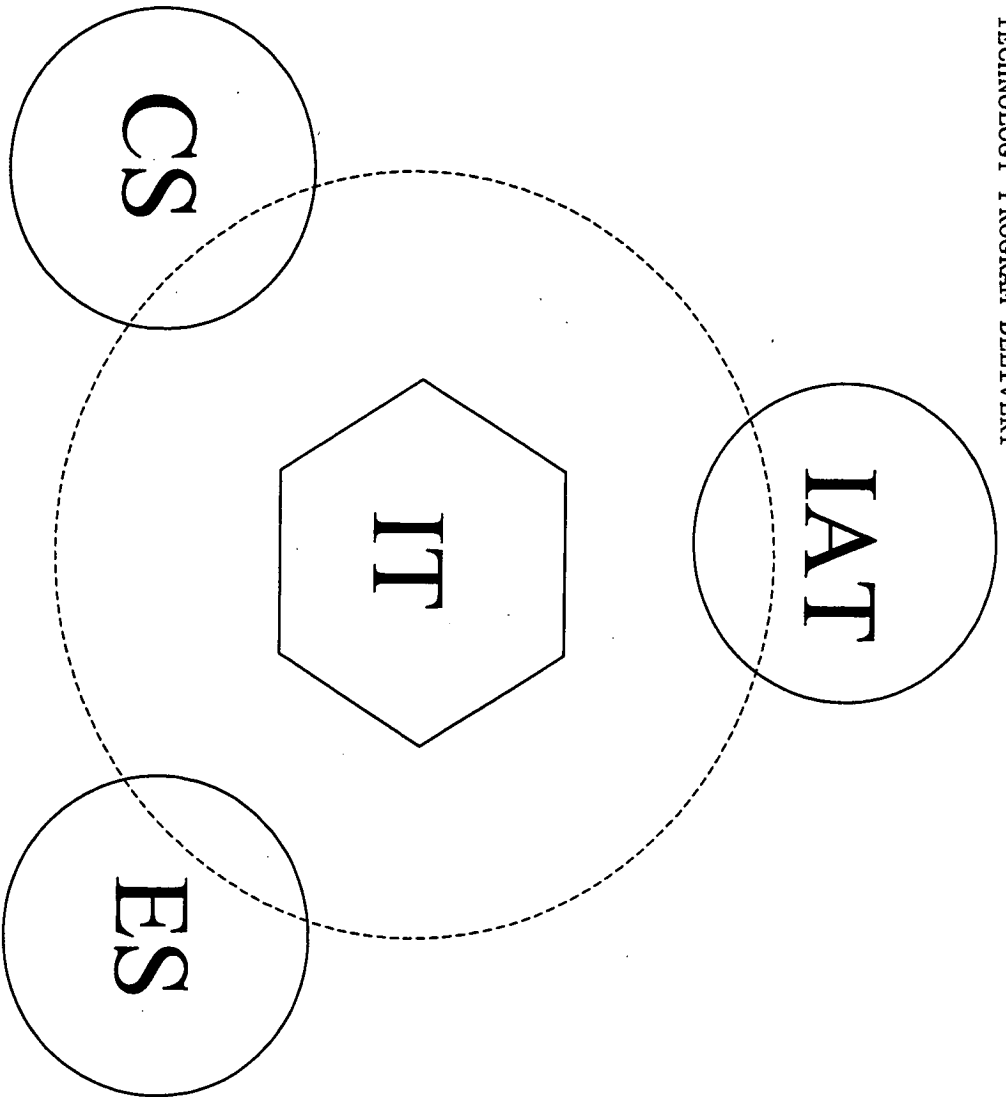
The terms of reference for the Steering Committee will include *inter alia*:

- the development of a longer-term vision and comprehensive academic plan for the Surrey campus;
- the engagement of the university community in the ongoing planning and implementation process for the Surrey campus;
- further planning to provide the necessary infrastructure for the Surrey campus including, for example, student services, space, library resources, and technology;
- investigation of additional program and pedagogical opportunities for the Surrey campus.

Motion 8: see page 4a

*A diagram outlining the proposed Information Technology Program delivery structure is attached for information.

PROPOSED INFORMATION TECHNOLOGY PROGRAM DELIVERY
STRUCTURE



Motion 8:

“that Senate recommend to the Steering Committee that student services be improved so that SFU Surrey students have access to the same level of services and facilities as other SFU students: this includes increased access to counselling and academic advising.

SIMON FRASER UNIVERSITY



SFU Surrey Long Term Planning Committee Final Report

Submission Date: April 2, 2003

SFU Surrey Long Term Planning Committee

Chair: Bill Krane, Associate Vice-President, Academic

Members: Rob Cameron, Applied Sciences
Martin Laba, Applied Sciences
Roger Blackman, Arts
Maureen Fizzell, Business
Phil Winne, Education
Colin Jones, Science
Ann Cowan, Executive Director, Harbour Centre
Colin Yerbury, Dean, Continuing Studies
Lynn Copeland, University Librarian
Tom Calvert, SFU Surrey Program Director
Laurie Summers, Director, Academic Planning
Brett Ziegler, SFU Undergraduate Student
Ted Hamilton, SFU Graduate Student

FINAL REPORT

SFU SURREY LONG TERM PLANNING COMMITTEE

1. Introduction

In February 2002, Simon Fraser University was offered the opportunity to establish a campus in Surrey by the Government of British Columbia. This was a natural proposal for SFU to consider; from the mid 1980's to the early 1990's a number of initiatives both within and external to the University had been undertaken with just such a goal in mind—the creation of an SFU campus in the Fraser Valley. With the closure of the Technical University of BC and the support of the Provincial Government, SFU was able to actively explore the possibilities that it had previously only discussed.

Currently, the South Fraser region is the fastest growing area of the BC and represents 24% of the provincial population, with continued strong growth forecast. Over the past decade, the City of Surrey's population has increased by 34% and is projected to increase by a further 14.4% by 2006, at which point it will have surpassed the population of the City of Vancouver. A hallmark of the population growth in the South Fraser Region is the youth segment compared to the rest of BC; in particular, the Surrey School District is the largest and fastest growing school district in the Province with a projected 14.6% increase in high school enrolment from 1999 to 2004. The demand for post secondary graduates in the work force continues to grow, as is demonstrated by the Canadian Occupation Projection system which indicates that three-quarters of all BC job openings between 1998 and 2008 will require some post secondary education. In addition, increasing emphasis on lifelong learning means that even after acquiring a first credential, people continue to seek retraining and second degrees. A further challenge in the South Fraser region is its historically low participation rate in post secondary education. Additional access to post secondary educational opportunities must be created to enable BC, and in particular the South Fraser region, to meet the demands of population growth and to replace its aging workforce with the highly qualified workers that the modern workplace demands.

A campus in Surrey has the potential to allow SFU to position itself in an area of the Province that both needs and wants a research-intensive university such as SFU. During the past year, the Provincial Government has provided SFU with the ability to launch itself into the Surrey area; now it is up to the University to capitalize on this opportunity and to create an ongoing SFU presence in Surrey.

Vision for SFU Surrey

Since its founding in 1965, SFU has been guided by its breadth in education based on a foundation in the Arts and Sciences, excellence in research and

teaching, interdisciplinarity, professional programs, student accessibility, and commitment to the community. With these foundational principles, SFU is well positioned to create enhanced post secondary opportunities for the South Fraser region. This initiative represents a major event in the history and progress of Simon Fraser University. There is enormous potential to build new programs, research opportunities and pedagogical approaches, and to engage in community development and enhancement.

Six principles were identified by the SFU Surrey Long Term Planning Committee (SSLTPC) as key to this initiative:

- An interdisciplinary approach to programming;
- A significant graduate and research presence;
- Programmatic innovation;
- Physical and programmatic interaction amongst campuses supported by administrative flexibility;
- A student-oriented approach to provide existing and future students with the best possible learning experience;
- The utilization of a multi-faceted, comprehensive approach to programming and campus development.

A strong commitment to research and undergraduate and graduate teaching is essential to create a viable campus in the Surrey area. The campus that emerges south of the Fraser will seek to develop an identity that is self-sustaining and complementary to SFU with respect to its Burnaby and Harbour Centre programs, as well as those at other post secondary institutions in the region. To grow the campus and to provide a comprehensive educational experience for all students, all five Faculties and Continuing Studies must create a presence at Surrey in academic programming and research. The enrolment for the campus will need to reach 3000 - 5000 FTEs within ten years in order to support such a broad range of academic programming and research opportunities.

SFU undoubtedly has the ability to make this initiative a success. The challenge is how SFU can harness its interests and strengths, channel them into the creation of a third campus, and thereby continue its tradition of innovation, while also realizing the rich educational potential of the South Fraser region.

Mandate of the Committee

SSLTPC was created by a motion of Senate on March 4, 2002. The Committee was tasked to provide a long-term academic plan for SFU Surrey and was asked to consider the following specific issues:

- Identify program synergies between TechBC and SFU program offerings taking into consideration the work of the Short-term Academic Planning Committee;

- Provide recommendations on the integration of TechBC and SFU program offerings, academic policies and infrastructure taking into consideration the recommendations of the Short-term Academic Planning Committee;
- Develop a strategic plan and timelines for future program offerings at SFU and related research offerings at Surrey;
- Propose a long-term operational and administrative structure for SFU at Surrey;
- Evaluate the use of alternative pedagogical tools and methods.

Three key areas of focus were identified for the long term planning process: Academic Programming, Campus Development, and Pedagogy. Subsequently, three subcommittees were formed and asked to produce internal discussion papers during the Fall 2002 semester. In the Spring 2003 semester, the Committee created a discussion paper based on the three subcommittee reports and undertook an extensive consultation process with members of the university community. As a result of this research, discussion, and consultation, the SSLTPC developed a series of immediate and long-term recommendations with respect to the SFU Surrey campus. The findings of the Committee are presented below.

2. Findings of the Committee

The principal finding that emerged from the Committee's work and the consultations it conducted was strong support for an SFU campus in Surrey. In February 2002, SFU was contracted by the Provincial Government to build and expand upon the legacy of the Technical University of BC to provide additional access to a first rate university in the community south of the Fraser River. The Committee recommends that, subject to the provision of adequate funding by the Provincial Government, SFU should have a permanent presence in Surrey.

To respond to community needs and enable the Surrey campus to expand the existing programs, as well as to broaden the range of academic offerings and research opportunities in general, acceptable and appropriate additional space must be acquired.

The campus in Surrey should be organized in accordance with existing SFU governance, policy and procedural frameworks and structures and subject to the authority of the SFU Senate and Board of Governors. In addition, the administration and operations of the SFU Surrey campus should be conducted in as similar a manner as possible as the rest of SFU in order to avoid creating additional standalone systems or non-compatible administrative structures. For example, all academic programs at SFU Surrey should adopt the trimester system.

During its deliberations, the Committee considered certain general and specific recommendations that it believed would require immediate approval and

implementation to enable the SFU Surrey campus to develop in an orderly manner.

General Recommendation

Recommendation 2.1

To ensure its future success, all Faculties should establish a presence at Surrey.

Rationale: It is critical that the Surrey campus expands beyond its current academic offerings and works towards achieving breadth in its undergraduate and graduate programming and research. It is recognized that some programs and research activities, which require extensive lab facilities, would not be feasible in this setting because of the limited amount and type of space available. To facilitate the continuing development of research at the Surrey campus, there should be a strong focus on graduate programming with the aim of having graduate students eventually represent 20% of the student body.

Specific Recommendations for Implementation in 2004/05 or Earlier

Recommendation 2.2

A new School should be created within the Faculty of Applied Sciences (FAS). The School should take responsibility for the continuation and evolution of existing undergraduate and graduate offerings of the Program in Interactive Arts and Information Technology at Surrey. Undergraduate offerings in Information Technology will be administered and staffed in partnership with other units of FAS, particularly Computing Science and Engineering Science. The focus of the new School should center on the two existing concentrations in interactive arts (Interaction Design and Performance & Media Art), as well as a revised IT concentration in arts and design technology. Existing concentrations in software engineering and computer and communications systems should be subsumed by corresponding offerings in Computing Science and Engineering Science. Joint programs in other areas of information technology should be developed by FAS, with priority given to joint programs in multimedia for inclusion in the 2004/5 calendar. The existing multimedia specialist program within Computing Science should be subsumed by this new joint initiative.

Rationale: This recommendation creates a permanent home for programs in interactive arts and information technology within the FAS. With a focus on interactive arts and design, the new School complements the existing Schools by addressing an important area within the Faculty theme of technology and its context. The innovative partnership between interactive arts and information technology is strengthened and enhanced by providing a focused program of arts and design technology within the School and a broader partnership considering information technology as an interdisciplinary nexus within the Faculty. A cornerstone of the broader partnership will be a new joint initiative in multimedia,

bringing together Computing Science and the new School as the principal partners, but with the participation of Communication, Contemporary Arts, and Engineering Science anticipated as well.

Recommendation 2.3

To enable the SFU Surrey campus to work towards achieving program diversity, the Faculty of Business Administration should develop, as part of its undergraduate program, a degree program at SFU Surrey with a concentration in the Management of Technology, thereby permitting students to access a complete BBA degree at the Surrey campus.

Rationale: This program could serve as a complementary program at the undergraduate level to the Management of Technology graduate program and also provide additional Business undergraduate program opportunities to students. The curriculum developed for the former Management and Technology program of TechBC could serve as a basis from which to launch the undergraduate program development.

Recommendation 2.4

To enable the SFU Surrey campus to work towards achieving program diversity, the Faculty of Education should provide new and/or enhanced academic programming opportunities in their four program areas of Graduate, Field, Professional and Undergraduate in Surrey.

Rationale: The Faculty of Education already has significant experience in locating groupings of teacher education students and faculty associates in community settings beyond the Burnaby campus. Given the projected growth in the Surrey School District, an expansion of programs in the area would seem to be an appropriate direction to take.

Recommendation 2.5

To enable the SFU Surrey campus to work towards achieving program diversity, the Office of Continuing Studies should establish a presence at the Surrey campus to provide credit studies and community outreach activities to the community.

Rationale: The credit and community outreach activities offered through Continuing Studies at the Surrey campus will relate to the University's academic programs located at that campus, reflect the needs, interests and diversity of the local Surrey/Fraser Valley population and provide opportunities for lifelong learning. As well, Continuing Studies could provide departmental services at the Surrey Campus to Harbour Centre and Burnaby campus faculty who are not based in Surrey but teach there.

3. Implementation Processes

With the submission of its final report, the SSLTPC will have completed its mandate. However, the planning and administration of the SFU Surrey campus will need to continue and, indeed, become even more critical. Therefore, the SSLTPC recommends the following actions be undertaken with respect to implementation.

Recommendation 3

- Establish a Steering Committee to coordinate Faculty implementation of the SSLTPC recommendations;
- Beyond the initial positioning suggested in this document, develop a longer-term vision and comprehensive academic plan for the Surrey campus;
- Continue the Campus Director position;
- Continue to engage the university community in the ongoing planning and implementation process for the Surrey campus through the university's committee structure and regular information updates, events, and consultations;
- Undertake further planning to identify the necessary infrastructure for the Surrey campus including, for example, space, library resources, and technology;
- Continue to investigate additional program opportunities for the Surrey campus beyond what is recommended initially in this report through the Faculties and Continuing Studies.

4. Issues for Future Consideration

The issues contained in this section were identified by the Committee as important additional areas that would need to be explored further by the University in a broader context as the SFU Surrey campus continues to evolve.

Pedagogy

In recognition of the fact that instructional technology plays a significant role on the existing Surrey campus and recognizing that these issues are applicable university-wide, the Committee recommends the following for future consideration:

- Revise the Terms of Reference for the Senate Committee on University Teaching and Learning (SCUTL);

- Develop synergies and coordinate activities among the Centre for Distance Education, the eLearning Innovation Centre, and the Learning and Instructional Development Centre;
- Form an Advanced Learning Technologies Institute (ALTI);
- Develop a process for identifying personal computing system packages for faculty and students;
- Develop a protocol for choosing a course management system or a coordinated set of tools for managing e-learning.

Semester Cohort Programs

Semester cohort programs (one-semester packages of up to five 3-credit courses offered to students on a cohort basis) should be developed for the Surrey campus. Such thematic clusters of courses (like the Semester in Dialogue) could provide a capstone experience for student in their programs of study.

Faculty of Arts

To enable the SFU Surrey campus to work towards achieving program diversity, the Faculty of Arts should seek to provide teaching and research opportunities at the Surrey campus, initially in Contemporary Arts and Geography.

Faculty of Science

To enable the SFU Surrey campus to work towards achieving program diversity, the Faculty of Science should seek to provide teaching and research opportunities at the Surrey campus.