THE UNIVERSITY OF BRITISH COLUMBIA

January 23, 2007

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To: Senate
From: Academic Policy Committee
Re: Great Northern Way Campus – Memorandum of Understanding Concerning Academic Governance and Administration of Degree Programs

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As Senators will recall, at its 16 October 2006 meeting Senate approved in principle the Academic Governance and Administration of Degree programs at the Great Northern Way campus (GNWC) by the following resolution:

> *"The Senate approves the general principles set out in the report entitled Academic Governance and Administration of Degree Programs with the proviso that Senate have ongoing oversight and right of approval for all academic programs, courses, regulations, and policies applicable to students who are candidates for degrees offered in part by the UBC at the GNWC."*

This report concerns the draft Memorandum of Understand (MOU)and associated appendices that elaborate upon those principles to provide a more defined structure for academic programs to be offered at GNWC. The draft MOU and appendices have been developed and circulated to representatives from each institution for informal review. Internally, in addition to their review and recommendation by the Academic Policy Committee, consultation has been conducted with the Committee of Deans, and the MOU and appendices have been reviewed extensively by the Office of the Provost, the Faculty of Graduate Studies and the Office of the University Counsel.

As Senate required ongoing oversight and approval for academic programs and policies, this is met by the following in the MOU and appendices:

- New degree programs at GNWC in which UBC participates, and any substantial changes to an existing degree program in which UBC participates, must be approved by Senate. (See MOU Section 3.6)

- Appendix 1, Policy on Admissions and Program Requirements, uses existing Senate approved policy as a template. All admission requirements meet the UBC minimum.

- Any changes to Appendix 1, Policy on Admissions and Program Requirements, will be made, where practicable, in accordance with generally applicable policies and procedures of the 4 partner institutions. (See MOU Section 5.2b)

- Final recourse for academic appeals will be heard by the UBC Senate Committee for Appeals on Academic Standing (See MOU Section 5.2c and Appendix 2)

- Final recourse for admissions appeals will be heard by the UBC Senate Admissions Committee (See MOU Section 5.2 c and Appendix 2)

- Appendix 2, Code of Student Conduct and Discipline, uses existing Senate approved UBC policy as a template.

- Any changes to Appendix 2, Code of Student Conduct and Discipline, will be made, where practicable, in accordance with generally applicable policies and procedures of the 4 partner institutions. (See MOU Section 5.3b)

- Final recourse for student conduct and discipline appeals will be heard by the UBC Senate Committee on Student Appeals on Academic Discipline (See MOU Section 5.3c and Appendix 2)

The Committee has received assurances that there is no negative budgetary impact for UBC from this proposal. UBC and the other partner institutions will:

- Benefit by receiving a faculty position at no cost. (See MOU Section 4.1 f).
- Be reimbursed for the cost of any good or service provided to GNWC (See MOU Section 5.9)

Approval of this MOU and appendices will enable the consideration of the Master of Digital Media (MDM) according to UBC's standard curriculum approval process. To date, the MDM Curriculum Proposal has been to the following bodies for review and approval:

- Approved by GNWC MDM Steering Committee in May, 2006
- Approved in principle by GNWC Academic Committee in May, 2006
- Approved by GNWC Academic Committee for formal consideration by academic departments at the GNWC institutions July, 2006
- Reviewed by the Faculty of Arts Curriculum Committee January, 2007
- Reviewed by the Faculty of Graduate Studies Curriculum Committee January, 2007
- Reviewed by the Faculty of Arts Graduate Council January 2007
- To be reviewed by the Graduate Council January 2007
- To be considered by the Senate Curriculum Committee February 2007
- To be considered by the Senate February 2007

As such, the Committee is pleased to recommend the following to Senate:

> *"That Senate approves the Memorandum of Understanding Concerning Academic Governance and Administration of Degree Programs and the attached Appendices 1 & 2, with the proviso that Appendix 3, the GNWC Strategic Academic Plan, will be updated and return to Senate for consultation and information within 2 years time.*"

NB: The Appendices to the MOU are as follows:

Appendix 1: Policy On Admissions And Program Requirements
Appendix 2: Code of Student Conduct and Discipline
Appendix 3: GNWC Strategic Academic Plan (for information)

DRAFT: FOR DISCUSSION PURPOSES ONLY

MEMORANDUM OF UNDERSTANDING CONCERNING ACADEMIC GOVERNANCE AND ADMINISTRATION OF DEGREE PROGRAMS

GREAT NORTHERN WAY CAMPUS

THIS Memorandum of Understanding dated for reference and effective the ♦ day of ♦, 2007.

AMONG:

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY,
an institute under the *College and Institute Act* (British Columbia)

(herein "BCIT")

AND:

EMILY CARR INSTITUTE OF ART AND DESIGN,
an institute under the *College and Institute Act* (British Columbia)

(herein "ECIAD")

AND

SIMON FRASER UNIVERSITY
a university under the *University Act* (British Columbia)

(herein "SFU")

AND:

THE UNIVERSITY OF BRITISH COLUMBIA,
a university under the *University Act* (British Columbia)

(herein "UBC")

AND:

GREAT NORTHERN WAY CAMPUS LTD.,
trustee of Great Northern Way Campus Trust

(herein "GNWC")

WHEREAS:

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A. BCIT, ECIAD, SFU and UBC are the beneficiaries of a trust called Great Northern Way Campus Trust, the trustee of which is GNWC.

B. The principal trust property of Great Northern Way Campus is a large parcel of land in the City of Vancouver, British Columbia which fronts on Great Northern Way and is known as Great Northern Way Campus.

C. The parties to this Memorandum of Understanding wish to collaborate at the Great Northern Way Campus in the establishment of a distinctive and integrated centre of academic excellence and in the offering of high-quality post-secondary academic programs to take advantage of their complementary strengths in furtherance of the Strategic Academic Plan, as hereinafter defined, and to this end, BCIT, ECIAD, SFU and UBC wish to jointly credential such programs.

D. The education councils of BCIT and ECIAD and the senates of SFU and UBC and the Board of GNWC have agreed upon the basis for academic governance and administration of degree programs at Great Northern Way Campus and wish to record the terms of such agreement as set out in this Memorandum of Understanding.

WITNESS, in consideration of the premises and the mutual promises made and obligations assumed in this Memorandum of Understanding, the Institutions hereby covenant and agree as follows:

1.1 Strategic Academic Plan

The parties confirm their commitment to the principles outlined in the Strategic Academic Plan and their intention to develop Programs[1] in relation to:

(a) urban sustainability;

(b) transforming art and culture; and

(c) digital media,

as well as Programs which are complementary to the Strategic Academic Plan and which may be established from time to time in accordance with this Memorandum of Understanding.

ARTICLE 2 –GOVERNANCE

2.1 Shareholder Agreement and Memorandum and Articles of GNWC

The governance provisions in this Memorandum of Understanding are intended to supplement the Shareholder Agreement and Memorandum and Articles of GNWC (the "Constating Documents") with respect to academic governance and administration. This Memorandum of

[1] "Program" means a degree program (including a series of related courses) offered by two or more Institutions at the Campus. See section 9.2 - Definitions

Understanding is not intended to supersede the Constating Documents, which will take precedence over this Memorandum of Understanding to the extent of any conflict herewith.

2.2 The Board

The composition of the Board is governed by the Shareholders Agreement and currently provides for three directors nominated by each of the Institutions. It is agreed that normally, among the individuals appointed to the Board by each of the Institutions, each Institution will appoint its Vice President, Academic, or equivalent, or some other individual who is an officer of such Institution who is highly knowledgable about such Institution's academic programs and procedures (the "Academic Appointee").

2.3 The Academic Committee

The Academic Committee will be comprised of each Institution's Academic Appointee to the Board, as well as the President of GNWC, the Chair of the Board (and in the absence of the Chair of the Board at any particular meeting, the Vice Chair of the Board), four additional individuals, one each of whom will be appointed by each of the Institutions, and such other individuals as the Board approves, provided that only two members of the Academic Committee may be appointed who are not employees or officers of GNWC or an Institution. A director of the Board who is on the Academic Committee may, if he or she wishes, designate in writing a proxy who may attend meetings and vote on his or her behalf on all matters before the Academic Committee.

2.4 Responsibility of the Academic Committee

The Academic Committee will be responsible for academic policies with respect to Programs and other academic initiatives of GNWC. The Academic Committee will consult with the Institutions and support the development of Programs which advance and implement the Strategic Academic Plan. The Academic Committee will ensure that each Program, once approved in accordance with this Memorandum of Understanding, will be of the highest academic standard required to fulfill the goals and objectives of the Program.

2.5 Terms of Reference for the Academic Committee

The Board will establish terms of reference for the Academic Committee, which terms of reference will be consistent with this Memorandum of Understanding.

2.6 Procedures and Guidelines for the Academic Committee

The Academic Committee will establish its own internal procedures and guidelines for the calling and administration of meetings and for decision making within the Academic Committee, which policies and guidelines will be consistent with this Memorandum of Understanding, the terms of reference established by the Board for the Academic Committee, the requirements in the Constating Documents, and any additional requirements which the Board may establish from time to time.

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ARTICLE 3 –PROGRAMS

3.1 Programs

Each Program delivered at the Campus will be developed and administered in accordance with this Memorandum of Understanding.

3.2 Strategic Academic Plan

All Programs will be supportive of the Strategic Academic Plan as the same may be amended from time to time by the Institutions.

3.3 Program Committees

(a) A committee (a "Program Committee") will be established by the Academic Committee for each Program initiative at the Campus and the Academic Committee will also establish the terms of reference for each Program Committee.

(b) Each Program Committee will include faculty representatives from each of the Institutions which are involved with the Program ("Participating Institutions"), and as the Program is developed, student representatives and external members may be appointed to such Program Committee, subject to approval by the Academic Committee.

(c) Subject to this Memorandum of Understanding, including the schedules hereto, each Program Committee, under the direction of its Program Director, will have responsibility for the development, operation and administration of all academic aspects of its respective Program and accordingly will serve a role generally similar to that of an academic department at an Institution.

(d) Subject to this Memorandum of Understanding, including the schedules hereto, each Program Committee will establish its own internal procedures and guidelines for the calling and administration of meetings and decision making within the Program Committee, which policies and guidelines will be consistent with this Memorandum of Understanding, the Constating Documents, the terms of reference established by the Academic Committee for the Program Committee and any additional requirements which the Board may establish from time to time. The Board, in consultation with the Academic Committee, may establish general policies, internal procedures, and guidelines which will be applicable to all Program Committees or specific Program Committees, as designated by the Board.

3.4 Program Directors

(a) The Board, on the recommendation of the Academic Committee, will appoint an individual to be the director of each Program (the "Program Director"). The

Program Director will be the academic and administrative leader of the Program Committee and will chair its meetings exercising a deliberative and casting vote.

(b) The Program Director will be appointed, at a minimum, as an adjunct professor or honorary professor at at least one of the Participating Institutions.

(c) Any removal or replacement of a Program Director prior to the expiration of the term specified in the contract of appointment must be approved by the Board on the recommendation of the President in consultation with the Academic Committee.

(d) Each Program Director will report to the President regarding his or her Program Committee's Program and in all matters relating to his or her appointment by GNWC.

3.5 <u>Credentialing</u>

(a) GNWC will not have the authority to grant degrees. Subject to the approval procedures outlined below, all degrees will be collectively awarded by the Participating Institutions to candidates who complete all requirements of the Program, upon recommendation of the Academic Committee, and will bear the seals and logos of each such Participating Institution. Prior to any degree being awarded, GNWC will transmit to each Participating Institution its recommendation for the award of a degree along with such documentation required by each Participating Institution. Each Participating Institution will then follow its own internal procedure regarding the granting of degrees, with such changes as are necessary to accommodate this Memorandum of Understanding, and will make a determination as to whether each candidate will be granted a collective degree pursuant to this Memorandum of Understanding. All Participating Institutions must agree that a candidate will be awarded a collective degree prior to the collective degree being awarded.

(b) The Institutions and GNWC will agree upon a unique degree parchment to be awarded to graduates of GNWC. Such parchment will bear the seal and logos of each Participating Institution and will be signed by the authorized representatives of each Participating Institution.

(c) GNWC will hold its own convocation ceremony for GNWC graduates or GNWC graduates will participate at the convocation ceremony of the individual Participating Institutions on a rotating yearly basis, with the consent of the Participating Institutions.

3.6 <u>Approval of Programs</u>

It is acknowledged that each Program delivered at the Campus must be approved by, as appropriate, the education council or senate, of the Participating Institutions, in a manner consistent with their internal policies and procedures respectively. Any substantial change to a Program will require the prior approval of the Participating Institutions in accordance with the policies and procedures of the Participating Institutions.

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3.7 Approval by Academic Committee

No degree Program will be submitted to a senate or education council of an Institution for approval until the Program has been approved by the Board, informed by the Academic Committee.

3.8 Recognition of Courses

In the case of students who do not complete a Program at GNWC, each Institution will permit GNWC courses to be transferred to that Institution in accordance with its rules and procedures governing course transfers.

ARTICLE 4 – FACULTY

4.1 Appointment of Program Faculty

(a) Each Program Committee will develop recommended job descriptions for the tenure or tenure-track faculty who are to be employed to deliver the Program, and will develop the proposed text of advertisements for the recruitment of such faculty positions, in consultation with and subject to the approval of its respective Program Director. The Program Committee, with the approval of the Program Director, will also make a recommendation regarding which Institution should supply such tenure-track faculty members.

(b) The Program Director will submit his or her recommendations to the Academic Committee. If the Academic Committee approves such recommendation it will be forwarded to the President for consideration and recommendation to the Board for approval.

(c) The Board will forward the requested faculty position to the Academic Appointee of the recommended Institution who will bring it to his or her Institution for its review and approval.

(d) Provided the Institution agrees to transfer to GNWC a faculty member for the position requested a faculty member, will be recruited by using the normal procedures for faculty recruitment of that Institution, taking into consideration the job description and advertisement text recommended by GNWC. GNWC will be invited to have a representative fully participate in the recruitment process.

(e) All tenure or tenure-track faculty members in any Program will be appointed at one or more of the Institutions in accordance with the normal appointment policies and procedures of such Institution(s) for tenure or tenure-track, grant tenure or such limited term appointments as may be permitted by the applicable collective agreements, policies, and regulations ("Employment Policies") of the Institution. Responsibilities at GNWC will be in accordance with the transfer

agreement set out in section 4.1(h) and, as is consistent with the Institution's Employment Policies, will be set out in the letter of appointment.

(f) GNWC will reimburse the Institution for all of its costs associated with recruiting and employing the faculty member, as more particularly outlined in the transfer agreement.

(g) The terms and conditions of a transfer of a faculty member to GNWC from an Institution to a Program will be set out in a written agreement (for example – a secondment agreement) between the GNWC and the Institution which has transferred the faculty member. An Institution may establish standard forms of transfer agreements with GNWC addressing different types of transfers. .

(h) The employment of a faculty member of any Program may only be terminated by GNWC in accordance with the transfer agreement which pertains to the faculty member and with due regard to the Employment Policies of the applicable Institution and a proper allocation of the cost and responsibilities which may result from any such termination.

4.2 Ongoing Relationship with Sponsoring Institution

(a) Notwithstanding the transfer of a faculty member of an Institution to a Program, it is expected that such faculty member will continue to be involved with the Institution which sponsored him or her, as established by the faculty member's letter of appointment and transfer agreement.

(b) The Institutions will be supportive and encourage the participation of faculty members who participate in Programs,

(c) The employment conditions of each faculty member transferred from an Institution will be governed by the Employment Policies of that Institution and recognition of work performed at GNWC will be fully taken into account.

4.3 Association with the Campus

A faculty member who has been transferred to the GNWC will be described as "rank (eg. Professor) of the home institution and home department (eg. Fine Arts) and faculty of the Program (eg. Master's of Digital Media) of the Great Northern Way Campus" notwithstanding such faculty member's ongoing membership in the faculty of an Institution. Non-tenure-track appointments will be described as "Associated Faculty of the Great Northern Way Campus."

4.4 Recognition of Service at the Campus

The work performed and activities undertaken by a tenure or tenure-track faculty member who has been transferred to GNWC will be fully recognized at the Institution which transferred such faculty member in relation to promotions, seniority, tenure, salary and other rights which would have accrued as if such work had been performed and activities undertaken at the transferring Institution.

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4.5 Other Faculty and Appointments

Faculty from an Institution may be hired by GNWC to perform specific purpose work outside of a tenure or tenure-track appointment according to general policies and practices applicable at that Institution.

4.6 Facilities

GNWC will provide faculty members with the class room, office and necessary research facilities and administrative support as required for their respective duties, as established in such faculty members' appointment letters and as determined by the Program Director

ARTICLE 5 – STUDENTS

5.1 Status of Students

Except for the purposes of Convocation, students enrolled in Programs at GNWC are not students of the Institutions. They are students solely of GNWC. To the extent any services are provided to students by individual Institutions, such services are being provided as part of a service contract between the Institution and GNWC pursuant to this Memorandum of Understanding.

5.2 Policy on Admissions and Program Requirements

(a) In addition to the requirements established for each Program, the Policy on Admissions and Program Requirements will govern the relationship of students to GNWC on academic matters, the Program and the Institutions in relation to the Program.

(b) The Policy on Admissions and Program Requirements may be amended from time to time by the Board, upon the recommendation of the Academic Committee, and, where practicable, in accordance with the generally applicable policies and procedures of the Institutions.

(c) The Institutions and GNWC have agreed that the UBC Senate Committee for Appeals on Academic Standing and the UBC Senate Admissions Committee will convene to hear appeals as detailed in the Policy on Admissions and Program Requirements. The parties agree that the decisions of these committees will be binding on the student, each Institution and GNWC. UBC, the other Institutions and GNWC acknowledge that the obligation to provide such service by UBC is a contractual obligation.

5.3 Code of Student Conduct and Discipline

(a) All students of GNWC will be required to comply with the Code of Student Conduct and Discipline.

(b) The Code of Student Conduct and Discipline may be amended from time to time by the Board, upon the recommendation of the Academic Committee, and, where

practicable, in accordance with the generally applicable policies and procedures of the Institutions.

(c) The Institutions and GNWC have agreed that the UBC Senate Committee on Student Appeals on Academic Discipline will convene to hear appeals on decisions relating to student discipline by GNWC. The parties agree that the decisions of this committee will be binding on the student, each Institution and GNWC. UBC, the other Institutions and GNWC acknowledge that the obligation to provide such service by UBC is a contractual obligation.

5.4 Student Facilities

Programs will be offered by GNWC in premises and by electronic means provided and housed at the Campus. GNWC will provide students with such facilities and amenities as are required and customary for academic programs such as the Programs.

5.5 Administration and Student Support

(a) GNWC will administer the non-academic portions of the Programs, including student recruiting; admission and registration; counselling and advisory services; cafeteria and catering amenities; class rooms, common areas and parking facilities; electronic and audio/visual equipment; janitorial services; scholarships; athletic and recreational facilities; library services and other services and amenities which are customary in relation to post-secondary environments such as the Campus.

(b) If services which are required for students who are participating in a Program are not available at the Campus, GNWC will make arrangements for the provision of such services pursuant to contract with one or more of the Institutions or other suitable service providers.

5.6 Information Sharing

GNWC and the Institutions will share information with respect to students as required in relation to the Programs and in order to fulfil their respective obligations under this Memorandum of Understanding. In particular, each Institution will upon request be entitled to review and record all information at GNWC pertaining to the academic history and performance of students at GNWC. Such sharing of information will be undertaken in accordance with Applicable Law, and to the extent it is necessary, GNWC will obtain the necessary consents from its students for the release of such information.

5.7 Administrative Policies

GNWC will establish policies which are consistent with the corresponding policies at the Institutions and this Memorandum of Understanding in relation to administrative matters (such as application deadlines and processing), financial matters (such as tuition and fees) and other administrative matters (such as a policy on Discrimination and Harassment) which are not set out in the Policy on Admissions and Program Requirements or the Code of Student Conduct and Discipline. To the extent there is conflict between such administrative policies and the Policy on

Admissions and Program Requirements or the Code of Student Conduct and Discipline, the Policy on Admissions and Program Requirements and the Code of Student Conduct and Discipline will prevail.

5.8 Alumni

A graduate of a Program will be deemed to be an alumnus of all Participating Institutions for the Program.

5.9 Payment for Services Provided by the Institutions

GNWC will pay for or reimburse the cost of any good or service provided to GNWC by an Institution, provided that the amount claimed for by such Institution is reasonable. Where a written agreement exists between GNWC and an Institution, the terms of such agreement will govern the payment to such Institution for the provision of such good or service.

ARTICLE 6 – OTHER EMPLOYEES AND CONTRACTORS

6.1 Employees and Contractors of GNWC

All individuals who work for GNWC and who are not faculty transferred by an Institution pursuant to Article 4 of this Memorandum of Understanding will not be employees of any Institution and either will be employees of GNWC or will work under contract with GNWC. For greater certainty, all administrative, secretarial, clerical, janitorial and maintenance, technical, security and catering personnel will be employees of GNWC or under contract to it or employees of or under contract to a corporation or other business venture which is not an Institution.

6.2 Employment Policies

GNWC will develop such policies as GNWC determines are appropriate for its employees and the contractors employed by it at the Campus regarding work place conditions, terms of employment, including compensation and benefits, conduct and otherwise, all of which will comply with Applicable Law and be commensurate with the standards which are appropriate to achieve the Strategic Academic Plan.

ARTICLE 7 – INTELLECTUAL PROPERTY

7.1 Establishment of Policies

GNWC and the Institutions will establish policies on the development, ownership and commercialization of intellectual property developed or used at the Campus (including curricula used in any Program). Such policies must be approved by the Board and must be consistent with the Employment Policies of each Institution.

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7.2 Trademarks

a) The parties acknowledge that each of them has a proprietary interest in their respective names as well as their symbols, crests, designs and logos ("Trademarks") and each party agrees not to use another party's Trademarks without the prior written consent of that party for each and every example of usage.

b) Each party agrees to review and respond to a request to review an example of Trademark usage within five (5) Business Days of receipt of a written request.

c) Provided they have been advised of them, each party will comply with the other parties' general rules regarding the manner in which Trademarks may be displayed or used.

d) At no time will any party use another party's Trademarks in a manner that might adversely affect the rights or interests of the party in or to its Trademarks or cause a negative impact on the reputation or image of the party.

ARTICLE 8 – DISPUTE RESOLUTION

8.1 Good Faith

GNWC and the Institutions will endeavour to work cooperatively and in good faith to achieve the Strategic Academic Plan, and seek to avoid disputes whenever possible.

8.2 Dispute Resolution Procedure

(a) If a dispute arises among any of GNWC and/or the Institutions on any matter which is governed by this Memorandum of Understanding, the matter in dispute will be referred to the President. The President will meet with the affected parties at the earliest possible date to attempt to mediate a resolution of the dispute.

(b) If the President is unable to mediate a resolution to a dispute, the dispute will be referred to a committee (the "Dispute Resolution Committee") comprised of the President and the Academic Appointees who sit on the Academic Committee. Any meeting of the Dispute Resolution Committee will be chaired by the President.

(c) There will be no quorum at any meeting of the Dispute Resolution Committee unless one Academic Appointee, or his or her nominee, from each Institution is in attendance or has waived in writing the right to attend. Each of the Institutions will ensure that its representative attends the meeting of the Dispute Resolution Committee.

(d) The members of the Dispute Resolution Committee will promptly but in any case, within twenty one (21) days, make a bona fide attempt to resolve each dispute referred to it. Decisions of the Dispute Resolution Committee will be made by consensus. If after twenty one (21) days the matter remains unresolved either

party may by written notice refer the matter to the Presidents (or their equivalent) for resolution pursuant to section 8.2(e).

(e) In the event the Dispute Resolution Committee is unable to reach consensus, the matter may be referred in writing by any Party to the presidents (or their equivalent) of each of the Institutions. The presidents of each of the Institutions will personally meet and resolve the issue in dispute.

(f) Decisions of the Dispute Resolution Committee or Presidents in relation to any dispute under this Memorandum of Understanding will be binding upon GNWC and the Institutions.

(g) GNWC and the Institutions will, so far as reasonably possible, avoid publicizing any dispute and will keep the deliberations of the Dispute Resolution Committee and the presidents of the Institutions confidential.

ARTICLE 9 – DEFINITIONS INTERPRETATION AND MISCELLANEOUS

9.1 Review and Termination

a) This Memorandum of Understanding will terminate upon the termination of the Shareholders Agreement;

b) The parties agree that this Memorandum of Understanding will be reviewed by the parties four years after its commencement;

c) In the event of a shareholder withdrawing from the Shareholders Agreement, the remaining Institutions and GNWC will review and revise this Memorandum of Understanding to reflect changes necessary for the continued successful operation of GNWC.

9.2 Definitions

The following terms have the meanings set out therefore in this section 9.2 unless otherwise defined or the context of their use requires otherwise:

(a) "Academic Appointee" has the meaning set out in section 2.2.

(b) "Applicable Law" means all enactments and applicable common law and equity which are binding upon any party and includes any directive or order of any Governmental Authority which has jurisdiction over such party.

(c) "Articles" means the articles of Great Northern Way Campus Ltd.

(d) "BCIT" means British Columbia Institute of Technology.

(e) "Board" means the board of directors of GNWC.

(f) "Campus" means the lands and buildings commonly known as Great Northern Way Campus, located on the north side of Great Northern Way in the City of Vancouver British Columbia, legal title of which, as of the date hereof, is registered in the names of the Institutions.

(g) "Code of Student Conduct and Discipline" means the code of conduct, regulations, offences, penalties and procedures attached to this Memorandum of Understanding as Appendix 2.

(h) "Constating Documents" has the meaning set out in section 2.1.

(i) "Convocation" in this Memorandum of Understanding means the conferring of a degree upon an individual by an Institution – but does not include the ceremony in which such degree is conferred by an Institution.

(j) "Dispute Resolution Committee" has the meaning set out in section 8.2(b).

(k) "Dispute Resolution Procedure" has the meaning set out in section 8.2.

(l) "Employment Policies" has the meaning set out in section 4.1(f).

(m) "ECIAD" means Emily Carr Institute of Art and Design.

(n) "Governmental Authority" means any and all provincial, federal, municipal or local governmental authorities, statutorily recognized self-regulatory bodies, courts, tribunals, commissions, boards or other regulatory, administrative or other agencies or any political or other subdivision, department or branch of any of the foregoing which has jurisdiction over any of the Institutions in relation to this Memorandum of Understanding, including the Ministry of Advanced Education for the Province of British Columbia.

(o) "GNWC" means Great Northern Way Campus Ltd., the trustee of GNWC Trust.

(p) "GNWC Trust" means Great Northern Way Campus Trust, the trust established for the benefit of the Institutions in relation to the Campus, of which GNWC is the trustee.

(q) "Institutions" means, collectively, BCIT, ECIAD, SFU and UBC and "Institution" means any one of them.

(r) "Memorandum" means the memorandum of Great Northern Way Campus Ltd.

(s) "Memorandum of Understanding" means this memorandum of understanding on academic governance and administration of degree programs, Great Northern Way Campus, as it may be amended, modified, or restated from time to time.

(t) "Participating Institutions" has the meaning set out in section 3.3(b).

(u) "Policy on Admissions and Program Requirements" means the policies which govern the relationship of each student at the Campus in relation to the Programs, GNWC and the

Institutions. For the time being, the Policy on Admissions and Program Requirements is as set out in Appendix 1 to this Memorandum of Understanding.

(v) "President" means the President of GNWC from time to time, as appointed by the Board, and if the President appointed by the Board is not available, the term "President" includes any officer of GNWC who may, for the time being, be performing the relevant functions of the President.

(w) "Program" means a degree program (including a series of related courses) offered by two or more Institutions at the Campus.

(x) "Program Committee" has the meaning set out in section 3.3(a).

(y) "Program Director" has the meaning set out in section 3.4(a).

(z) "SFU" means Simon Fraser University.

(aa) "Shareholder Agreement" means the amended and restated shareholder agreement dated for reference September 15, 2002 among the Institutions, as it may be amended, modified or restated from time to time by agreement among BCIT, ECIAD, SFU and UBC, with respect to the relationship of the Institutions as shareholders of GNWC.

(bb) "Strategic Academic Plan" means the strategic academic plan dated June 14, 2004 which was attached to the Shareholder Agreement and a copy of which is annexed to this Memorandum of Understanding as Appendix 3, as it may be amended, modified or restated from time to time by agreement among BCIT, ECIAD, SFU and UBC.

(cc) "Trademarks" has the meaning set out in section 7.2

(dd) "Trust Deed" means the trust deed dated for reference September 15, 2002 among the Institutions and GNWC pursuant to which GNWC Trust was created, as such trust deed may be amended, modified or restated from time to time.

(ee) "UBC" means The University of British Columbia Vancouver Campus.

9.3 <u>Interpretation</u>

In this Memorandum of Understanding:

(a) the singular includes a reference to the plural, and vice versa, unless the context requires otherwise;

(b) a particular numbered or lettered part, section, paragraph or lettered schedule, is a reference to the corresponding numbered or lettered part, section, paragraph or lettered schedule;

(c) when a word is defined in this Memorandum of Understanding, other parts of speech and tenses of such word have corresponding meanings in this Memorandum of Understanding;

(d) "arm's length" connotes a relationship between parties who are at "arm's length" for the purposes of the *Income Tax Act* (Canada);

(e) an "enactment" means an Act, regulation, order, form, rule, tariff, proclamation, letters patent, commission, warrant, bylaw or other instrument enacted under a statutory power;

(f) a reference to an enactment is a reference to that enactment as amended, revised or replaced from time to time;

(g) a "party" or "parties" is a reference to a party, or the parties, in this Memorandum of Understanding;

(h) words that have well-known technical or trade meanings and are not specifically defined herein are used in this Memorandum of Understanding in accordance with their recognized meanings;

(i) the Appendices form an integral part of this Memorandum of Understanding and any reference to this Memorandum of Understanding includes a reference to the Appendices;

(j) whenever the verb "will" is used in relation to a person, it means that such person is obligated to perform the verb preceded by the word "will", as a covenant of such person;

(k) "includes" and "including", whether or not used with the words "without limitation" or "but not limited to", will not be limited by the specific enumeration of items, but will in all cases be deemed to be without limitation and construed to mean "includes without limitation" and "including without limitation";

(l) a reference to a "person" is to be broadly interpreted and the term "person" includes an individual, corporation, firm, partnership, limited liability company, joint venture, joint stock company, trust, unincorporated organization, incorporated organization or association, Governmental Authority, or any other entity which has legal capacity, and includes, as applicable, such person's heirs, successors, executors and legal representatives;

(m) the insertion of headings and the provision of a table of contents are for convenience only and do not form a part of this Memorandum of Understanding and will not be used to interpret, define or limit the scope, extent or intent of this Memorandum of Understanding; and

(n) except for defined terms used in this Memorandum of Understanding, the words used in this Memorandum of Understanding will bear their natural meaning; the parties have each taken such legal advice as they deemed appropriate in relation to this Memorandum of Understanding and their obligations hereunder, and accordingly, no term or provision of this Memorandum of Understanding will be construed *contra proferentum*.

9.4 Miscellaneous

(a) Time is of the essence in this Memorandum of Understanding.

(b) A waiver of any breach of this Memorandum of Understanding is effective only if it is an express waiver in writing of that breach. An express written waiver of a particular breach of this Memorandum of Understanding does not operate as a waiver of any other breach of this Memorandum of Understanding.

(c) If either party permits any non-compliance by the other of any obligation, that will not operate as a waiver of such obligation in respect of any continuing or subsequent non-observance.

(d) If any term of this Memorandum of Understanding is determined to be unenforceable, that term will be severed from this Memorandum of Understanding and the rest of this Memorandum of Understanding will remain in force unaffected by the severance of such term.

(e) As of the date of this Memorandum of Understanding, this Memorandum of Understanding, including the Appendices, is the entire agreement between the parties regarding its subject-matter, however, for clarification, this Memorandum of Understanding is not intended to and does not supersede the Trust Deed or the Shareholder Agreement and if there is a conflict between an express provision of this Memorandum of Understanding and the Trust Deed or the Shareholder Agreement, the conflicting provision of the Trust Deed or the Shareholder Agreement, as applicable, will govern.

(f) The substantive provisions of this Memorandum of Understanding may not be modified except by written agreement of the parties. Implementation procedures and matters that are primarily administrative affecting day to day management are unaffected by this Memorandum of Understanding.

(g) The laws of British Columbia will govern the interpretation of this Memorandum of Understanding and the parties irrevocably submit to the jurisdiction of the courts of British Columbia in any matter which is not required to be resolved pursuant to the Dispute Resolution Procedure.

(h) Except as otherwise expressly stated in this Memorandum of Understanding, the duties and obligations imposed by this Memorandum of Understanding and the rights and remedies available under this Memorandum of Understanding are in addition to and not a limitation of any duties, obligations, rights and remedies otherwise imposed or available by law.

9.5 Reasonableness and Good Faith

The parties agree that each of them will act reasonably and in good faith in relation to all matters which are the subject of this Memorandum of Understanding. Each party will act reasonably when considering any request for an approval, consent or decision which is made by any other party in relation to this Memorandum of Understanding and will provide such approval or

consent or refuse to provide such approval or consent and will make any requested decision as soon as reasonably possible in light of such party's own internal procedures and Applicable Law.

9.6 Internal Policies and Procedures

The parties each acknowledge that, notwithstanding section 9.5, each of the Institutions is subject to internal policies and procedures and collective agreements and other constraints which may affect decision making by such Institution, including that certain decisions must be referred to, as appropriate, the education councils, senates, boards and committees of such education councils, senates and boards, all of which have their own agendas, policies and procedures, and that the internal decision-making procedures of an Institution can be expected to affect the timeliness and terms and conditions of any decision which an Institution may be requested to make, and approval or consent which such Institution is requested to grant, pursuant to this Memorandum of Understanding.

9.7 Notice

Any notice to be given under this Memorandum of Understanding will be given in the manner, and will be deemed to be effective if given in the manner, provided in the Shareholder Agreement.

9.8 Delivery

This Memorandum of Understanding may be executed in counterpart and may be delivered by the parties to each other by facsimile transmission or other electronic means which reproduces the signatures of the signatories of the individuals who have signed this Memorandum of Understanding on behalf of the parties.

9.9 Effective Date

Notwithstanding its date of execution, the parties agree that this Memorandum of Understanding will commence and take effect on the date stated at the top of the first page of this Memorandum of Understanding.

IN WITNESS WHEREOF, each of the parties hereto has executed and delivered this Memorandum of Understanding.

DRAFT: FOR DISCUSSION PURPOSES ONLY

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
by its authorized signatories

Per: _____
Authorized Signatory

Per: _____
Authorized Signatory

EMILY CARR INSTITUTE OF ART AND TECHNOLOGY
by its authorized signatories

Per: _____
Authorized Signatory

Per: _____
Authorized Signatory

SIMON FRASER UNIVERSITY
by its authorized signatories

Per: _____
Authorized Signatory

Per: _____
Authorized Signatory

THE UNIVERSITY OF BRITISH COLUMBIA
by its authorized signatories

Per: _____
Authorized Signatory

Per: _____
Authorized Signatory

DRAFT: FOR DISCUSSION PURPOSES ONLY

GREAT NORTHERN WAY CAMPUS LTD.
trustee for Great Northern Way Campus Trust
by its authorized signatories

Per: _____
Authorized Signatory

Per: _____
Authorized Signatory

Appendices:

(a) Appendix 1 Policy on Admissions and Program Requirements

(b) Appendix 2 Code of Student Conduct and Discipline

(c) Appendix 3 Strategic Academic Plan

DRAFT: FOR DISCUSSION PURPOSES ONLY

Appendix 1

POLICY ON ADMISSIONS AND PROGRAM REQUIREMENTS (GRADUATE PROGRAMS – MASTER'S DEGREES[1])

ADMISSIONS

A student may apply for admission to a graduate Program[2] by writing directly to the Program Director responsible for the Program. Up-to-date information on admission, application fees, application and document deadlines, is available on the GNWC website (www.gnwc.ca). All applications must be accompanied by an application fee at the time of submission. The number of students that can be accommodated is limited, and graduate Programs with limited facilities will accept the best-qualified students as vacancies occur.

Most students begin their Program of study in September, but limitations on the number of students that can be accommodated require that applicants be selected well before this date. Students are encouraged to submit applications for admission as early as possible.

MINIMUM REQUIREMENTS

Students with Canadian or US Credentials

At minimum, applicants for any Program must hold the academic equivalent of a 4-year baccalaureate degree acceptable to all 4 GNWC Partner Institutions:

- A minimum overall average in the 'B+' range (76% or higher) in third- and fourth-year courses; or
- Academic standing with at least 12 credits of third- or fourth-year courses in the 'A' grade range (80% or higher) in the field of study; or
- Applicants who have a four-year baccalaureate acceptable to all 4 GNWC Partner Institutions, who do not meet the requirements stated above, but who have had significant formal training and relevant professional experience to offset such deficiencies, may be granted admission on the recommendation of the appropriate Program Director and approval of the President of GNWC.

[1] These policies apply to non-research Master's Degree programs. Should GNWC offer Phd or research based programs in the future, those policies will have to be approved by the senates and education councils of the Participating Institutions.

[2] "Program" is a degree program (including a series of related courses) offered by two or more Institutions at the Campus.

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These are the minimum requirements for admission to GNWC. Specific graduate Programs may have additional admission requirements. Consult the graduate Program listings on the website (www.gnwc.ca) to confirm the admission requirements for specific Programs.

Students with International Credentials

Applications for admission to GNWC are welcomed and encouraged from international students who hold a credential deemed comparable to a Canadian four-year baccalaureate degree and who demonstrate superior academic standing. Specific minimum admission requirements established by GNWC for graduates of different countries may be found on the GNWC website (www.gnwc.ca). These are minimum requirements; specific Programs may have higher requirements.

Upon admission, students who are not Canadian citizens or permanent residents must apply for a study permit (student visa) to enter Canada. Applications can be made at any Canadian Consulate or High Commission.

ENGLISH LANGUAGE PROFICIENCY REQUIREMENT

Applicants from an institution outside Canada in which English is not the primary language of instruction must present evidence of competency to pursue studies in the English language prior to being extended an offer of admission. Acceptable English language proficiency tests for applicants to graduate studies are:

- TOEFL (Test of English as a Foreign Language): minimum score of 550 (paper version); 213 (computer version); 80 (Internet version)[3]; or
- IELTS (International English Language Testing Service): minimum overall band score of 6.5 with no other component score less than 6.0; or
- MELAB (Michigan English Language Assessment Battery): minimum overall score of 81.

These are minimum English language proficiency scores. Many graduate programs will require higher minimum total scores, and may require minimum scores on individual components of the test. Specific minimum scores may be found on the GNWC website (www.gnwc.ca)..

GRE (GRADUATE RECORD EXAMINATION)

Some graduate programs may require minimum GRE (Graduate Record Examination) scores. Specific minimum requirements may be found on the GNWC website (www.gnwc.ca).

Visiting Graduate Students

Applicants for visiting student status must submit a letter of permission from the home institution's registrar or department head confirming that the course work and/or research undertaken at GNWC while a visiting student is for the purpose of completing the graduate Program requirements at the home institution.

The Program Director may issue a formal offer of admission to the visiting student.

[3] A new, Internet-based version of the TOEFL is now available. It is intended to replace both the paper and computer versions. Paper or computer test results will still be valid for two years after the date the test is taken.

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REQUIRED DOCUMENTATION

The following information is required in support of an application to GNWC:

- GNWC Application (online or paper form);
- Application fee;
- Three confidential reference reports (must contain original signature and be received in sealed envelopes endorsed by referee);
- Two sets of all official post-secondary academic records in original language and certified translation (if originals cannot be obtained by applicant, then attested, certified copies of originals are acceptable). To be considered official, academic records must be received in official institution envelopes, sealed and endorsed by the issuing institution.
- Evidence of adequate English proficiency where applicable (TOEFL, IELTS, or MELAB are all acceptable); and
- Supplementary information as may be required by admitting graduate Program (e.g. GRE, statement of intent, research proposal, etc.).

AUTHENTICITY OF DOCUMENTS

Every student who applies to GNWC must confirm that all statements made and all documentation submitted in support of their application are true, complete and valid. Students are responsible for the authenticity of the documentation submitted in support of their application for admission to GNWC.

GNWC reserves the right to return transcripts, degree certificates and/or reference letters to the originator for verification. The President of GNWC reserves the right to rescind an offer of admission or to require that a student withdraw if it is determined that a student has submitted falsified documents in support of his or her application for admission.

Admission

Applicants will be admitted to a graduate Program:

1) upon the applicant meeting all admission requirements and all final official documentation has been received;
2) upon recommendation of the appropriate Program Director and approval of the President of GNWC, for an applicant who has a four-year baccalaureate degree acceptable to all 4 GNWC Partner Institutions, who does not meet the requirements but who has significant formal training and relevant professional experience to offset such deficiencies.

CLASSIFICATION OF STUDENTS

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GRADUATE STUDENT

Full-Time Classification

Students classified as full-time are expected to engage in their studies on a full-time basis. Graduate students are normally considered full-time and are assessed under Schedule A of tuition fees for the Program. Full-time students are eligible for graduate scholarships and fellowships. Normally, teaching assistantships (TAs) and research assistantships (RAs) are limited to full-time students.

Graduate Programs may articulate specific limitations regarding concurrent paid employment as consistent with the definition of full-time study.

Part-Time Classification

In some Programs, graduate students have the option of pursuing the Program through part-time study. The expected academic workload of students classified as part-time is determined by the graduate Program.

Students who wish to be classified as part-time must obtain approval from their Program Director prior to the beginning of the first term of the Program (i.e., prior to the commencement of the Program) in which fees are first assessed. Students classified as part-time are assessed under Schedule B of tuition fees for the Program.

Students classified as part-time are advised that:

- they are not eligible to receive interest-free status government loans, GNWC fellowships or scholarships;
- they are not usually eligible for teaching assistantships, research assistantships, or assigned desk space at GNWC; and
- the five-year maximum time allowed for the graduate Program also applies to part-time students.

Students who pay tuition fees according to Schedule B are not permitted to revert back to Schedule A after the initial payment of the tuition fees in the first term of the Program.

VISITING GRADUATE STUDENT

A visiting graduate student is one who is attending GNWC to complete course work and/or research toward the requirements of a graduate degree, or academic equivalent, at another recognized institution. To be eligible for admission as a visiting student to GNWC, the student must be currently registered in a graduate program with good standing at the home institution. Normally, students may hold visiting status at GNWC for a maximum of 12 months. Prior approval of the applicable GNWC Program Director and the President of GNWC is required.

Visiting students pay tuition fees on a per-credit basis.

ON-LEAVE STATUS

Students who find it necessary to interrupt their graduate studies may apply to the President of GNWC for on-leave status. Leave may be granted at the discretion of the President of GNWC when a student is best advised for personal, health or other reasons to have time completely away

from his/her academic responsibilities. Leave, not including parental leave or leave to pursue concurrent programs, for graduate students is limited to one year. A leave will normally begin on the first day of a term, for a period of four, eight or twelve months. Students granted leave-of-absence or parental leave retain the full value of any GNWC graduate fellowship or other award whose terms and conditions are established by GNWC. Awards will be suspended at the onset of the leave, and reinstated at the termination of the leave period, provided the student returns to full-time study at that time. Other awards will be paid according to the conditions established by the donor or granting agency. Requests for leaves for medical reasons must be accompanied by a doctor's report recommending the leave. GNWC may request additional supporting documentation. It is understood that students with on-leave status will not undertake any academic or research work, or use any of GNWC's facilities during the period of leave. Students must inform GNWC immediately upon return.

The time spent on-leave is not counted as part of the allowed time to completion for the degree Program. On-leave students continue to be registered and must pay a reduced fee for the leave period.

Parental Leave

A graduate student who is bearing a child or who has primary responsibility for the care of an infant or young child is eligible for parental leave. A request for parental leave should be made through the student's Program Director for a minimum leave of four months to a maximum of 12 months. Where possible, students enrolled in course work should coordinate their leave to coincide with the beginning of an academic term.

Leave to pursue a second Program of study

Following academic consultation, graduate students may apply for a leave of absence from one Program to pursue a second Program of study. In this case, the student is responsible for both on-leave tuition fees as well as the tuition fees associated with the second Program. A leave of absence for these reasons may exceed one year. Time to completion of the first degree Program would be extended by the span of time on the approved leave of absence.

ACADEMIC REGULATIONS

PROGRAM OF STUDY

All graduate students admitted to GNWC must register when they begin their studies. Students must remain continuously registered until the degree is completed, except for periods of time for which the student is away on an approved leave of absence. Failure to register for two consecutive terms may result in the student being required to withdraw.

Each student's Program of study must be approved by the Program Director.

TRANSFER CREDIT

1) In addition to elective courses, students registered in a graduate Program may be permitted to take up to 12 credits or up to 40% of the total number of credits needed for degree completion (whichever is more) at another accredited institution to be counted toward a

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GNWC graduate Program. These credits cannot have been counted toward the completion of another credential, nor have been used to upgrade an applicant's academic standing to justify admission. Only courses in which at least a 'B' standing (74%) is obtained will be considered for transfer.

2) Undergraduate students who have maintained an overall 'B+' (76%) average in their completed third- and fourth-year courses, and who have completed at least 75% of the third- and fourth-year requirements for their undergraduate degree may be eligible to register in graduate courses. Upon admission to GNWC, these credits, to a maximum of 12 credits or 40% of the total number of credits needed for degree completion (whichever is more), may be applied towards a graduate Program.

3) Requests for transfer credit must be accompanied by a letter from the home graduate program addressed to the President of GNWC. The letter must provide an academic justification for allowing the transfer credit on a course by course basis.

EXEMPTIONS

Students may be exempted from specific course requirements if the Program Director is satisfied that the student has acquired the knowledge from courses previously taken or from experience. Exemptions do not reduce the total credits required for a degree. In such cases, the graduate Program should substitute a more appropriate course. The exemption from the specific requirement must be recorded on the student's academic record.

ACADEMIC PROGRESS

The progress of all students working toward completion of the graduate Program will be reviewed regularly and at least once each year by a designated faculty member and the Program Director. A student may be required to withdraw if progress has not been satisfactory as shown by course work, the comprehensive examination, or other requirements of the graduate Program.

DEFINITION OF SATISFACTORY PROGRESS

A minimum of 60% must be obtained in any course taken by a student enrolled in a graduate Program for the student to be granted pass standing. However, only 6 credits of pass standing may be counted towards a graduate Program. For all other courses, a minimum of 68% must be obtained.

On the recommendation of the graduate Program Director and the approval of the President of GNWC, the student may repeat a course for higher standing or take an alternate course. If the Program Director does not make such a recommendation, or if the recommendation is not approved by the President of GNWC, the student will be required to withdraw. A student who obtains a grade of less than 68% in an excessive number of courses will normally be required to withdraw. **The student will be informed of unsatisfactory academic progress in writing before any action regarding withdrawal is taken.**

When repeating a failed required course, a minimum mark of 74% must be obtained. Higher minimum grades may be required.

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If a course is repeated, both marks will appear on the transcript. The higher mark will be used to determine promotion in a Program and in any decision to admit or withdraw a student from a Program. For all other purposes, averages will be calculated using both marks.

For further information regarding grading practices, including how marks will appear on transcripts and under what circumstances, please refer to the GNWC website (www.gnwc.ca.)

DURATION OF PROGRAM

Students in a graduate Program are expected to spend the equivalent of at least one year in full-time study. Some Programs may be of longer minimum duration. Students must maintain continuous registration throughout all years until graduation by keeping up with fee payments.

Students who must interrupt their studies for health or personal reasons are subject to the GNWC policies regarding on-leave status.

EXAMINATIONS

Graduate Programs may, at their own discretion, require a comprehensive examination in the student's field of study as part of the Program requirements.

Where a comprehensive examination is required, Programs must make available to students a written statement of examination procedures such as the purpose, form, length, subject area(s) and scope of the examination, as well as information on the criteria for evaluation.

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WITHDRAWAL, REINSTATEMENT AND READMISSION

Students will normally be required to withdraw if they do not make adequate academic progress according to the timelines and policies set by the Program Director and/or the GNWC Academic Committee. When a student is required to withdraw, the academic record will indicate "required to withdraw".

A student in any graduate Program who is required to withdraw will not normally be eligible to apply for readmission to GNWC for at least one year. After one year, students who have been required to withdraw from a graduate Program may be admitted to a different Program at GNWC provided they meet all admission requirements in effect for that Program at the time they apply. Such applications must be accompanied by a statement from the Program Director which recommended withdrawal outlining the reasons for which the student was required to withdraw. Students who have been required to withdraw from a graduate Program may also apply to be readmitted to the same Program after at least one year has passed from the effective date of withdrawal. Compelling evidence must be presented that a more successful outcome is likely if the student is to be readmitted. All cases for readmission must be reviewed and approved by the President of GNWC. Students required to withdraw from a graduate Program more than once are not eligible to be considered for admission to any Program at GNWC.

A student wishing voluntarily to withdraw from GNWC must obtain the approval of the Program Director. When the withdrawal is approved, the academic record will indicate "voluntary withdrawal," the date of withdrawal and a standing of 'W' in all courses not completed on that date.

If withdrawal is not approved, the student will remain registered in all courses and a final grade and/or standing will be assigned at the end of the term or session. A student who fails to register and/or becomes absent without leave from their Program for two or more consecutive terms will normally be withdrawn from the Program. The academic record will indicate "withdrawal – did not register." Graduate Programs must document that an attempt was made to contact a missing student when recommending a withdrawal for non-registration. It is the responsibility of the student to ensure that GNWC has current contact information for the student.

A student who does not complete formal withdrawal procedures will be liable for all assessed fees until such procedures are completed.

Request to Withdraw for Non-Academic Reasons

The GNWC President reserves the right to require a student to withdraw from a Program of study if a designated faculty member, in consultation with the Program Director, considers the student to be unsuited to proceed with the study or practice of the chosen discipline or field of study. The student has the right to appeal the decision in accordance with the GNWC policies on Appeals on Academic Standing. Request to withdraw for non-academic reasons would not prevent the student from immediately applying for entry into a different Program of study.

Reinstatement

This applies when a student's registration has lapsed but the student is permitted to resume the Program. Normally, if the student is reinstated, courses that have been completed will be

credited to the Program, and only outstanding Program requirements must be completed. The student's start date remains the date of initial entry to the Program and the time limit for completion of the Program is not affected.

A student may be reinstated on the recommendation of the Program Director if:

- The student is in good academic standing.
- Any delinquent fees or charges are paid including tuition and continuing fees owing for the period during which the student did not register.
- The time limit for Program completion, including the sessions in which the student was not registered, has not expired.

Sometimes, even if the student is reinstated, he or she does not have enough time left to complete the outstanding Program requirements. The President will decide, based on the academic merits of the case, whether the student should be readmitted as a new student or reinstated. In the latter case, an extension of the time limit may be requested. In addition, if more than two years have elapsed since the student last registered, GNWC may impose additional requirements to ensure that the student is current in the field and is academically prepared to complete the Program requirements.

A student who is required to withdraw for academic reasons is not eligible for reinstatement.

Readmission

This applies when it is appropriate to admit a student who was previously registered, as if for the first time. An application for admission, whether to the same or a different Program, will be evaluated as a new application. A new application form and application fee must be submitted.

A maximum of 12 credits or up to 40% of the total number of Program credits of previously completed course work may be applied toward the new Program requirements, provided the courses were completed no longer than five years from the date of readmission. Courses eligible for transfer must have been awarded a grade of at least 'B' (74%). Normal Program requirements apply, as does the five-year standard time allowed for Program completion.

ACADEMIC RECORD

Transcript of Academic Record

The transcript is a student's official academic record and includes the student's complete record at GNWC. Student records and transcripts are confidential and transcripts will be issued only at the request of the student or appropriate agencies or officials.

Students may apply for a transcript online or in person at GNWC. Please allow at least one week from the date the application is made. Transcripts will not be issued to students who have any outstanding fees, including library and other charges, to GNWC. Fees for transcripts are payable in advance; transcripts will not be provided until payment is received.

Students are encouraged to order transcripts as early as possible. Transcripts may be requested up to six months in advance of a due date.

Retention of Student Records

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GNWC academic records, including all information appearing on a Transcript of Academic Record, are retained indefinitely. Notations of student discipline are retained according to the terms of the penalty imposed. Materials supporting applications for admission, correspondence and transcripts from other institutions and similar material may be destroyed five years after a student's last registration. Other material may be destroyed sooner.

Students who submit irreplaceable material do so at their own risk. Students may request the return of that material by making such requests in writing at the time of submission of the original material. The office to which the material is submitted will endeavour to return the material as soon as possible, and not later than six months after the student's graduation or last registration.

Appeals on Academic Standing

Students may protest decisions relating to their academic standing. Students should protest a decision first with the faculty member directly involved in the decision and then, if necessary, to the Program Director, and finally with the President of GNWC.

The Committee on Appeals on Academic Standing at The University of British Columbia is deemed to be a standing committee of GNWC with jurisdiction to hear and dispose of appeals related to degree programs administered at GNWC. Information on the policies and procedures of this committee can be found in the UBC Calendar at www.ubc.ca (see *Senate Appeals on Academic Standing*, in Chapter V Academic Regulation). Unless UBC prepares specific rules for GNWC students, the rules that apply to the conduct of the appeal shall be those established by UBC and the UBC Senate Committees for its own students which must be read so as to give effect to the fact that the appeal is by a GNWC student of a decision of the GNWC President. The decision of the Committee will be communicated in writing to the student and to the President within ten days of the hearing of the appeal. The Committee's decision is final.

Appeals on Admissions Decisions

Applications are screened carefully by GNWC in accordance with its admission policies. Applicants who believe that they have been unjustly denied admission to a program due to an error in process or who believe that they deserve special consideration due to mitigating circumstances should discuss the matter with the Program Director immediately upon receipt of their final admission decision. If a satisfactory resolution cannot be achieved, the applicant may submit a written appeal to the Registrar of GNWC for review by the applicant's Program Committee. Appeals against admission decisions will be considered on applications for the current year only and must be submitted within four weeks of the date of issue on the admission decision letter, or by the 15th of the month prior to the start of classes, whichever is earlier. The letter of appeal should include (a) the decision that the applicant is appealing against, (b) a statement of the grounds for the appeal, (c) a detailed account of the circumstances relating to the appeal, and (d) copies of any relevant documents. For more information, refer to the Admission Requirements on the GNWC website (www.gnwc.ca).

Applicants who are unsuccessful in their appeal at GNWC may submit a written appeal to the UBC Registrar. The Senate Admissions Committee at The University of British Columbia is

deemed to be a standing committee of GNWC with jurisdiction to hear and dispose of appeals related to degree programs administered at GNWC. Information on the policies and procedures of this committee can be found in the UBC Calendar at www.ubc.ca. Unless UBC prepares specific rules for GNWC students, the rules that apply to the conduct of the appeal shall be those established by UBC and the UBC Senate Committee for its own students which must be read so as to give effect to the fact that the appeal is by a GNWC student of a decision of GNWC.

Appeals to the UBC Senate Admissions Committee must be submitted to the UBC Registrar no later than the 15th of the month prior to the start of classes.

The decision of the Committee will be communicated in writing to the student and to the President within ten days of the hearing of the appeal. The Committee's decision is final.

Student Discipline

See Appendix 2 *Student Conduct and Discipline* for specific provisions as to offences, penalties, and procedures.

USE OF INFORMATION TECHNOLOGY AND PRODUCTION OF DIGITAL MEDIA FACILITIES

Use of Information Technology Facilities

The computing and communications facilities provided at GNWC are intended primarily for teaching, research, and administrative purposes. Their use is governed by all applicable GNWC policies, as well as by all applicable legislation, including without limitation, the Criminal Code of Canada, the B.C. Civil Rights Protection Act, and the B.C. Human Rights Code. These are supplemented by the acceptable use policies established by those networks to which the GNWC network is interconnected.

The user bears the primary responsibility for the material that he or she chooses to access, send, display, and store. The computer facilities may not be used in any manner which contravenes the above policies, laws, or statutes.

The user must use the computing facilities and services in a responsible way. This requires that the user:

a) respect the legal protection provided by copyright and license to programs and data;
b) respect the rights of others by complying with GNWC policies regarding intellectual property;
c) respect the privacy and confidentiality of others by not tampering with their data, files, passwords, or accounts, or purporting to represent others when messaging or conferencing;
d) recognize that system failures or design faults may compromise privacy and users should be aware that authorized GNWC personnel or service providers may have access to data and software stored on GNWC system;

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e) use only computer IDs or accounts and communication facilities which he or she is duly authorized to use, and use them for the purposes for which they are intended;
f) properly identify himself or herself in any electronic correspondence and provide valid, traceable identification if required by applications or servers within the computing facilities associated with GNWC and in establishing connections from GNWC facilities;
g) refrain from using GNWC computing facilities for unauthorized commercial activities;
h) respect the integrity of computing systems and data; for example, by not intentionally developing programs or making use of already existing programs that harass other users, or infiltrate a computer or computing system, and/or damage or alter the software components of a computer or computing system, or gain unauthorized access to other facilities accessible via the network; and
i) use computing and communications facilities in a manner that is consistent with ethical principles set forth by GNWC and with accepted community standards;

Initial use of any GNWC computer facility or service accessed using a GNWC computer ID denotes that the user has read, understands, and accepts the guidelines and terms stated above.

Use of Facilities Involved in the Production of Digital Media

As with computing and communications facilities, the technical facilities used in the creation, design, and production of digital media, whether on the premises of GNWC or provided by cooperating external affiliates of GNWC, are to be used only for the completion of work associated with courses, projects, internship placements, or contract work undertaken under the sponsorship of GNWC. Under no circumstances is it permitted to exploit these facilities for unauthorized commercial purposes or personal use.

Misuse of Information Technology Facilities

When instances of misconduct with regard to the use of either computing and communications facilities or facilities involved in the production of digital media come to the attention of a course instructor, Program Director, or other responsible official of GNWC, the individual may be subject to suspension of computing privileges or access to digital media facilities or to other disciplinary and other formal actions.

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Appendix 2

Code of Student Conduct and Discipline

Discipline for Academic Misconduct

1. Student Declaration and Responsibility

Upon registering, a student has initiated a contract with GNWC and is bound by the following declaration:

> **"I hereby accept and submit myself to the statutes, rules and regulations, and ordinances (including bylaws, codes, and policies) of GNWC, and of the Program or Programs in which I am registered, and to any amendments thereto which may be made while I am a student of GNWC, and I promise to observe the same."**

The student declaration is important. It imposes obligations on students and affects rights and privileges including property rights. You must not enroll as a student of GNWC if you do not agree to become bound by the declaration above. By agreeing to become a student you make the declaration above and agree to be bound by it.

Each student is required to furnish the information necessary for GNWC record, to keep Student Services informed of changes in name and contact information.

Students are required to inform themselves of the statutes, rules and regulations, and ordinances (including bylaws, codes, and policies) and to any amendments thereto applicable at GNWC.

The GNWC authorities do not assume responsibilities for others that naturally rest with adults themselves. This being so, GNWC relies on the good sense and on the home training of students for the preservation of good moral standards and for appropriate modes of behaviour and dress.

GNWC and the GNWC authorities are not obligated to enforce any statutes, rules, regulations, or ordinances (including bylaws, codes or policies) if discretionarily enforceable by law or made under its, or their, power or authority.

2. General

2.1. Academic honesty is essential to the continued functioning of GNWC as an institution of higher learning and research. All GNWC students are expected to behave as honest and responsible members of an academic community. Breach of those expectations or failure to follow the appropriate policies, principles, rules and guidelines of GNWC with respect to academic honesty may result in disciplinary action.

2.2. It is the student's obligation to become and remain informed of the applicable standards for academic honesty. Students must be aware that standards at GNWC may be different from those in secondary schools or at other institutions. If a student is in any doubt as to the standard of academic honesty in a particular course or assignment then the student must consult with the instructor as soon as possible and in no case should a student submit an assignment if the student is not clear on the relevant standard of academic honesty.

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2.3. If an allegation is made against a student, the Registrar may place the student on academic hold until the President has made a final decision. When a student is placed on academic hold, the student is blocked from all activity in the Student Services Centre or coordinated through Student Services.

3. Academic Misconduct

Students are responsible for informing themselves of the guidelines of acceptable and non-acceptable conduct for graded assignments established by their instructors for specific courses and of the examples of academic misconduct set out below. Academic misconduct that is subject to disciplinary measures includes, but is not limited to, engaging in, attempting to engage in, or assisting others to engage, in any of the actions described below.

3.1. Cheating, which may include, but is not limited to:

- falsification of any material subject to academic evaluation, including research data;
- use of or participation in unauthorized collaborative work;
- use or possession in an examination of any materials (including devices) other than those permitted by the examiner;
- use, possession, or facilitation of unauthorized means to complete an examination (e.g., receiving unauthorized assistance from another person, or providing that assistance); and
- dishonest practices that breach rules governing examinations or submissions for academic evaluation.

3.2. Plagiarism, which is intellectual theft, occurs where an individual submits or presents the oral or written work of another person as his or her own. Scholarship quite properly rests upon examining and referring to the thoughts and writings of others. However, when another person's words (i.e. phrases, sentences, or paragraphs), ideas, or entire works are used, the author must be acknowledged in the text, in footnotes, in endnotes, or in another accepted form of academic citation. Where direct quotations are made, they must be clearly delineated (for example, within quotation marks or separately indented). Failure to provide proper attribution is plagiarism because it represents someone else's work as one's own. Plagiarism should not occur in submitted drafts or final works. A student who seeks assistance from a tutor or other scholastic aids must ensure that the work submitted is the student's own. Students are responsible for ensuring that any work submitted does not constitute plagiarism. Students who are in any doubt as to what constitutes plagiarism should consult their instructor before handing in any assignments;

3.3. Submitting the same, or substantially the same, essay, project, presentation, or assignment more than once (whether the earlier submission was at this or another institution) unless prior approval has been obtained from the instructor(s) to whom the assignment is to be submitted;

3.4. Impersonating a candidate at an examination or other evaluation, facilitating the impersonation of a candidate, or availing oneself of the results of an impersonation;

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3.5. Submitting false records or information, orally or in writing, or failing to provide relevant information when requested;

3.6. Falsifying or submitting false documents, transcripts, or other academic credentials; and

3.7. Failing to comply with any disciplinary measure imposed for academic misconduct.

4. Disciplinary Measures

Academic misconduct often results in a one-year suspension from GNWC and a notation of academic discipline on the student's record. However, disciplinary measures which may be imposed, singly or in combination, for academic misconduct include, but are not limited to the following:

- a letter of reprimand;
- a failing grade or mark of zero on the assignment or in the course in which the academic misconduct occurred;
- suspension, cancellation, or forfeiture of any scholarships, bursaries or prizes;
- suspension from GNWC for a specified period of time. During the period of suspension, a student may not participate in activities of GNWC, including but not limited to attending or auditing classes. Students will not receive credit for courses taken at another institution during a suspension;
- expulsion from GNWC;
- denial of admission or re-admission to GNWC for a specified or indefinite period of time;
- a notation of academic discipline on the student's record in the Student Information System, which will appear on the student's transcript of academic record; and
- a recommendation to the Participating Institutions for the revocation of a degree or other academic credentials dishonestly or improperly obtained.

The laying of criminal charges or the commencement of civil proceedings does not preclude GNWC from commencing disciplinary proceedings or taking disciplinary measures against a student who has committed academic misconduct.

5. Investigation-Program Director's Office

5.1. All incidents of reasonably suspected academic misconduct must be reported to the Program Director's Office responsible for the relevant Program. The Program Director's Office may investigate further (which may include initiating or directing a review by an instructor, Student Services, or others, of the record and other work of the student) before dealing with the matter by:

- dismissing the allegation;
- giving the student a warning; or
- referring the matter to the President's Committee for possible disciplinary measures.

5.2. When an instructor suspects that a student has committed academic misconduct the instructor normally will be the first to investigate the incident and should give the

student the opportunity to meet to discuss the suspected academic misconduct. This meeting may not be required in all incidents of suspected academic misconduct.

Assignment of grades is a matter of academic merit and the instructor may re-evaluate the academic merit of the student's work at issue, taking into consideration the results of any investigation under this section 5, in which case the instructor may:

- require the student to re-do work at issue or to do supplementary work;
- assign a grade of zero or a failing grade for the work; or
- assign a mark less harsh than failing for the work.

5.3. When a student admits having committed the suspected academic misconduct, the Program Director’s Office may investigate further before dealing with the matter.

5.4. When a student denies having committed the suspected academic misconduct, the Program Director's Office will investigate further. In the course of the investigation, the student will normally be given the opportunity to meet with the Program Director's Office to discuss the circumstances of suspected academic misconduct. If the investigation reveals academic misconduct by the student:

- in the original incident only, the matter may be referred to the President’s Committee; or
- in other incidences, the matter will be referred to the President’s Committee.

5.5. The student will be advised by the Program Director's Office that a record of its decision will be retained in the student's file and that, in the event of any further allegations of academic misconduct, the incident may be used in determining the academic measures or discipline to be imposed for subsequent misconduct.

6. Initiator's Responsibilities

6.1. The Initiator means the party that refers an allegation of academic misconduct to the President’s Committee. Normally, a Program Director’s Office refers allegations but on occasion Student Services may also refer allegations to the President’s Committee

6.2. All allegations referred to the President’s Committee by any Initiator must be made by submitting a completed Statement of Case in the form prescribed by the President. The Statement of Case must set out all facts relevant to the allegation and include all documentary evidence upon which the Initiator intends to rely and a list of witnesses, if any, who will be called by the Initiator at the hearing before the President’s Committee.

6.3. The Initiator is normally responsible for presenting the allegations at the hearing before the President’s Committee and arranging for witnesses to attend on behalf of the Initiator. In certain cases, the Registrar may designate legal counsel to present the case instead of the Initiator or to assist the Initiator.

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7. Student's Responsibilities

7.1. Upon receipt of a Statement of Case and the notice of hearing from the President's Committee, the student must submit a completed Statement of Response in the form prescribed by the President. The Statement of Response must set out all facts relevant to the student's defence and include all documentary evidence upon which the student intends to rely and a list of witnesses who will be called by the student at the hearing before the President's Committee.

7.2. The student is responsible for responding to the allegations at the hearing before the President's Committee and arranging for witnesses, if any, to attend on behalf of the student. If the student is unable or unwilling to participate in a hearing within a reasonable period of time, the President's Committee may proceed with the hearing or the Chair of the President's Committee may recommend to the President that the student remain on academic hold (or both) until the President has made the final decision.

7.3. The student may be represented or assisted at the hearing before the President's Committee by any person, including legal counsel. If the student is to be represented by legal counsel then the student must inform the President's Committee and the Registrar at least 10 working days prior to the hearing. The Registrar may designate legal counsel to assist the Initiator at the hearing.

8. President's Committee

8.1. The President's Committee is constituted to conduct hearings on alleged academic misconduct and to report its findings to the President, who then decides what discipline, if any, should be imposed. The Chair of the President's Committee may set down rules for President's Committee hearings and may alter these rules from time to time. The rules need not conform to an adversarial model and inquiry model rules may be applied.

8.2. The President's Committee will notify the student of the date for the hearing into the allegation and provide the student with a copy of the Statement of Case. The President's Committee will provide the Initiator with a copy of the Statement of Response.

8.3. The Registrar, in consultation with the Chair of the President's Committee, may place the student on academic hold until the President has made his or her final decision.

8.4. A student may write to the Registrar to request the academic hold be removed. The request must include an explanation of why such an academic hold is not appropriate in the circumstances. The Registrar, in consultation with the Chair of the President's Committee, will determine if the request will be granted.

8.5. The President's Committee may arrange for witnesses to attend a hearing or otherwise require the Initiator or the student to provide additional information relevant to the President's Committee's determination.

8.6. At the conclusion of the hearing, the President's Committee will review the evidence submitted to it, including the Statement of Case submitted by the Initiator and the Statement of Response submitted by the student involved, and may consider all issues relevant to the allegation in making a determination as to whether, on a balance of probabilities, the student committed the alleged academic misconduct. The President's Committee will submit a report of its findings (including any findings with respect to

extenuating circumstances) to the President, who will decide what disciplinary measures, if any, are to be taken.

9. President

9.1 Once the President has come to a decision, the President will send a letter to the student detailing the following:

- the President's decision
- reasons for the President's decision
- a description of the nature and the duration of the disciplinary measures imposed, if any
- notice that under these rules the student has a right to appeal the decision to the UBC Senate Committee on Student Appeals on Academic Discipline – the "UBC Senate Committee", and notice of the time limit to start an appeal.

9.2 The President will also provide copies of his or her decision to the Registrar and the Initiator.

10. Registrar

The Registrar is responsible for taking appropriate action in accordance with the President's decision, including making a notation on a student's transcript, entering or changing a grade for a course, placing an academic hold on a student's academic status for the duration of a suspension, and notifying the instructors of courses in which a student is enrolled.

11. Appeals

11.1. The Committee on Appeals on Academic Discipline at UBC (the "UBC Senate Committee") is deemed to be a standing committee of GNWC with jurisdiction to hear and dispose of appeals on any disciplinary decision of the President and a student has the right to appeal any such decision to the UBC Senate Committee. GNWC has contracted with UBC to provide this service for GNWC students.

11.2. A student who wishes to appeal a decision of the President under paragraph 9.1.1 must so notify the Registrar in writing and give a full explanation of the grounds for the appeal. The Registrar must receive this notification within 45 calendar days of the date of the President's letter to the student informing the student of the disciplinary decision. The Registrar may extend this time limit if, in the Registrar's opinion, circumstances warrant. The Registrar will provide a copy of the appeal to the UBC Registrar in a timely manner, who shall then be responsible for administration of the appeal. Unless UBC prepares specific rules for GNWC students, the rules that apply to the conduct of the appeal shall be those established by UBC and the UBC Senate Committee for its own students which must be read so as to give effect to the fact that the appeal is by a GNWC student of a decision of the GNWC President. See the UBC Calendar online (**www.ubc.ca**) for the most up-to-date rules.

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Discipline for Non-Academic Misconduct

Ignorance of the appropriate standard of behaviour is no defence to an allegation of Non-Academic Misconduct. Non-Academic Misconduct that is subject to Disciplinary Measures includes, but is not limited to, the following:

1. disrupting instructional activities, including making it difficult to proceed with scheduled lectures, seminars, etc., and with examinations and tests;
2. damaging, removing, or making unauthorized use of GNWC property, or the personal property of faculty, staff, students or others at GNWC (without restricting the generality of the meaning of "property", it includes information, however it be recorded or stored);
3. injuring a person or damaging property in any way which demonstrates or results from hate, prejudice or bias against an individual or group based on race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or any other similar factor;
4. assaulting individuals, including conduct which leads to the physical or emotional injury of faculty, staff, students, or others at GNWC, or which threatens the physical or emotional well-being of faculty, staff, students, or others at GNWC;
5. The rules for investigation, conduct of hearings, and discipline on non-academic misconduct may be established by the President from time to time. Subject to a change in those rules the President's Committee shall hear all allegations of non-academic misconduct directed to it by the Registrar. The following rules shall apply, with any changes necessary to make them applicable to non-academic misconduct. -

   5.1. The rules set out in this Appendix for the investigation of Academic Misconduct.

   5.2. The rules set down by the Chair of the President's Committee for academic misconduct hearings. The Chair of the President's Committee may set down rules for the President's Committee hearings on academic and non-academic discipline and may alter these rules from time to time.

   5.3. The rules set down by the UBC and the UBC Senate Committee for appeals of any disciplinary decision by the President for academic misconduct. The Chair of the UBC Senate Committee may set down rules for the Senate Committee hearings on academic and non-academic discipline and may alter these rules from time to time.

12. Definitions

In this Appendix 2 unless the context requires otherwise:

“Cheating” and related terms see the *section 3.1,*under *Academic Misconduct*;

“Days” when referring to a number of days means working days and will not be construed as including Saturdays and Sundays or any other days on which GNWC is closed, unless required otherwise by the context;

“GNWC” means Great Northern Way Campus Ltd.;

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"Initiator" means the party that refers an allegation of academic misconduct to the President's Committee. Normally, a Program Director's Office refers allegations but on occasion Student Services may also refer allegations to the President's Committee;

"Plagiarism" see *section 3.1, Academic Misconduct*, below;

"President's Committee" means the President's Advisory Committee on Student Discipline as the President may designate for GNWC;

"Program Director's Office" means the Program Director of the course in which the student is enrolled and includes an instructor designated by the Program Director to represent the Program;

"Program Director" is the individual appointed as Program Director for a Program and will be deemed to refer, where necessary, to any other appropriate officer of GNWC;

"Program" means a program (including a series of related courses) offered by GNWC;

"Registrar" means the GNWC Registrar;

"Senate" means the Vancouver Senate of The University of British Columbia ;

"Student Services" and the "Registrar" means the GNWC Registrar and includes a person designated by the Registrar to represent Student Services;

"UBC Senate Committee" has the meaning set out in section 11.1; and

"UBC" means The University of British Columbia Vancouver Campus.

Great Northern Way Campus

An initiative by: the British Columbia Institute of Technology,
the Emily Carr Institute,
Simon Fraser University and
the University of British Columbia

Strategic Academic Plan

June 14, 2004

Strategic Academic Plan
Great Northern Way Campus

Introduction

In the fall of 2003 when formulating the Academic Vision for the Great Northern Way Campus (GNWC), the four institutional partners dedicated themselves to fashioning a distinctive and integrated centre of academic excellence. In that vision academic programming was centred upon the convergence of art, culture, and design with science and technology. Achieving that goal was seen as critical to renewing the urban environment of Greater Vancouver, while simultaneously enriching the province's knowledge-based economy.

> ***Academic Focus:***
> *The convergence of art, culture, and design with science and technology*

This Strategic Academic Plan builds on that vision. Here we outline the critical steps and initial developments essential to turning vision into reality. While GNWC will remain tightly linked to the partner institutions, its separate identity will emerge over the next two decades as learning programs and research projects develop.

Overview of the Academic Strategy

The strategic plan begins by outlining how academic programming will unfold through three distinct phases: inaugural, formative, and mature. A key to GNWC success, highlighted next, is the identification and mobilisation of scholars who must champion curricula design and nurture research. Following this is a review of size, both with respect to student FTE's and faculty numbers. Issues related to the types of programs, their development and quality follow.

This leads to research opportunities, and research links to academic programs are then explored. Governance of academic programming is tackled next, with ideas both on program selection and quality assurance. Space requirements are then considered, followed by a discussion of possible funding models. Finally, two initial program areas are sketched, along with a third, more evolving possibility.

As GNWC unfolds academic attention will need to focus on different strategic issues at different phases. While the actual number and duration of phases is arbitrary, focusing on phases allows attention to be concentrated on priority issues in building capacity and ensuring ultimate success.

Inaugural phase (2004 through 2008)

1. Programming
   - Each partner may locate courses and short programs at GNWC, open to students from other institutions.
   - A small number of areas of academic specialty will be collaboratively developed and initial delivery begun.
2. Students
   - The vast majority of students will register at a partner's home institution.
   - Student recruitment and institutional marketing will begin.

3. Student Services
   - Academic support for advising, library services, technology, registration, and the like will come directly from home institutions.
4. Faculty
   - Academic champions will be identified to lead programming development, with other faculty and staff seconded as necessary.
   - A few faculty members will begin to see GNWC as their principal home, with teaching done by faculty appointed at one of the partner institutions or adjunct faculty hired for specific programs.
5. Research
   - Emerging research initiatives at GNWC in which multiple partners collaborate will prompt joint academic programs.
   - Key research projects will begin to locate at the GNWC site.
6. Governance
   - Academic steering will be provided mainly from institutional partners via current committee structure, with the beginnings of some community advisory engagement.
   - Joint policies will begin to evolve but initially home-institution rules and regulations will govern academic programs and research activities.
7. Resources
   - Space will rely upon existing facilities and financing will come largely via home-institutions.
8. Site Development
   - Academic programming will begin to inform appropriate areas of site and facility development.
   - Toward the end of the phase, initial construction will have begun on some academic space.

Formative phase (2009 through 2015)

1. Programming
   - The breadth of programming within specialities will grow and a few new academic specialities will be collaboratively developed.
2. Students
   - Students registered at GNWC for academic specialty programs will begin to grow but still many students will enrol in partner-institution courses and programs located at GNWC.
   - Some international students will begin registering at GNWC.
   - First degree graduates with a joint GNWC credential (bi, tri, or quadrilateral certification).
3. Student Services
   - Both recruitment and a public relations office will have developed.
   - Academic support for students will begin to be housed at GNWC, but still supported in part from one or more of the partner institutions.
4. Faculty
   - The mix of faculty teaching and doing research will grow such that a critical mass of GNWC faculty will begin to emerge, supplemented still by faculty

from home institutions and by adjunct faculty from business, professional communities, and government.

5. Research
   - Research initiatives will continue to develop and now GNWC will require a small research support infrastructure both to ensure good community links and to enhance research funding success.
6. Governance
   - A fully developed Academic Steering Committee with both institutional and community members will be in place, with limited but growing authority.
   - Attention to joint policies giving GNWC some appropriately delimited institutional autonomy will begin to develop.
7. Resources
   - New space will have become available and some funding will now come directly to GNWC, either via tuition fees (some in market priced programs) or from government.
8. Site Development
   - Academic programs will occupy newly built space and additional construction will be underway.

Mature phase (beyond 2015)

1. Programming
   - The full array of programming described in the Academic Vision will be in place and an updated Vision document will be required.
2. Students
   - Vast majority of full and part-time students will be GNWC students, with still a noticeable, but smaller number of partner-institution students (often registered in GNWC courses).
   - International student registration will grow and some exchange students will now be on campus.
3. Student Services
   - A fully developed registrar's office will emerge.
4. Faculty
   - A distinct GNWC faculty will have emerged, but with continued exchange of colleagues among the four partners and GNWC, with adjunct faculty still playing an important role.
5. Research
   - GNWC will become known for its collaborative research successes.
6. Governance
   - Appropriate institutional autonomy will have evolved, but with the four partners still in control of fundamental decisions.
7. Resources
   - Funding will now be almost exclusively from GNWC related tuition, grants, and fundraising.
8. Site Development
   - Space will now include academic, retail/commercial, and residential facilities.
   - The academic programming, the research, and the associated facilities will become internationally recognized for their academic opportunities.

While the academic plan is key to GNWC's evolution, other issues will need to develop in tandem but these are not the focus of a strategic academic plan (e.g., site development, financing, administration/marketing).

Academic Champions

For any academic institution to grow effectively there is a necessity for targeted champions, scholars with the commitment, wherewithal, and mandate to build successful academic programs. As champions they must take the lead in designing quality curriculum, working with colleagues at the partner institutions and in the community, and identifying appropriate paths to successful program implementation. Their focus must be targeted in the sense of having responsibility for programs that fall within a broad rubric for which they are responsible (e.g., urban sustainability, art and design, or digital entertainment – see below for more details on program themes).

In the case of GNWC, these scholars could come from, and be employed by, partner institutions, but their major focus must be on GNWC. The success of GNWC will depend upon our collective ability to identify and motivate these scholars.

Size Matters

Size is understood here in terms of both numbers and affiliation. In the next few years GNWC people will most often be affiliated with one of the partner institutions (i.e., students registered at, and faculty employed by, one of the four partners). However, beginning in 2006 (and earlier if feasible), it is assumed that some students will register in GNWC programs, supported by student services at one or more partner institutions. Providing a GNWC academic program identity, semi-autonomously from the four partners, must begin soon and this program registration would be an early instantiation of this.

For GNWC to have viable academic programs starting in 2004, it will be essential to teach courses from one of the partners that have already been designed and approved. In the short run these will be courses in Film, Theatre, Design, and Art (see Appendix B). As well it is assumed that for the next few years GNWC will continue to house some non-GNWC-like programs (e.g., diesel mechanics), but these students will be gone by 2008 (and they are not included in any FTE numbers below).

In the next few years students in these partner-institution courses and programs will be the majority of the FTE's at GNWC, starting with about 50 FTE's (maximum) in the 2004-05 academic year and growing to about 650 FTE's in the later part of the 2010's. Almost all of these students will be "GNWC visitors" in the sense that they will be registered with one of the partner institutions but will be taking a module, a course, or a set of courses at GNWC. Some of this will be specially designed programming targeted for students near the ends of their studies when they can take advantage of GNWC project space or special facilities for intensive cohort instruction. Others will be involved in intensive courses or specialised programming especially designed by one partner, but available to any partner student.

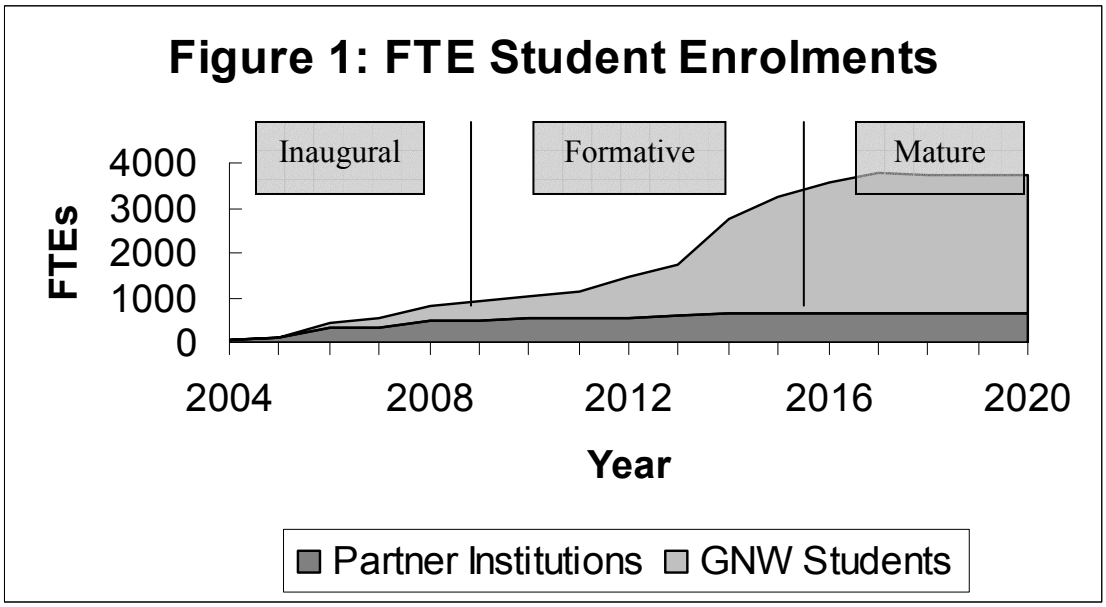
The first GNWC designated academic programs will be launched in 2006. The number of students in these GNWC programs will be small at the outset, numbering in the low hundreds from 2006 through to 2010. By 2010, however, it is anticipated that there will be about 1,000 FTE's on the GNWC site, with an equal balance of students registered at GNWC and at one of the partners (and these students are, of course, partner FTE's not GNWC FTE's). The following table suggests some of the program types anticipated at GNWC and it is from this base that the projections used in Figure 1 are generated.

Table 1: Illustrative Academic Program types

Program Type	Duration	# of Programs	Start Year (1st Prog)*	FTE Year 1*
1 Certificate or Diploma	Up to 6 months	multiple	2006	50-100/ prog.
2 Advanced Certificate	Up to 1 year	2-5	2007	50
3 Specialised Certificate or Diploma	2 years	3	2006	25
4 Bachelor Degree	4 years	3	2010	100
5 Master Degree	2 years	1	2006	10

* FTE year 1 refers to entrants for a single new program. The Start Year refers to the date of the first introduction of this type of program. Modest attrition rates are incorporated in Figure 1 which is based on these types of programs, these start dates, and these entrance numbers.

Based on these program types, which are assumed to come on stream at GNWC at different times (i.e., "Start Year" in Table 1), the FTE numbers projected in Figure 1 are derived. The Figure reflects the early FTE numbers coming from partner registrations with the majority of GNWC growth coming from GNWC registered students. Growth is slow in the early years, with mainly small programs at the certificate or diploma levels (plus small, specialised graduate programming). The beginning of bachelor degree enrolment commences in 2010 and grows early in that decade leading to an eventual student population at GNWC of about 4,000 FTE's, with about 20% registered at partner institutions.



Using 180 square feet per full time student as a rough guide, this translates into the following academic space requirements:

Year	FTE	Sq Ft Academic Space
2010	1000	180,000
2015	3000	300,000
2020	4000	400,000

Faculty responsible for teaching these academic programs will initially be of two types: seconded faculty from one of the partners or adjunct faculty hired from business, professional communities, or government. (As noted above, program champions will need to be in place). As GNWC matures, and beginning late in the current decade the hiring of GNWC faculty should begin. In the 2010's it is envisioned that the mix of faculty will be roughly as follows: 1/3 seconded from partner institutions, 1/3 hired directly to GWNC, and 1/3 hired as adjunct faculty.

The immediate goal is to establish methods for selecting academically appropriate and financially viable programming. Some early candidates are discussed below, with the anticipation that these programs will see modest student numbers beginning in 2005 and ramping up to a campus with some 4,000 FTE students by 2020.

Program/Course Types

As the GNWC evolves, a full array of academic programs will evolve, with students of different levels involved in academic pursuits of different durations. These might evolve in one or more of the following ways:

Program Types:

1. workshops / seminars (½ day to several weeks)
2. intensive/specialized/advanced certificates (multiple days/weeks)
3. diplomas (multiple days, multiple weeks up to two years)
4. part of undergraduate degree study (both applied and academic):
   - single term, part time at the GNWC
   - single term, full time at the GNWC
   - multiple term, part time at the GNWC
   - multiple term, full time at the GNWC
5. two year degree completion
6. four year undergraduate bachelors
7. applied undergraduate degree
8. advanced post-graduate certificate
9. applied graduate degrees
10. graduate degrees

The programs would all be constructed to incorporate a range of teaching methodologies provided in a learner-centred framework while drawing upon technology-enhanced learning. Strong commercial/industrial collaboration would be encouraged as the four institutions worked collaboratively to revise the academic programs.

Program/Course selection criteria

Three distinct sets of selection criteria will need to be used at GNWC for degree programs (only the second and third set will need apply to non-degree programs – certificates, diplomas, etc.). First, all degree programs will need the approval of the provincial Degree Quality Assessment Board and so the criteria of this body will serve as one important screen for determining which degree programs are eligible for introduction at GNWC. These criteria are noted immediately below and they are, in effect, a set of factors applicable to good academic degree programming at any post-secondary institution.

Second, all programs (degrees and others) will need the approval of the GNWC Academic Planning Committee and as such they will need to be consistent with the Charter Principles and the Academic Vision for GNWC. These criteria reflect signature themes that define what is relatively unique about GNWC. Third, program development at GNWC will require that all programs proceed through a set of steps to ensure academic rigour and financial viability.

A. Degree Quality Assessment Board (DQAB) Requirements

The authorization of GNWC to grant partner sponsored degree credentials will require Ministerial approval. As part of this process, all post-secondary institutions in the province will be asked to comment on a Letter of Intent (and possibly a Full Program Proposal). The following are some of the key characteristics required in the Letter of Intent, each of which would be elaborated more fully in the Full Proposal (if necessary).

1. Credential to be awarded, including the level and category of the degree and the specific discipline or field of study

2. Program description with attention to: goals and objectives; curriculum design and content, quality assurance, delivery methods, learning outcomes, completion time, enrolment projections, and provincial need.

B. Great Northern Way Campus Distinctive Attributes

Programs introduced at GNWC will be expected to contribute to a centre of academic excellence that fits with core elements articulated in the Academic Vision:

1. Selected programs will facilitate the convergence of science and technology with art, culture and design; and, focus on renewing the urban environment within the context of a knowledge-based economy.

2. Selected programs will be high-technology oriented and multidisciplinary.

3. Selected programs will promote collaborative synergies, not just among partner institutions, but also with public and private experts in business, professional bodies, governments, and other community agencies.

4. Selected programs will need to commit to GNWC's commitment to nurture in students a set of professional competencies (see below).

C. Program Development Requirements

In addition to meeting all of the above requirements, academic programs developed at GNWC will need to go through a formal process and meet appropriate standards at each of the following steps:

- Needs assessment (contributes to student learning that fills a void or meets a capacity need)
- Market assessment (is likely to attract sufficient student enrolment)
- Business plan (demonstrates financial viability)
- Formal academic approval (GNWC Academic Committee and appropriate Senates/Ed Councils)

An academic program champion will be expected to first develop a concept paper addressing core elements of DQAB (if applicable to credential), the GNWC distinctive attributes, and the program development requirements. A working committee of experts will help in assembling this paper. This concept paper, and the necessary needs assessment, market assessment, business plan, letter of intent, and formal program proposal will be vetted by appropriate quality assurance committees (see below). Final approval at GNWC will rest with the Academic Planning Committee.

Student Professional Competencies / Outcomes

GNWC is committed to ensuring that all graduates, in whatever programs, develop a set of modern competencies that help to guarantee success in the new economy. These include the following: leadership, communication, ethics, teamwork, strategic thinking, and entrepreneurship. All academic programs at GNWC will have, as an integral component of their curriculum delivery, activities designed to strengthen these student outcomes. Not only will they be included, but they will be evaluated as an essential component of all courses (i.e., assessment will include both these competencies and the course content traditionally evaluated).

Academic Governance

The Academic Planning Committee, consistent with the Charter Principles, should have responsibility for formally approving academic programming for GNWC. As at present, this committee should have representation from each partner, including their vice-president's Academic. It may be appropriate at some stage to have members of Education Councils and Senates added to this group as it assumes more semi-autonomous authority for the approval of programs at GNWC. This could be a form of delegated authority designed to ensure that GNWC remains consistent with the goals and objectives of the partners, but also has some efficiency with respect to academic approval processes.

All academic programs will also be subject to quality assurance reviews, both as they are initiated and on a cyclical basis thereafter. Procedures for the independent arms-length review of GNWC and its academic programs should be anticipated, probably for the first time during the formative phase of development.

In the longer term, the four partners may work with government bodies to explore new and innovative ways to develop a more autonomous academic approval process for GNWC.

Resources for Academic Programs

Funding models and space requirements will evolve through the phases outlined above. In the Inaugural Phase space will be provided via the existing buildings, renovated as necessary. Starting in the Formative Phase space will have been built that meets the academic (learning and research) requirements of GNWC. The Academic Planning Committee noted above must inform decisions regarding the design and allocation of this newly constructed space.

In the Inaugural Phase we anticipate that expenditures necessary to support partner students registered in any program will be provided by the partner institution(s) involved with the program (i.e., funding will follow the students from their home campuses to GNWC). This funding is most likely to involve one-time costs for space renovations, salary costs for seconded faculty teaching in the program, and small operational costs directly associated with a program. In the longer run, and again for students registered in programs at a partner institution, this is the type of funding arrangement that is likely to continue.

In the Inaugural Phase, GNWC will need to have the means to begin the development of academic programs. One of four funding models, or some combination of the four, could support this curriculum design and development. One model is simply to introduce full-cost-recovery programs, as might be the case for example with specialised graduate program themes in digital entertainment (see below). In these programs students would be expected to pay tuition fees reflecting at least the basic program costs which would include any initial loans necessary for program development, for facilities renovation or construction, etc.

A second model is for each partner, or each interested partner, to second staff and faculty to work on any specific program. This is likely to require some spending to ‘backfill’ their existing obligations at the partner institution or some money to provide these colleagues with ‘honoraria’ for this work.

A third model is to establish a “Development Pot” into which each partner institution contributes in some agreed upon proportion (e.g., desire to participate in particular programs). Over the longer run, probably beginning in the mature phase, GNWC better have sufficient resources to support academic program development without financial resources from the partners.

A fourth model would involve borrowing funds against the land equity the partners jointly own. This one-time funding could be used as bridge financing to develop academic programming. Repaying this loan would then depend upon a continuing revenue

stream composed of government funded FTEs and student tuition. Developing a business plan for this model, or for any of the previous models, would be imperative.

The costs for the actual delivery of academic programming can be covered, at least in the short term, in much the same way as development expenses. This is obvious for cost recovery programming, and in courses or programs where some partner financial support is necessary where this will either be by using seconded faculty, or by two or more partners sharing the costs of instruction and delivery. Funding arrangements for students from one of the partners enrolled in the courses of another partner (or a GNWC courses) will need to be negotiated but in the short run this should be done on a case by case basis. Balancing the flow of students in partner courses or programs ought to be encouraged as a simple exchange model over a one or two year period (e.g., nineteen UBC students in Emily Carr courses, and vice versa).

On the revenue generation side, prospects in the Inaugural Phase are minimal at best. We could decide initially only to implement programs with full-cost recovery tuition fees and that policy decision may yet have to be taken. An alternative option is to have the partners agree to some form of FTE support from government, either as a share of partner institution FTE's or as dedicated GNWC FTE's. This is judged to be unlikely, or very modest, until at least the Formative Phase (2009). At that time, however, tuition fees and government FTE support could finance programs. Once the GNWC complex is built some revenue from facilities might be used to support academic programs but this will be a modest stream if building operating costs and administrative costs of GNWC are also to be supported by this revenue stream. Fundraising to support academic programs is possible, in part, but experience suggests this is not the full answer.

We need also to take care in not creating academic programming that competes for students and tuition dollars with programming at a partner institution. For example, most continuing studies activity that GNWC might mount is likely to directly compete with one or more partners' non-credit community programming. Conversely, however, we do have a deficit of post-secondary capacity in the province and GNWC was conceived as one among several solutions to help increase the number of post-secondary spaces for young people.

Both academic and research initiatives will define space requirements. One assumption commonly used is that each FTE requires 180 square feet. The March 2003 Financial Officers' Report suggested that 1000 FTE's would require a furnished building of 180,000 square feet with a capital cost of $39.3M and annual operating costs of about $1.5M (at $8.18 per sq ft). The Centre for Interactive Research on Sustainability (CIRS) will generate some academic space, but only enough for 200 FTEs at most.

For GNWC to work there will have to be some financial commitment for academic programming from the partners. At present on the academic side too much dependence is being placed on volunteer labour, people doing work off the sides of their desk to construct visions, plans, and strategies. That is not sustainable. Start-up academic funding is essential if GNWC is to be successful.

Initial Program Themes

At this stage the Academic Planning Committee has identified three possible program areas for initial development. These are as follows:

Urban Sustainability
Transforming Arts + Culture
Digital Entertainment

Each of these themes fits with the Academic Vision. Academic programming in sustainability links to the Centre for Interactive Research on Sustainability, has several academic champions, and has seen some early development. Programming in the Art and Culture area is developing, although is probably a month or two behind sustainability in providing enhanced details. The idea of programming in digital entertainment is at a more exploratory phase, but has potential in the area of cost-recovery graduate programming.

Over the next decade GNWC will develop as many as five or six specialty themes (appendix A describes some additional candidate areas). At this stage we recommend three and these are detailed more extensively in a separate submission for the Board (Program Implementation Proposal for 2004 to 2006).

1. Urban Sustainability

From the outset the Academic Vision of the GNWC saw a centre of excellence focused on the 'liveable city' and the "…the urban environment, within the context of a knowledge-based economy, through research, development and commercialization…." Vancouver is renowned for its leadership and dedication to understanding, creating and implementing a sustainable lifestyle. At the same time, those groups, agencies and institutions working in these fields recognize the huge amount of research, education and entrepreneurship that is needed to meet the growing social, economic and technical demands on our cities.

The City of Vancouver in its development strategy for the Southeast False Creek noted:

> "…the City boldly decided that the regeneration of these industrial lands should proceed on the basis of an enlightened world-view recognizing that we live in a finite and delicately balanced environment…" They went on to say "…that every effort should be made to recognize this fundamental relationship to the natural world in the design, construction and operation of a new 'model sustainable community'…"

The GNWC partner institutions have educators and researchers who have extensive interests and expertise in sustainability including the full range of social, cultural, technological and scientific issues. The CIRS initiative will give some focus to this, but programming beyond that initiative must also be encouraged.

2. Transforming Arts + Culture

The creative talents of performers, artists and designers have been driven to new heights by the scientific and technical developments of the new economy. And in the same way science and technology are finding the need to incorporate the benefits and values of the arts and culture in their outcomes in order to fulfill human needs.

The GNWC has positioned itself at the epicentre of this convergence, by recognizing the essential importance and significance of the opportunity that these four diverse institutions collectively bring to learning and research. No one doubts that digital technologies will permeate all activities and products in the future. The transformation from today's arts-human interface to one which will emerge from those technologies needs exploration, study and development.

The GNWC partner institutions and their associates recognize the essential need to jointly pursue new areas of understanding and knowledge where social and cultural matters confront this technological tidal wave. Whether in the entertainment-related industries, education, communications or the visual and performing arts, the GNWC collaborators are aiming to contribute to a beneficial transformation by creating new learning and research facilities and programs designed to meet the needs of a socially and culturally sustainable society.

3. Digital Entertainment

Computer-mediated digital technologies are quickly transforming the burgeoning field of entertainment. Seen most visibly in the electronic gaming industry perhaps, the entire area of creative and performing arts is undergoing massive change as advances in digital technology transform what we can do, where we can do it, and how easily it can be accomplished. Vancouver is already a world leading venue for much of this production (e.g., Electronic Arts, Radical Entertainment), and is making significant research advances in this area.

GNWC has been invited to consider developing programming similar to the Masters of Entertainment Technology at Carnegie Mellon (the only graduate degree program of its kind in the USA). Our discussions are in their early days, but there is enthusiasm for moving in this direction.

Conclusion

The Great Northern Way Campus is about to embark upon a unique academic adventure. It will be up to the four partner institutions and their associates and collaborators to make the right choices, provide the right incentives, and create the right opportunities to have this initiative prosper and meet its learning and research vision.

This plan is only the beginning, but it is an important beginning. It will demonstrate to all that this project not only has a place in the post-secondary system in British Columbia, but that it is fulfilling an ambition to bring the partner institutions together to show that in specialty areas of social, cultural and economic importance, cooperation and collaboration can provide exceptional opportunities for learners and researchers.

Appendix A

Programs that could be at the GNWC

The programs listed below are briefly defined with "courses" or "learning modules" meant to add detail (all of this is illustrative and would require substantial revision by content experts should any of these programs serve as part of the GNWC's academic content).

Human centered design; design of buildings, machines, and other structures with consideration of the human as the central element

Artificial Intelligence: Understanding the nature of human intelligence and its embodiment in machines

Nanotechnology Architecture and Design: science of materials and systems on a nanoscale size

Entrepreneurship and New Business Development in Cultural Industries: program designed for business & administration skill development in the cultural industries

Knowledge Management in Science and Technology: managing the creation, dissemination, and utilization of scientific and technological knowledge

Digital Convergence: rich media and mobile access; integrating computing, digital communications technology, and digital content

Film and Computing Interfaces: computer applications in film

Research and Development in Art and Design: exploring frontiers and possibilities in the future of art and design

Experimental media and performing arts: the convergence, challenges, and resistance of art and technology

New media and entertainment arts: integrating digital media and computer technology with art and entertainment

Sustainability and the City: sustainability, community, and global and local citizenship.

Bioinformatics: research in computational biology, software and database development, development of algorithms, statistical methodologies and data management processes that accelerates discoveries in life-sciences and computational biology, creation of computational tools.

As stated earlier, these should be considered as possible target areas of specialty that would fit well with the GNWC Academic Vision. The Academic Committee and the President will continue to explore the level of interest with institutional faculty in these and other areas. Our objective will be to better define and refine programs and to work with faculty to evaluate the level of demand from both students and employers.

Appendix B

September 2004 Deliverables

The creation and development of fully innovative and collaborative programs and courses will take analysis, initiative and work that are presently underway. For September of 2004, several courses are planned to be delivered at the GNWC which are beginning to build institutional collaboration. This would include courses that have been moved from the home campus to the GNWC, as they are better suited for delivery there. In addition, each course provider/developer is interested in having student participation from the several institutions.

As of the date of this writing we have:

1. **Intermedia Practices** - IMED 308 (studio seminar)

   This studio-based interdisciplinary, inter-institutional seminar will involve students from ECI and SFU and faculty ECI, SFU and UBC. It will offer participants a historical, theoretical and practical exploration of convention and experimental models for creating time-based art. It offer insight into the technology employed in the realization of varied installation work. This course will focus (though not exclusively) on still and time-based projection systems used in installation art (photographic, video and film) and sound installation design. It will interrogate the relationship of the frame to historical visual art practices, to Cartesian/Euclidean models and suggest potential for considering contemporary theories of space/time.

2. **Experimental Practices** – IMED 331

   This interdisciplinary course encourages the use of experimental practices in creating media art, including experimentation within various media as well as integration of different media and collaborations with others. Through in-class discussions and student presentations, issues of experimental production are explored.

3. **Scene Painting I** – THTR 352: Media, techniques, and textural treatments used in scene painting

4. **Post-Production Techniques** – FILM 439: Instruction in digital post-production techniques including picture and sound editing.

5. **Advanced Study in Design and Scenography** – THTR 408: An overview of the vacuforming process, factors involved in mould making, properties of various plastic materials and design possibilities of the medium.

   ** The above two courses deal with the use of digital technology and *vacuforming* process, and could involve collaboration with ECIAD and BCIT: