



**Senate Committee on Academic Development**  
Report to Senate - Meeting of February 28, 2012

**Proposal to introduce a Graduate Certificate in Community Relations  
for the Extractive Industries**

**Introduction**

The proposal to introduce a Graduate Certificate in Community Relations for the Extractive Industries in the Faculty of Engineering and Applied Science and the School of Graduate Studies was reviewed by the Senate Committee on Academic Development (SCAD) at its meeting of February 1, 2012. J. Davidson, Professor, Robert M. Buchan Department of Mining, B. Surgenor, Associate Dean, Faculty of Engineering and Applied Science and B. Brouwer, Vice-Provost and Dean, School of Graduate Studies, attended the SCAD meeting to speak to the proposal and to answer questions from members of SCAD. Members of SCAD were also provided with background documentation provided by the Faculty of Engineering and Applied Science and the School of Graduate Studies. A copy of the documentation is attached to the report.

**Analysis and Discussion**

The following highlights are noted:

- If approved, the Certificate in Community Relations for the Extractive Industries will be the first graduate certificate offered by Queen's University. It will also be the first of its kind in North America, i.e. a graduate level certificate that focuses on social responsibility in the mining industry;
- The proposal aligns with three of the principle pillars of the Academic Plan: Innovation, Interdisciplinarity and Internationalization;
- The mode of delivery for the proposed program is a combination of on-line learning and intensive on-campus instruction;
- The proposed Certificate is based on a comparable program offered by the University of Queensland in Australia which is immensely successful;
- The proposed Certificate consists of 4 core courses and is to be completed on a part-time basis over 1-2 years. The budget was developed to be revenue generating. There has been discussion at the department level that graduates of the certificate program may have the opportunity to transfer credits for completion of the core courses towards a graduate degree but this remains to be determined;
- It is proposed that part of the evaluation of the success of the program will be based on feedback from sponsoring employers as well as graduates;

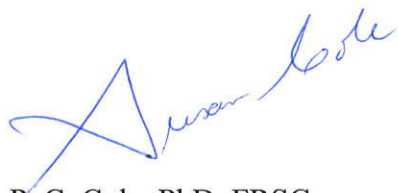
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- When the Provost introduces the new budget model for the 2013-14 budget cycle it will be necessary to adjust the program budget.

**M o t i o n**

**that Senate approve the introduction of a Graduate Certificate in Community Relations for the Extractive Industries, in the Faculty of Engineering and Applied Science and the School of Graduate Studies.**

Respectfully submitted,



Susan P. C. Cole, PhD, FRSC  
Chair, Senate Committee on Academic Development

**Committee Members:**

M. Baird, Department of Chemistry  
A. Brown, School of Nursing  
S. Cole, Deputy Provost (Chair)  
J. Emrich, Faculty of Law  
D. Garvie, Economics  
K. Gossen, J.D. '12  
U. Iqbal, Ph.D. '12 Candidate, Engineering & Applied Science  
I. Johnsrude, Psychology  
L. Long, Computing B.Sc. '13  
P. Oosthuizen, Academic Colleague  
P. Watkin (Secretary)



# NEW GRADUATE PROGRAM PROPOSAL

## Submission Form

This template is to be used when seeking approval for new Graduate programs of study leading to a degree. New program submissions must receive the approval of the Graduate Studies Executive Council (GSEC) prior to being externally reviewed. The submission, external review, and the internal response to the review will, as a package, be submitted by GSEC to the Senate Office for referral to the Senate Committee on Academic Development (SCAD) which will then make their recommendations to Senate. Academic Units are strongly advised to contact the Director of the Office of the Vice-Provost and Dean SGS or the appropriate Associate Dean in the SGS with any questions that arise during this proposal development. Refer also to the QUQAP website at: <http://www.queensu.ca/provost/responsibilities/qualityassurance.html>

### Part A – General Summary

Name of Proposed Program:	Graduate Certificate in Community Relations for the Extractive Industries
Unit(s):	The Robert M. Buchan Department of Mining, Faculty of Engineering and Applied Science
Proposed Start Date:	August 2012

Contact Information (1)		Contact Information (2)	
Name:	Jeffrey Davidson	Name:	Laeque Daneshmend
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### Executive Summary (1 page maximum suggested – Minimum font size 11 pp)

*Briefly summarize the rationale for introducing this new program and how it fits with the academic goals of the Faculty/School and University. Briefly describe: the educational goals and learning outcomes; internal or external collaboration required to deliver this program; how the relevant stakeholders (e.g. faculty, staff, students) were consulted in preparing the proposal; and additional resources required to deliver this program.*

Stakeholder expectations regarding the area of corporate social responsibility and the ways in which extractive industries manage their relationships with local communities and host countries have grown dramatically over the past decade. These expectations have translated into demands for improved and more systematic, verifiable, approaches to community and stakeholder engagement, impact assessment and mitigation, community support and assistance, contributions to regional economic development, and dispute and conflict resolution. External pressure on companies to improve their performance continues to increase in the face of individual company efforts to “get it right,” and of supportive industry wide initiatives; as exploration and extractive activities continue to expand nationally and globally.

More often than not, the onus for performance on the ground (i.e. “walking the talk”) falls to field and site-based teams and individuals irrespective of whether they are involved in the exploration, project development or operational phases of a project. They have to be able to

- consult effectively with local communities/stakeholders,

- oversee compliance with internal standards and external regulations,
- deliver on regulated, negotiated and voluntary commitments regarding company-community relations, and ultimately
- foster and promote positive and productive relationships with affected communities.

These practitioners, liaison officers, or project team members or leaders, tasked with opening and maintaining lines of communication, establishing positive working relationships, and securing and maintaining the project's "social license to operate", are often put in a difficult position without the benefit of prior education, sufficient experience, or proper management support. Many end up learning on the job while trying to balance duty to their employers with their empathy for local people. Having a well-trained, professionalized corps of community relations specialists available to work on the ground with companies and/or local communities will reduce the potential for major social, economic, or political mis-steps and problems over the life cycle of a project and possibilities for adversely affecting any or all of the parties concerned, i.e. project developers and operators, government, local communities, and vulnerable populations.

The shortage of skilled and experienced community relations practitioners has become a recognized and critical issue for responsible mineral resource development. This situation is now being addressed in Australia where the representative body of the mining industry, the Minerals Council of Australia, has collaborated with two Australian universities (University of Queensland and Australian National University) to meet the need and help professionalize community relations practice. The graduate certificate program developed as a result of this collaboration has now been operating for four years, has been well received and supported, has expanded to include a master's degree option and is regarded by participants and companies alike as highly effective and value adding.

The proposed certificate program will be the first of its kind in North America. In Canada alone there are over 100 communities with a population exceeding 600,000 that are dependent on the minerals industry. These communities range in population size from a few hundred to in some cases tens of thousands (e.g. Timmins, ON, Rouyn-Noranda, QC). Canadian based mining companies face the challenge of building constructive and positive working and living relationships with mining affected communities not only within Canada, but also abroad.

The proposed certificate program at Queen's is meant in the first instance to address some of the most critical community relations skill and practice deficiencies of mining company staff working at North American based operations, and potentially at foreign sites as well. The program would be based on the structure and design of the University of Queensland program, but would be adapted to reflect industry needs, community challenges and political realities in North America. This practitioner targeted certificate would be skill based and competency focused, with 3 out of 4 courses packaged for distance delivery, allowing participants to continue working as they learn. The program is designed primarily to meet the professional needs of people already working in or having worked in the minerals industry, or in associated government agencies or in non-governmental or community based organizations. It aims to equip students with the knowledge, competencies and best practices that will help them to understand, engage with, and contribute more effectively to the creation of positive and lasting company-community relationships, to the uplift and sustainability of local communities and economies, and to positive legacies.

The proposed program is well aligned with three of the guiding principles pillars of the Principal's Academic Plan: Innovation, Interdisciplinarity and Internationalization. The Program also conforms to the Vision of the Faculty of Engineering & Applied Science in promoting education "for leadership and citizenship in a global society". The Program is also directly aligned with The Department of Mining's Vision and Mission statements, in particular "...programs leading to broadly educated graduates equipped to pursue a variety of rewarding and meaningful careers... leading to the advancement and application of knowledge for a sustainable global society".

Canadian industry associations and representative mining companies (heads of their corporate responsibility and community relations units) were surveyed and consulted regarding the value and viability of offering this program through Queen's University. The response was uniformly positive. This year the Department of

Mining brought on board a senior academic (Professor Jeffrey Davidson) to strengthen teaching in the social responsibility and sustainability areas of the mining program. He was involved in the original design and roll out of the UQ graduate certificate and would assume a major role and responsibility in the implementation of this program should it be approved.

*Distribution of Appendix E, pages 22 – 107 to senators only*