

# Academic Planning and Priorities

Dr. Jon Thompson (Math, Emeritus)

Dr. Elizabeth Mancke (Canada Research Chair)

Dr. Thomas Mengel (Leadership Studies)

Commentators: Dr. George MacLean (VP Fredericton)  
Dr. Robert MacKinnon (VP Saint John)

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# Shared Governance and Planning

Dr. Jon Thompson

UNB

*Both faculty and administration need to play an important part in university governance. ... Each has valuable knowledge and perspectives to offer that can improve the quality of decisions.*

Derek C. Bok, 2013 (Harvard University President 1971-1991 and 2006-2007)

- **Why, when, and how** did shared governance develop? **Who led** the process?
- **Why** is shared governance even more **important now**?

**Why? And When? – As universities became larger and more complex, the inadequacy of administration by a president with oversight by a board became evident to faculty. By the 1960s a sufficient number of presidents in Canada shared the faculty concern and persuaded their boards.**

# Leaders in Canada

- Norman A.M. (“Larry”) **MacKenzie**, UBC President 1944-1962 (UNB President 1940-1944);
- J.H. Stewart **Reid**, history professor, first Executive Secretary of CAUT 1959-1963;
- Claude T. **Bissell**, U of T President, 1958-1971 and AUCC Chair 1962-1963;
- Bora **Laskin**, U of T law professor, CAUT President 1964-1965 (Chief Justice of Canada 1973-1984)

Larry MacKenzie (CAUT *Bulletin* 1961):



*The committee system remains one of the **best methods of avoiding precipitous or ill-informed action.** Senior administrators who fail to consult the best opinion available in solving a particular problem **run the risk of costly and even tragic blunders ... [I]n an institution which has direct and immediate access to experts and specialists, it is both foolish and wasteful not to make the fullest possible use of such resources.***

- **AUCC and CAUT joint study** by two experts, Sir James Duff (UK) and Robert O. Berdahl (US). The **1966 Duff-Berdahl Report (D-B)** recommended a **shared bicameral system**.
- **UNB 1965-1967 Bailey Commission** – comprehensive planning: **VP(A) Alfred G. Bailey** (Chair); and
- **UNB 1967-1968 University Committee** – revised UNB Act in light of D-B: **President Colin B. MacKay** (Chair) – **Tripartite Board**, administration, faculty (with faculty majorities).

**As a Public Act (1859-present), the UNB Act provides legislative protection for the existence and powers of the senates and limits the Board's powers, because the amending procedure for Public Acts (as distinct from Private Acts) requires public consultation.**



- **A half century later, universities** face greater and more diverse pressures, but their importance to the common good also is greater. They **have new opportunities, but** these often bring **new and greater risks, and so there is greater need for shared governance.**
- **Derek Bok (2013):** *There is no good substitute for strong academic values and shared responsibilities. They are the foundation ... of academic life.*

## Derek Bok 2013:

- *Shared governance is unlikely to succeed where **mutual trust** is low ... [But] when presidents and members of the faculty **work together ... consultation will normally yield sensible decisions.***
- ***Presidents** who are not perceived to be participating actively in the promotion of education and research are less likely to acquire the **moral authority and respect** of the faculty that **academic leaders need.***

# Embracing, Enacting and Embedding Academic Planning

Dr. Elizabeth Mancke

UNB

# Embracing Academic Planning

- **Faculty initiated and enacted: March 2015**
- **Faculty Reporting: June 2015 - January 2016**
- **Faculty Assessment: February – May 2016**
- **Report to Senate with enacting and embedding recommendations – May 2016**

# Report Finalization and Enacting Academic Planning

- **26 May 2016: Approved by UNBF Faculty Senate**
- **LCC tasked by Senate with presenting the report**
- **UNBF LCC recommended improvements in academic data management and utilization**

# Resolution 1: Embedding (and Enacting)

- **That the VPA update the quantitative data annually based on the statistics from the previous academic year and present it to Senate at the October meeting.**

## Resolution 2: Embedding (and Enacting)

- **That the Senate mandate a standing LCC that meets every fall to update the report and metrics based on the quantitative updates provided by the VPA and program information from academic units, to inform the annual Budget Process.**

## Resolution 3: Enacting (and Embedding)

- **That Senate recommend to the President and Board of Governors that the funds set aside for the purpose of academic planning, as described on page 12 of the Internally Restricted Funds Ad-Hoc Committee Report, be released for faculty research and graduate programs through a Senate-approved process**



Discussion

UNIB

# Academic Planning at UNBF: The report of the Local Campus Committee

Dr. Thomas Mengel

UNB

# Introduction

- Personal background
  - Am I a radical?
  - Am I in the “ivory tower”?
  - So what do I do at UNB?
- Academic vs. Business planning
  - Academy – Public University
    - Education of the public
    - Education for the public
  - Business – “Private” ownership
    - Profit for owners
    - Benefit for clients
- The LCC report at UNBF

*Broad and long-term*

*Targeted and short-term*

# The LCC report at UNBF

- My role
- Summary and highlights
  - Summary observation and caveat:

“Overall health of the academic programs at UNB **remarkably strong** considering that we are a small-to-mid-sized comprehensive university with a mandate to **punch above our weight**. But the only way we can meet that mandate is to recognize that our **margin of strength is extremely narrow** in many instances, and that strong programs with international reputations can be rapidly impaired through loss of just one or two faculty members.”

# LCC report UNBF

- It's ...
  - ... **NOT** a strategic academic plan
  - ... **NOT** a blue print for cost cutting
- It does provide...
  - ...a snapshot subject to annual updates
  - ...recommendations for additional resource allocation
  - ...macro-level observations informing the implementation of the LCC report:

# Macro level observations I

Innovating for a changing world

- Strong record & many opportunities require attention

Interdependency: undergraduate and graduate programs,  
research

- Appropriate balance (research & teaching)
- Adequate funding for graduate programs is critical

# Macro level observations II

## Enrolment challenges

- Some programs are over-enrolled and turn away qualified applicants (e.g., Eng, Kin)
- Diverse approaches
  - ✓ Increased resources in complement / facilities
  - ✓ Targeted recruitment programs
  - ✓ Expanding online courses; reexamine admin & delivery
- Existing successful outreach initiatives (e.g., CS, Arts, RC)
- Challenges of interdisciplinary programs need attention

# Macro level observations III

Skill sets across disciplines:

- Opportunities for collaboration

UNBF and UNBSJ:

- Conversations on shared programming

Academic reorganization:

- Senate (Academic Planning Committee)