

APPENDIX I

WARDEN GOLDNEY HALL University of Bristol



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General:

Goldney Hall is a self-catering hall in the centre of Clifton Village, Bristol, UK. The Hall comprised several modern residential towers set in one of the paddocks of an original 18th century house and gardens known as Goldney House. The House was named after the family who developed the site and laid out the gardens in the 17th century. Goldney House was substantially modernized by the Victorian architect *Waterhouse*. The gardens contain a number of historic monuments and curios including a tower to house one of the first steam engines used to pump water, a stretch of water known as the canal (named because Goldney was fascinated by testing designs of locks on canal systems), the only Grotto in Britain with both a shell room and running water, and an elegant terrace and Rotunda.



Warden of Goldney Hall:

The Warden of Goldney Hall was expected to hold a full-time academic post at the University of Bristol. The responsibilities of the position are set out below and include:

- Management of a self-catering hall of residences set in the grounds of an 18th century manor house: responsible to the Chairman of the Wardens' Committee. Total student population 186 students
- Financial management of the unit with a special charge of increasing profitability
- Selection and pastoral care of 186 undergraduate and 3 postgraduate students drawn from the general university population
- Maintenance of the social atmosphere within the Hall to maximize the intellectual development of the residents
- Maintenance and upkeep of the 18th century house, eleven acres of garden and the historic monuments therein (including an ornamental canal, a tower, rotunda, subterranean Grotto and several statues)
- Development and maintenance of a quality catering outlet utilizing facilities within the Hall for public functions and conferences
- Management of eleven domestic and three secretarial staff, a domestic and assistant domestic bursar/housekeeper caterer and approximately ten casual restaurant staff
- Represent the Hall on several University committees



Committee Responsibilities:

- Goldney Hall Committee – Chairman
- Area Safety Committee – Chairman
- Wardens' Committee – Member
- Sites and Gardens' Sub-Committee – Member
- Goldney Scheduling Committee – Member

Strategic initiatives:

- Restoration of the formal gardens
- Restoration of the Goldney Grotto
- Redevelopment and expansion of the residence
- Development of a catering business



APPENDIX II

CHAIRMAN OF THE WARDENS' COMMITTEE

University of Bristol

General:

Student residences in Bristol are primarily located in a number of halls spread throughout the city. Each hall is managed by a senior academic known as a Warden who is supported by a number of staff. There is a university level committee of the wardens which is chaired by one of the wardens. During my tenure as chairman of the Wardens' Committee, I was particularly charged with a revision of the committee structure for all forms of residential accommodation and facilities associated with conferences and catering at the University of Bristol in line with general University policy. The responsibilities of the Chairman were consequently augmented. The Chairman of the Wardens' Committee was directly responsible to the Vice-Chancellor.



Responsibilities included:

- Management of the combined residential stock (halls of residence, University-owned flats, houses and lodgings): total 2,500 undergraduate students residents, 400 overseas students, and 300 postgraduate students
- Financial management of the consolidated residential account with a particular charge to reduce the level of subsidy from the University general budget and turn the residential account to profit. Annual budget £3.3 million.
- Policies on maintenance, upkeep and development of residential accommodations to meet the needs of the University, with specific responsibility for guaranteeing accommodation to all first-year students at the University
- Responsible, with newly appointed Residence Officer and Conference Officer, for the development and marketing of University residential and catering facilities for conference use.
- Representation of the Wardens' Committee on university committees



Committee Responsibilities:

- Wardens' Committee - Chairman
- Student Residence Committee - Member
- Working party on Student Counselling Services - Member
- University Senate - Member
- Working party on the Principles Governing Funding the Residential Accommodation - Member
- Committee on Conferences, Residences and Catering – Member
- Working party on the Development of University Close - Member
- Safety Consultative Committee - Member
- Sub-Committee on Accommodation for First year students - Member



Strategic initiatives:

- Development of a five-year plan for residences at the University of Bristol
- Restructuring the management team for residences in Bristol
- Significant reduction in reliance on operating budget of the University in line with government initiatives



APPENDIX III

VETERINARY PRECLINICAL DEAN

University of Bristol

General:

The veterinary program at the University of Bristol is a five year degree program with direct entry from high school. The preclinical school is located in Clifton in the centre of the city and the clinical departments and veterinary teaching hospital are located about 15 miles outside the city in the village of Langford. These departments and the hospital are in the grounds of Langford House.



Langford House

Administration of the veterinary school is divided into departments managed by department chairs (professors). In addition there are professors of Preclinical and Clinical Studies and a Preclinical and Clinical Dean. The position of preclinical dean is a three year rotating administrative position. The position is held by an academic and the responsibilities of the position are in addition to full-time commitment to teaching, research and service activities.

Admission to veterinary school (and university) in the UK is managed through a central application process. Standards for admission are set and monitored by the individual university and the preclinical dean managed the admission process for the School.

Responsibilities:

- Selection procedures and admissions to the veterinary course at Bristol. (Approximately 600 applicants: 45 students admitted).
- School liaison for students wishing to gain entry to veterinary school.
- Social and academic welfare of students in the first three years of the veterinary course. In particular, emphasis placed on the first year which was most students' first year at University.

- Liaison with the Clinical Dean (clinical counterpart of the Preclinical Dean - responsible for final two years of the veterinary course).
- Academic progress for students. Monitoring progress and advising students of their rights and responsibilities. Advocate of students at the Board of Veterinary Studies. Academic counsellor.



Committee Responsibilities:

- Admissions Committee
- Curriculum Committee
- Veterinary Clinical Studies Sub-committee
- Staff-Student Liaison Committee
- Board of Veterinary Studies
- Board of Faculty Medicine

Strategic initiatives:

- Revision of the admission process at the University
- Development of a personal, academic and career counseling unit with the School
- Development of enhanced links between the preclinical and clinical schools



APPENDIX



IV

ASSOCIATE DEAN, ONTARIO VETERINARY COLLEGE University of Guelph

General:

The position of Associate Dean at the Ontario Veterinary College was a 70% secondment from my academic department. The incumbent has the overall responsibility of the academic program for veterinary students, research within the college and graduate students.



Responsibilities:

- Assist the Dean and Dean's Council in the development of academic, research and service policies, plans and objectives.
- Facilitate DVM curricular development and management including responsibilities for curricular review, and semester scheduling.
- Facilitate development of faculty teaching skills.
- elective and externship experiences in the third and fourth year of the DVM program. Annual budget of approximately \$650K. Staff complement of 2.
- Coordination of OMAF Research & Service contract in OVC. Responsibility for research stations at Ponsonby, Eramosa and Puslinch. Annual budget of approximately \$1.2 M. Staff complement of 25.
- OVC Computer Group. Serving centralized electronic medical records systems, microcomputing and networking in the College. Annual budget of approximately \$700K. Staff complement of 7.
- OVC Media Centre for photographic needs in the College. Annual budget of approximately \$100K. Staff complement of 2.
- DVSc Interdepartmental program. Coordination of program and management of specific funds. Annual budget of approximately \$650K. Approximately 34 graduate students enrolled at any one time.
- International programs. Responsibility of the Guelph-Bristol undergraduate exchange. Responsibility for the Graduate Diploma in

International Veterinary Medical Development program and development of a masters program in international veterinary studies.

- Deputize for the Dean and respond to specific project requests. In 1992-93 these included establishment of an independent, incorporated company for delivery of veterinary continuing education programs (Lifelearn); policies and action for budgetary management to deal with the current fiscal restraint; office procedures in the Dean's, Associate and Assistant Deans' Offices; University and OVC response to potential legislative changes in incineration policy.
- Representative on the following committees:



Committee Responsibilities:

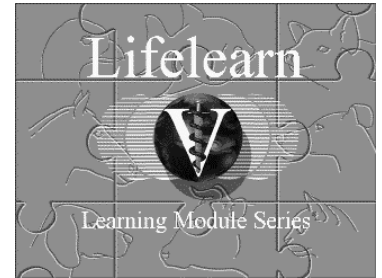
- Dean's Council
- Curriculum Committee
- DVSc Interdepartmental Committee
- Information Technology Committee
- OVC Advisory Council
- Pet Trust Board
- VTH Advisory Council
- Associate Deans of Canada
- DVM Program Committee
- OMAF/OVC Liaison Committee
- Ontario Animal Research & Services Committee
- CVO/OVMA/OVC Coordinating Committee

Strategic initiatives:

- Development of a coordinated response to information technology services in the college
- Introduction of problem-based learning
- Initiation of complete curricular revision for the DVM Program – eventually culminated in DVM 2000

APPENDIX V

VICE PRESIDENT, PROGRAMS & PRODUCTION Lifelearn V. Inc.,



General

Lifelearn V. Inc. was an independent, privately sponsored company designed to deliver continuing education to the veterinary profession. The University of Guelph, the Ontario Veterinary College and the Atlantic Veterinary College at the University of Prince Edward Island were major shareholders in the company.

The Vice President Programs and Productions was responsible for development of a series of multi-media distance education packages to enhance continuing education for veterinarians. Each certificate series comprises 12 modules; 3 modules were residential “wet-lab” practical programs and 9 modules were home-study packages. The home-study modules comprise a CD-i, or CD-ROM resource manual and audio-tapes. The programs were case-based with the clear objective of enhancing learning at home or in the practice.

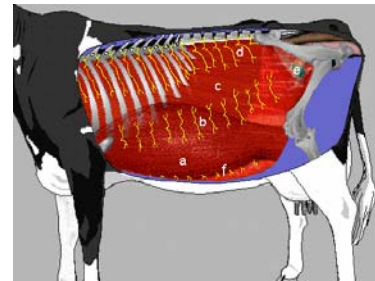
Targets for production were: 16 CD-i modules and 5 residential programs in 1995, and 20 CD-i modules and 7 residential programs in 1996. The production team and development teams comprised 4 full-time personnel each.



Responsibilities

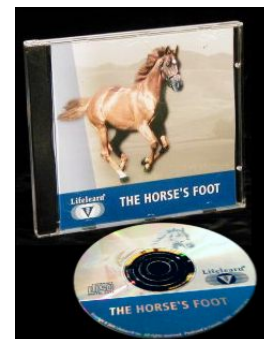
- Member of Lifelearn V. Executive
- Design of home-study and residential modules
- Asset accumulation for modules, digitization of images and case development
- Multimedia processing including all formatting to CD

- Audio-visual and video sequencing for the programs
- Author contract and remuneration
- R&D with regard to electronic formatting of information, particularly with regard to development for the advent of the superhighway
- Equipment purchase and maintenance
- Review process for alternative program submissions
- Staff selection and management



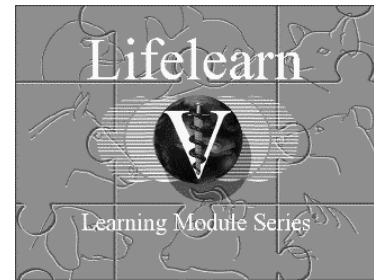
Committee responsibilities:

- Member of Lifelearn V. Executive
- Peer Review Committees: each certificate series was managed by a panel of expert authors from around the world who review the modules as they were produced
- Author Committees: each module had a panel of internationally renowned authors responsible for managing the unit



APPENDIX VI

PRESIDENT, PRODUCTION DIVISION Lifelearn Inc.

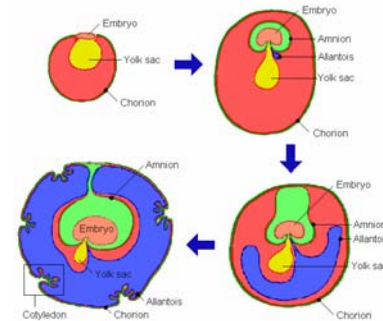
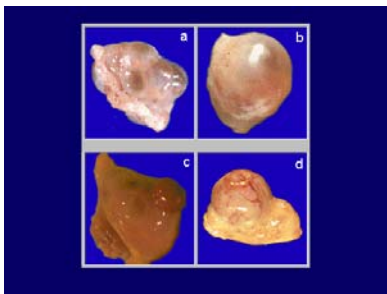


General

Lifelearn V. was incorporated in 1994. The concept was based on the critical need to develop meaningful continuing education which was affordable, accessible and structured. It was designed to take into account social and financial needs of the individuals participating in the process of lifelong learning and initially as a financial exigency for the University of Guelph. Later, by virtue of the equity participation of the University in this scheme, Lifelearn V. was seen as a potential income-generator for the University.

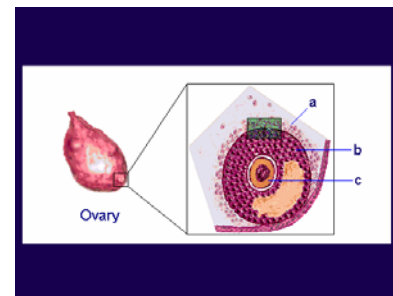
During 1994 and the early part of 1995, considerable interest was expressed by professional associations in the Lifelearn concept. The original intent of the co-founders of Lifelearn V. (Dr. Chas Povey and Dr. Jim Stowe) had been to develop Lifelearn V. and then expand the concept to other professions but it was decided that the company should restructure to provide a parent company with a number of semi-independent divisions. In May 1995, Lifelearn V. was converted into Lifelearn Inc. with three divisions: Veterinary (V) Human Dentistry (D) and Production (P). Lifelearn Ophthalmology (O) was added to the company in 1996 and other divisions are being considered.

The President of Lifelearn Production Division was responsible for a team of planners and production specialists creating multi-media and distance education packages for use in the various current and planned divisions of the company. It also acted as a software production house for external companies interested in using the services in multi-media production operated by the Production Division. Technologies included, audio-visual digitization and editing, CD-i and CD-ROM production, video compression, medical illustration and manual production.



Responsibilities

- Member of Lifelearn Executive including fiscal responsibilities
- Research and Development for multi-media productions
- Soft and hardware maintenance and development to keep abreast of changing technologies
- Multimedia processing (internal production and external contract)
- Audio-visual and video sequencing for the programs
- Management of programming and production group
- On-line and continuing education for staff
- Fiscal control and management of Lifelearn Production Division
- Author contract and remuneration
- Lifelearn Development and advertising strategies
- External resourcing of educational projects





APPENDIX VII

DEAN OF GRADUATE STUDIES University of Guelph

General

In October 1995, I was appointed Dean of Graduate Studies at the University of Guelph. There were approximately 1,300 full-time graduate students in masters/magisteriate, doctoral and diploma level programs at the University. There were spread across forty-four programs in seven university colleges. There were also inter-institutional programs between the universities of Guelph, McMaster, Waterloo, Wilfrid Laurier at the masters/magisteriate and doctoral level. The Dean was responsible for quality maintenance and assessment of graduate programs at the university, development of new programs and the policies and procedures of graduate studies.

Ontario is unique among Canadian provinces in the level of quality control that is operated at the provincial level with respect to graduate programs. All sixteen universities in Ontario work with the Ontario Council for Graduate Studies to assess and regulate graduate programs in Ontario. In practice this means that every graduate program is extensively reviewed by internal and external consultants on a seven year cycle and every new program has to be approved for content, prospective quality, applicability, marketability and funding before approval to commence is given. The Dean is responsible for the accreditation process within and between universities.

Direct responsibilities for program management, including fiscal control, lies with the Departments, Colleges and Programs and the Dean has the responsibility for a small operating budget of \$0.7 M. In addition there is an annual awards budget for graduate student support (\$1.3 M) managed by the Dean.



Responsibilities

- Maintenance of quality of graduate programs
- Development of new graduate programs
- Development of graduate student support systems
- Endowed awards allocation processes
- Participation in senior administration of the university (finance and management)
- External contacts within the province and nationally in terms of graduate education



Committee responsibilities:

- Board of Graduate Studies
- Awards Committee of the Board of Graduate Studies
- Programs Committee of the Board of Graduate Studies
- Endowed Scholarship Committee
- Senate International Committee
- Senate Library Committee
- Senate
- Vice President's Advisory Council
- President's Budget Advisory Council
- President's Executive Group

Strategic initiatives:

- Development of distance electronic MBA with Athabasca University
- Development of further inter-institutional graduate programs in History, English and Philosophy



APPENDIX VIII

ASSOCIATE VICE PRESIDENT (ACADEMIC) University of Guelph

General

In January 1997 I was asked to take on the portfolio of the Associate Vice President (Academic) at the University of Guelph in addition to the activities of Dean of Graduate Studies. This was a six month commitment during the sabbatic leave of the incumbent and was possible to achieve during a period when my commitment to graduate students was on the low-part of a cycle. In January 1999, I was asked to take on the position again when the incumbent left the University and in April 1999 I was appointed to the position full-time.



The portfolio of the Associate Vice President (Academic) included responsibility for undergraduate education across seven colleges, open learning, international program activity and teaching support services. In addition was asked to take on the supervision of five significant tasks: (1) development of an effective Enrolment Management Committee at the University for undergraduate, graduate, diploma and international recruitment; (2) development of a multi-media flagship facility funded by the Alma Mater Fund of the Alumni of the University of Guelph; (3) implementation of a new student information system for the University. (Guelph opted to purchase an external package which had to be implemented at the University); (4) program development and fund-raising activities associated with a government

sponsored doubling of the number of students in computer science and engineering in the province of Ontario known as the Access to Opportunities Program (ATOP); and (5) development of an innovative University-College partnership with joint diploma-degree programs for undergraduate students.

During my period of tenure in the position there were approximately 12,000 undergraduate students in a wide variety of undergraduate programs spread across seven colleges. The majority of students were enrolled in four year programs with a large number of majors, minors and specializations. The University has an excellent record of retention and has recently experienced a very substantial increase in undergraduate applications as a result of strategic directions for enrolment.

Responsibilities

- Undergraduate program quality
- New program development at the undergraduate level
- Distance, continuing and open learning program quality and development at the University
- Registrarial Services at the University
- Teaching Support Services
- International Programs at the University

Committee responsibilities:

- Enrolment Management Committee
- Board of Undergraduate Studies
- Senate Awards Committee
- Senate International Committee
- Senate Library Committee
- Senate
- Vice-President's Advisory Council
- President's Budget Advisory Council
- President's Executive Group



DEAN OF GRADUATE STUDIES Chair of University Enrolment Management University of Guelph

General

In July 1997 I returned to the position of Dean of Graduate Studies at the University of Guelph with an augmented portfolio to include responsibility for Registrarial activities at the University (undergraduate, graduate and diploma) and University Enrolment Management.



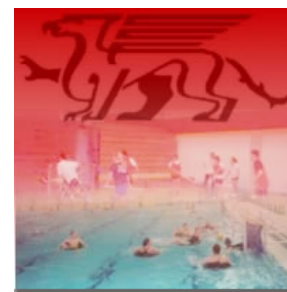
Responsibilities for graduate programs at the University remain as described in Appendix VII. In addition, I assumed budgetary and line management responsibility for the Office of Registrarial Services (undergraduate and graduate affairs). I was also asked to continue with two established during my tenure as acting Associate Vice-President Academic: (1) development of an effective Enrolment Management Committee at the University for undergraduate, graduate, diploma and international recruitment; and (2) implementation of a new student information system for the University.

Budgetary responsibility for the Office of Registrarial Services (approximately 60 staff) was about \$3.5 M with an annual income from tuition at approximately \$45 M. Implementation of the student information system (known as Colleague) involved coordinated management of 50-60 personnel and an implementation budget of \$1.5 M spread over a 2.5 year period.

Responsibilities

- Maintenance of quality of graduate programs
- Development of new graduate programs
- Development of graduate student support systems
- Endowed awards allocation processes

- Participation in senior administration of the university (finance and management)
- External contacts within the province and nationally in terms of graduate education
- Registrarial Services at the University including recruitment and liaison, records, financial aid, degree audit, convocation and graduation for undergraduate, graduate and diploma students at the University of Guelph
- Development and implementation of a new student information system integrated with university financials, residence, co-op program management and financial services



Committee responsibilities:

- Enrolment Management Committee
- Colleague Management Team (student information system)
- Board of Graduate Studies
- Awards Committee of the Board of Graduate Studies
- Programs Committee of the Board of Graduate Studies
- Endowed Scholarship Committee
- Senate International Committee
- Senate Library Committee
- Senate
- Vice-President's Advisory Council
- President's Budget Advisory Council
- President's Executive Group



PROVOST and VICE PRESIDENT (ACADEMIC) University of Guelph

General

The position is principally responsible for all the academic programs, academic planning, faculty and faculty management at the University of Guelph operated through six university colleges, and more than 35 departments, school and centres. In 2002/3, there were approximately 14,500 undergraduate students, and more than 11,000 registrations in Open Learning and distance courses, managed by the Associate Vice-President (Academic); approximately 1,700 graduate students, managed by the Dean of Graduate Studies; responsibilities for student affairs, managed by the Associate Vice President (Student Affairs) including a diverse portfolio of personal and career counseling, support for students with learning difficulties, physical or psychological problems, residential accommodation for approximately 4,700 students, a students' health service, university athletics, and offices associated with transition from high-school to university, and learning support services; information technology at the University of Guelph. The operating budget of the University was \$237 million in 1999/2000 with approximately 650 faculty and more than 1,500 full-time staff. In 2000, a major collaboration was established with Humber College. Working with the Vice President (Academic) at Humber College and a team of individuals major new joint, diploma-degree programs have been established. Operating funds for these programs will amount to approximately \$25 million annually, when fully operational, and \$28.6 million in capital funding was procured to develop new facilities for the programs. Working at the University of Guelph, funding for a new Classroom and Science Complex was obtained from the provincial government: \$46 million has been obtained in provincial

funds. The remainder will be matched through grants from the Canada Foundation for Innovation, donations associated with the capital campaign of the University and a debenture issue launched by the University in 2002

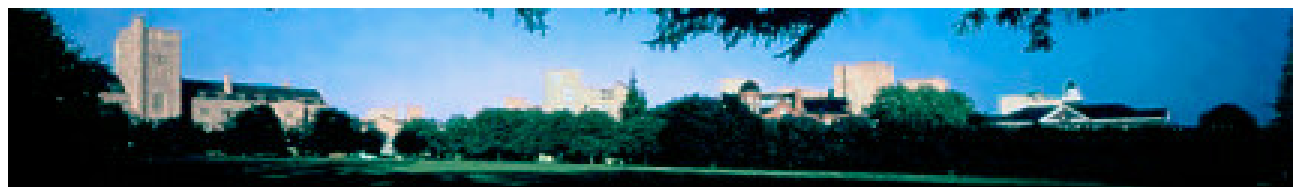
Responsibilities

- Maintenance of quality of all undergraduate, graduate, diploma and open learning programs
- Development of new programs
- Appointment and all terms and conditions of employment for faculty
- Development of student financial support
- Endowed awards allocation processes
- Participation in senior administration of the university (finance and management)
- External contacts within the province and nationally for university affairs

Committee responsibilities:

Chair:

- Vice-President's (Academic) Council
- Planning Steering Group
- Space Committee (co-chair with the Vice-President (Finance and Administration))
- Guelph-Humber Academic Forum (co-chair)
- Guelph-Humber Joint Academic Management Committee (co-chair)
- Science Complex Planning Committee
- Various Search Committees (Asst./Assoc. VPs, Deans, Directors)



Committee Membership:

President's Senior Management Group
President's Budget Advisory Group
President's Executive Committee
Joint Faculty Policies Committee
Joint Consultative Committee
University Senate

University Senate Executive
Senate Committee on University Planning
Senate Library Committee
Senate Committee on Open Learning
Intellectual Property Sub-Committee
Guelph-Humber Executive Committee
Co-op Coordinating Committee

Sub-Committee on Internal Reviews
College P&T Committees
Veterinary Clinical Education Program
Executive Committee
CIFIR Executive Committee
Ontario Council Vice-Presidents

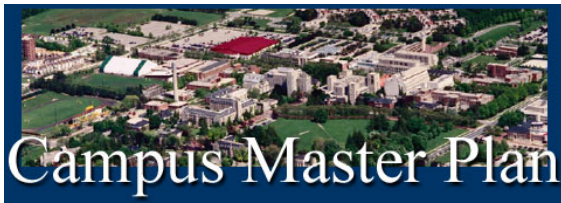


PRESIDENT AND VICE-CHANCELLOR University of Guelph

General

Principal and chief operating officer for the University of Guelph with approximately 700 acres of core academic lands; 800 acres of non-core lands, a main campus in Guelph, an arboretum, four satellite campuses and 21 research stations and institutes spread across the province of Ontario. In 2003/4, the operating budget of the institution is close to \$500 million with more than \$350 million in current capital and restoration projects. The University has an overall student population of more than 21,000 students (undergraduate and graduate) and 16,000 registrants in distance education programs. There are close to 850 faculty, 5,000 full and part-time staff and over 2,000 teaching assistants and sessional lecturers.

The University has a national reputation for innovation in teaching and research, and for strategic management and development. In 2002, the University launched a debenture issue for \$100 million to support the capital development projects and opened the branch campus, the University of Guelph-Humber, in north Toronto.



The University has established a Campus Master Plan for development of facilities over the next 10 and 25 years. It has also completed the most successful capital campaign in its history raising more than \$87 million against a target of \$75 million. The University of Guelph has consistently ranked as one of the top comprehensive universities in Canada (Macleans magazine), the top comprehensive university in terms of research revenue (National Post) and the most student centred university in Canada (Globe and Mail).



Responsibilities

- Fiscal and academic health of the University of Guelph
- Overall budget management of University
- Strategic positioning, planning and development for the University of Guelph
- Fund and friend-raising for the University of Guelph and alumni relations
- Research development and management of the University of Guelph
- Teaching and program development of the University
- Effective management of the senior administrative team of the University
- External relations for the University of Guelph in provincial and national affairs for universities
- External relations for the University of Guelph with the City of Guelph and region



Committee Membership:

University Senate
 University Senate Executive
 Board of Governors
 Board of Trustees
 University of Guelph Foundation
 President’s Advisory Council

Planning Steering Group for University
 Senate Committee on University Planning
 Guelph-Humber Executive Committee
 Council of Ontario Universities (COU)
 Association of Universities and Colleges of Canada (AUCC)

Board of Trustees Macdonald Stewart Art Centre, Guelph
 Honorary member of Rotary Club of Guelph
 Senior advisory committee for University management