

UNENE Management Manual

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Summary:

This manual provides an overview of UNENE and its organization.

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1 Introduction

1.1 Purpose of this manual

This manual is an overview level document about UNENE written as an aid to UNENE member representatives, committee members and administrators. Detailed information can be found at www.unene.ca/admin (password protected) and the public site www.unene.ca.

Refer to the Definitions section at the end of this manual for a summary list of the acronyms used throughout this document.

1.2 UNENE Overview

1.2.1 Background

“In 2001, Ontario Power Generation (OPG) spearheaded an initiative to enlarge the available supply of highly qualified graduates for employment in nuclear industry by establishing for it an alliance with a selected number of prominent Canadian universities and assisting these universities in attracting the best academically qualified and motivated students in their nuclear engineering programs. To be successful, it was recognized that it is necessary to promote active collaboration among industry and universities, invest in rebuilding nuclear engineering faculty and programs in universities, and reinvigorate university-based research in nuclear discipline. Accordingly, on May 9th 2001, then OPG President and CEO, Ron Osborne announced the formation of **University Network of Excellence in Nuclear Engineering (UNENE)** and committed \$5M from OPG for its initial phase of operation. The UNENE vision was rapidly accepted by Bruce Power (BP) which committed \$1.5M, Atomic Energy of Canada Limited (AECL)) which also committed \$1.5M, the Canadian Nuclear Safety Commission (CNSC) and the CANDU Owners Group (COG). The industry enthusiasm was welcomed and embraced by McMaster, Queen’s, Toronto, Waterloo, Western and the University of Ontario Institute of Technology. Since École Polytechnique and the University of New Brunswick (UNB) also have active nuclear engineering programs, they too agreed to contribute to the objectives of UNENE. Therefore, UNENE was formally established as a not-for-profit corporation by the Government of Canada with Letters Patent issued July 22, 2002.”¹

Subsequently, Royal Military College, the University of Guelph and the University of Saskatchewan have joined as university members, and Nuclear Studies and Safety (NSS) and Cameco have joined as industrial members.

1.2.2 Mandate

UNENE is an active alliance of the nuclear industry and universities. It has three distinct objectives:

1. To enhance the supply of Highly Qualified Personnel (HQP) in nuclear engineering and technology;
2. To reinvigorate university-based research in nuclear engineering and technology;

¹ Excerpt from the President’s report to the Board of Directors meeting #11 June 2004

3. To create a group of university-based nuclear experts for industry and public consultations.

1.2.3 Strategy

UNENE's strategy to create a supply of nuclear specialists is to offer opportunities to qualified engineers and scientists to complete graduate degrees and acquire the needed knowledge through courses, projects and research. In this regard two approaches have been taken to address the supply of graduates:

1. **Master of Engineering (M.Eng.) Program in Nuclear Engineering:** This Program provides a part-time educational opportunity to current or prospective nuclear industry employees. Courses for this program are offered in a flexible, concentrated, format to make the best use of distance learning and attending courses in person on weekends and working days that suit working professionals. A student registers at a participating university but takes courses from experts from partner universities and the nuclear industry, to earn an M.Eng. degree – each course can also be taken individually for academic credit. The program is accredited by the Ontario Council of Graduate Studies (OCGS). Anticipating full accreditation, the program was launched in 2003 and accreditation was received in 2005.
2. **Research-based Master and Doctoral Programs:** The bulk of UNENE funding is directed towards Industrial Research Chairs (IRC) and Associate Chairs at McMaster, Queen's, Toronto, Waterloo, Western, UOIT and RMC. These Chairs each supervise students for their Master's and Doctoral degrees. These students receive research assistantships from the funds provided by UNENE and matched by NSERC. In addition, UNENE is also selectively supporting research programs of existing faculty members who are expected to acquire matching Collaborative Research and Development (CRD) grants from NSERC and support additional students in the conduct of research.

In this way, the supply of highly qualified graduates in nuclear engineering and technology is enhanced directly, university-based research in nuclear engineering and technology is reinvigorated and a group of university-based nuclear experts for industry and public consultations are made available.

Issue to be resolved: this approach leaves underdeveloped the important topics of tacit knowledge transfer and professional development. Perhaps the overview figure below will help relate the various parts of the mandate.

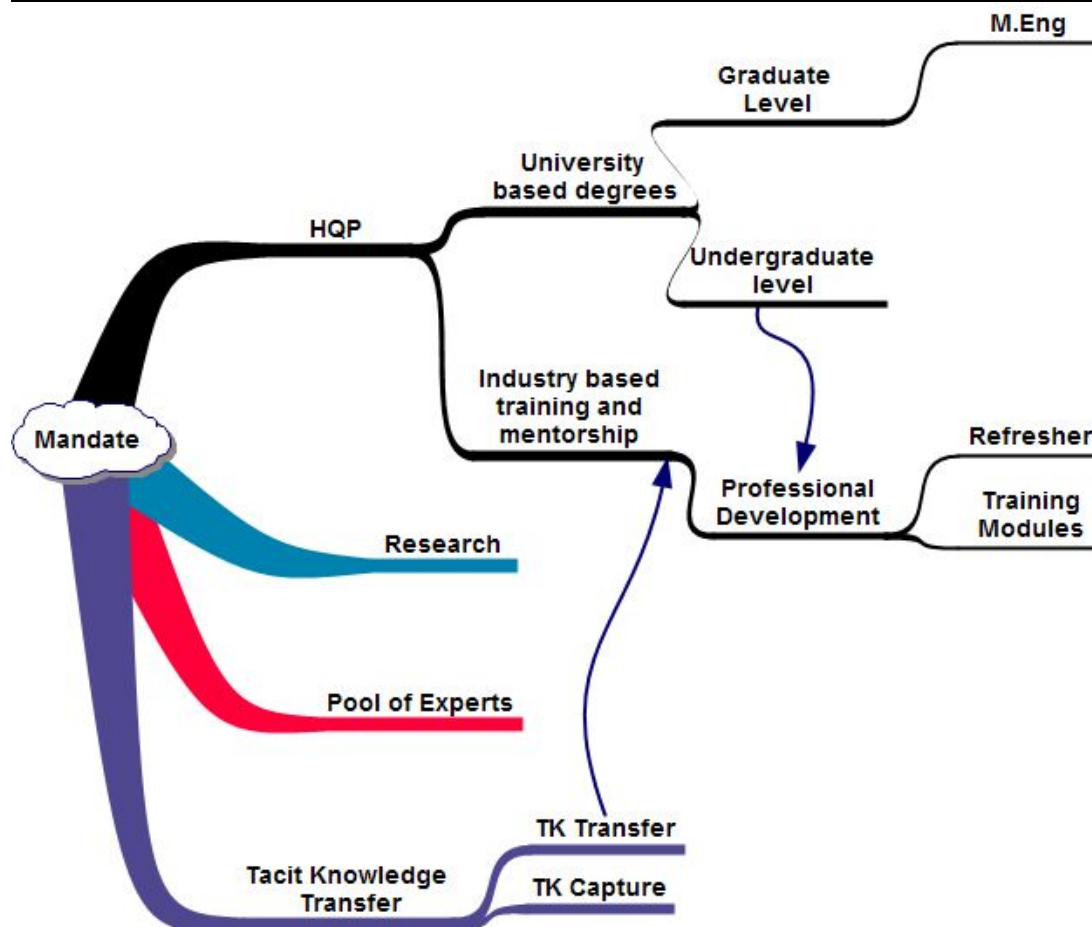


Figure 1 UNENE mandate and related activities

1.3 Funding Overview

Each IRC nominally receives \$1M spread over 5 years from UNENE contingent on the researcher obtaining matching funding from NSERC. In the first 5 years of this program (termed Phase 1 herein) 6 IRCs were envisioned. The CRD program budgeted for 11 projects each at \$30k per year for 3 years for a total of \$990k. Committed income amounted to \$8M from the 3 voting industrial members (OPG, AECL and BP) plus \$30k per year from non-voting members (CNSC, NSS and Cameco). This leaves about \$1M for administration. Net course income augments this but is not a significant amount. Due to the staggered start of the IRCs and CRDs, program delivery for Phase 1 has extended beyond 5 years which significantly lowers the amount of administrative funding available per year. Phase 2 (the renewal of the IRCs for a second 5 year period) has not to date included administrative funding. Issue to be resolved: ensure adequate administrative funding.

1.4 Governance

Membership in UNENE is open to Canadian universities, corporations, associations, government agencies or other entities engaged in aspects of the nuclear business. Approval by the existing members is required for admission. There are two categories of members: voting and non-voting. Voting members are those who significantly fund UNENE (currently interpreted as those who sponsor at the level of an IRC or more) or those universities who have funded Chairs. Thus

the voting members are currently:

Industry: OPG, AECL, BP, Cameco

Universities: McMaster, Queen's, Toronto, RMC, UOIT, Waterloo, Western.

The By-Laws (see below) set out the voting rules.

The label "Member" should be interpreted as the institution itself. The Member representative is the individual representing the Member institution. The Members are the ultimate stakeholders. The Board of Directors is empowered by the Members to direct UNENE affairs. The Members appoint the individuals on the Board. It is permitted (and in fact has been the usual case up to now) that the Member representative and the Board representative be one and the same person. Recent Board direction suggests this will change. Member and Board representation require formal approvals.

The Board is empowered to form committees as it sees fit. So far it has formed the Educational Advisory Committee (EAC) and the Research Advisory Committee (RAC) to oversee educational and research affairs respectively. These committees recommend items to the Board for approval consideration. Committee membership does not require formal approvals.

The Board of Directors is empowered to appoint Officers to carry out the day to day activities of UNENE. The positions of President and Secretary / Treasurer are specifically mentioned in the By-Laws but other positions can be created as needed. Three such additional positions are:

- the Program Director, responsible for the running of the Joint Master's degree program,
- the Administrative Assistant, responsible for administrating the graduate students, aspects of the research business, and for general administrative support,
- the Academic Consultant, responsible for knowledge management and webmaster duties.

Further details on Member, Board, Committee and Officer positions are given in subsequent sections of this document. The following figure shows the organization chart for UNENE.

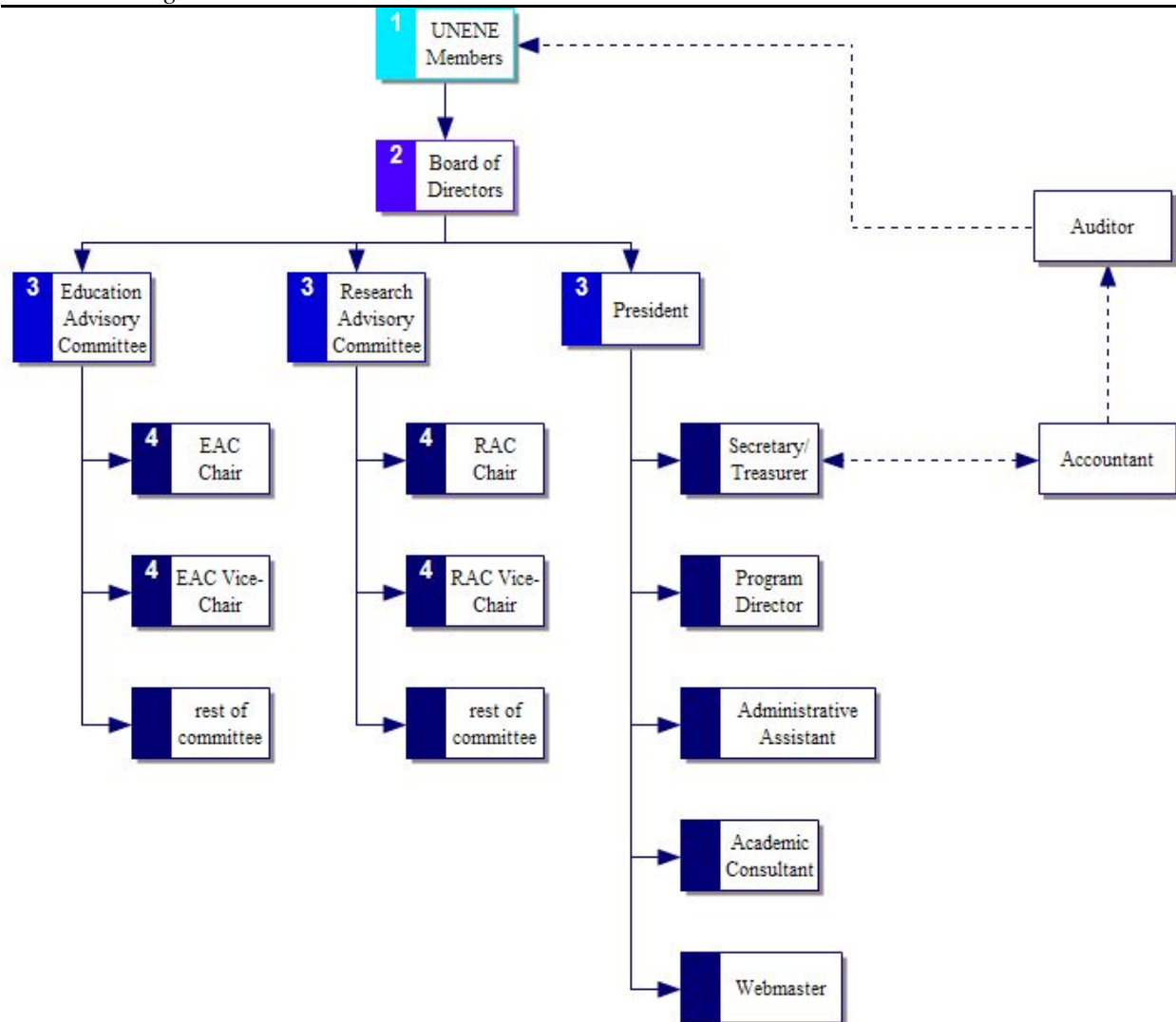


Figure 2 UNENE Organization Chart

1.4.1 Finances

All monies are handled by an external accountant who issues cheques, keeps a set of accounting books, and handles all transactions with the bank. The accountant has no signing authority. Signing authority rests with the Board of Directors Chair and Vice-Chair who must both sign cheques and approve transactions except for cheques under \$1000 (or under \$5000 with email approval) which can be signed by either the President or the S/T.

An annual audit is conducted by an external auditor. The fiscal year end is March 31.

1.4.2 Letters Patent

The incorporation of UNENE was granted through the Letters Patent in 2002. See <http://www.unene.ca/admin/index.html#GOV>.

1.4.3 By-Laws

The By-Laws governing UNENE are available in full at <http://www.unene.ca/admin/index.html#GOV>. Changes to these By-Laws require the approval of the Minister of Industry Canada, the issuer of the Letters Patent.

The By-Laws state that the location of the UNENE Head Office is Hamilton, Ontario. Hamilton was chosen because McMaster University is the lead university within UNENE, having a 5MW reactor on campus, an active nuclear program with a suite of established nuclear courses, and a central location. McMaster provides office space and technical support, and the UNENE Administrator is based at McMaster

2 Officers

The duties of the Officers are set down in the contract for the positions, available at <http://www.unene.ca/admin/index.html#GOV>. Names of Officers and contact information can be found at <http://www.unene.ca/admin/index.html#GENERAL>.

2.1 President

[excerpt from By-Laws] The President shall be the Chief Executive Officer of the Corporation. The President shall at the direction of the Board of Directors, organize and chair all meetings of the Members of the Corporation. The President will attend all meetings of the Board in an ex-officio capacity but will not be a member of the Board. The President shall be responsible for the general and active management of the affairs of the Corporation. He or she shall see that all orders and resolutions of the Board of Directors are carried into effect.

There has been some discussion at the Board level as to the balance effort on activities related to the internal running of UNENE vs. external relations (national and international) and outreach. No firm conclusion has been reached but it seems relatively clear that the bulk of the internal running of UNENE can be handled by the other Officers.

2.2 S/T

[excerpt from By-Laws] The Secretary shall attend all meetings and act as clerk thereof and record all votes and minutes of all proceedings in the books to be kept for that purpose. The Treasurer shall be the Chief Financial Officer of the Corporation.

The S/T works with both the President and the accountant (an independent person hired by UNENE) to arrange for receiving payments to UNENE and disbursement of UNENE expenses, prepare budgets, financial statements, make projections, etc.

2.3 PD

The Program Director's main responsibility is the running of the Joint Master's degree program. This includes program development, scheduling and management of courses, vetting of student applications, program evaluation, developing and implementing distance education and so on. Further details on the Master's program can be found in Section 5 below.

2.4 AA

The Administrative Assistant's role is formally defined as support to the other Officers but practically the bulk of the AA's time and efforts are as Graduate Secretary for the students in the Master's program. Thus the AA needs to be a person working at the Head Office university (McMaster) to have the knowledge of and the authority of a university Graduate Secretary for proper and effective liaison with university administrative groups (Department Chairs and administrators, Faculty Deans and administrators, the School of Graduate Studies, etc.) as well as with other member universities.

2.5 Academic Consultant

The position of Academic Consultant was created in late 2009 to aid in the transitioning to a new President, to assist in the general task of Knowledge Management and specifically to provide a tangible link with the CANTEACH project (see <http://canteach/candu.org>). The position has no line management function.

2.6 Webmaster

The Webmaster’s primary duty is to maintain the UNENE web site, www.unene.ca. But this is far more than just the physical task of web page updating since the website is the main storage site for all UNENE files except for the relatively few required paper files (official agreements and contracts). All minutes of meetings, research reports, summarized course evaluations, finance, governance and associated documents are archived on the web in a password protected area. In addition, all UNENE courses have web pages containing course content and related material including, in some cases, recorded lectures. The webmaster maintains all passwords used on the web and periodically provides them to the other UNENE officers for safekeeping.

The website map is given in the figure below.

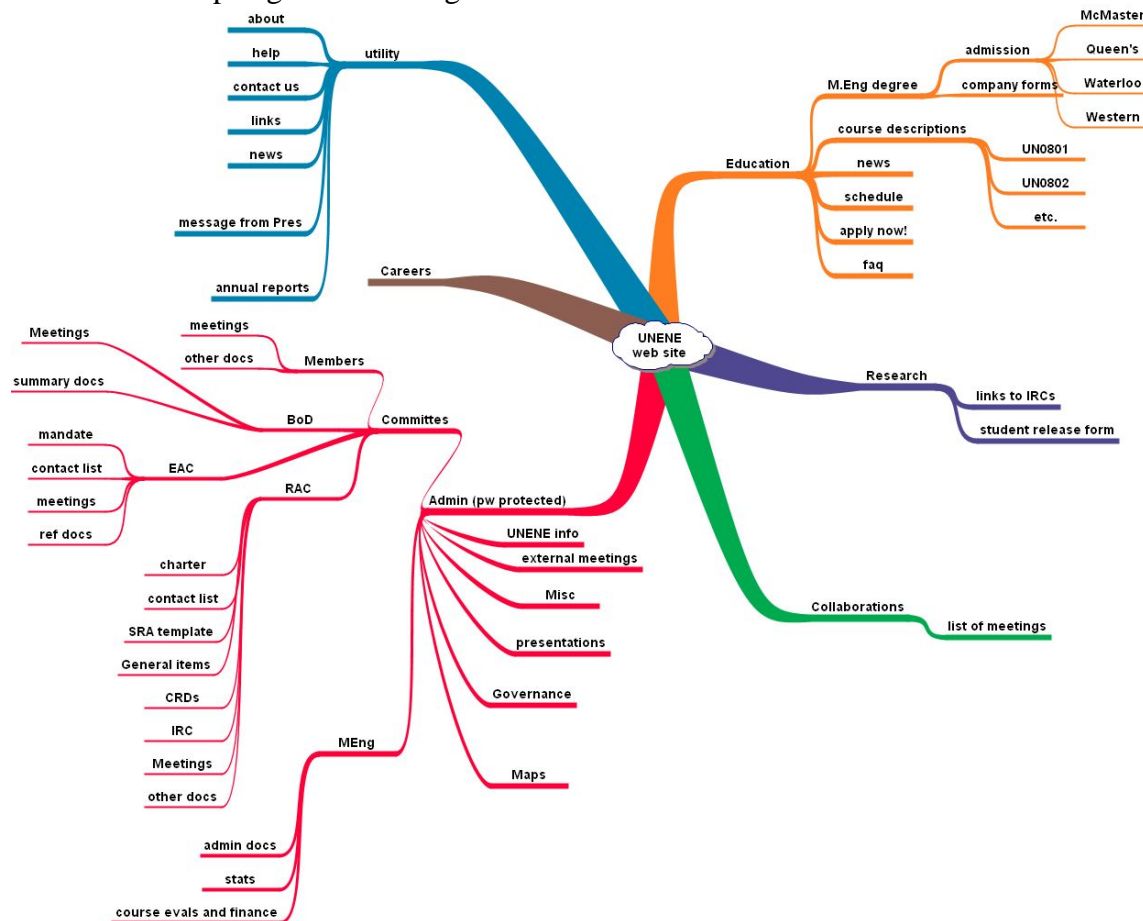


Figure 3 UNENE Website Map

3 Committees

3.1 Members

3.1.1 Mandate, work scope and accountability

The Member representative is the individual representing the Member institution. The Members are the ultimate stakeholders. The Member, through its representative, will of course seek value for the commitment being made. In the case of an industrial Member, a return on the investment is sought. Thus there will be some measure of the HQP, the research done, the size and quality of the pool of experts created, the learning that has taken place and so on. For the university Member, successful research and university reputation are the prime measures. The Member representative has to justify to his or her own institution the involvement with UNENE and so will monitor progress. This is done officially at the annual Members' meeting wherein the Board of Directors report to the Members. Practically however, regular reporting is done throughout the year as part of in-house meetings at the various institutions. Up to now, the Member representative and the Board representative have usually been one and the same person so reporting has been a moot point. However accountability has not. This issue is being addressed via ongoing discussions at BOD meetings (<http://www.unene.ca/admin/BOD/bod.htm>).

3.1.2 Membership

Membership criteria are discussed in the By-Laws and has been discussed in the Governance section above. In addition, a draft membership criteria document was prepared and was discussed at BOD meeting #29 (<http://www.unene.ca/admin/BOD/bod.htm#29>) in an attempt to quantify further who could or could not be a member. Members should have a direct involvement in the Canadian nuclear enterprise and should play an active role in furthering the aims of UNENE. Names and contact information can be found at <http://www.unene.ca/admin/index.html#GENERAL>.

3.1.3 Meetings

Members meet annually at UNENE's Annual General Meeting. The prime items of business are the auditor's report and the BOD report to the Members. Since the auditor's report is typically issued in September, the Members' meeting is typically held in conjunction with the September Board meeting. Three quarters of the Voting Members present in person or represented by proxy at a meeting will constitute a quorum. The By-Laws do contain a complicated formula for establishing the number of votes that each Member has but this has never been followed. Rather, by agreement, the rule of one vote per voting member is followed with motions being passed by simple majority.

3.1.4 Records

All documents relating to Members are archived at <http://www.unene.ca/admin/Members/members.htm>.

3.2 BOD

3.2.1 Mandate, work scope and accountability

Basically, all of the decision making power within UNENE rests ultimately with the Board. It has the full authority and responsibility to act in furthering the UNENE mandate. As has been noted in management circles elsewhere, one can delegate authority but not responsibility. Thus the Officers and committees act on behalf of the Board but it is the Board that ultimately decides. Issue to be resolved: To unburden the Board from day-to-day decision-making.

The Board is answerable to the Members as noted in the Members section above.

3.2.2 Membership

Membership is as discussed in the members section above. Names and contact information can be found at <http://www.unene.ca/admin/index.html#GENERAL>.

3.2.3 Meetings

Board meetings are typically held on the 3rd Friday of the months of January, May and September by common consent. The By-Laws require at least 2 meetings a year. The January meeting is a good time to approve the budget for the upcoming fiscal year. Decisions are by majority vote. Quorum is 66%.

3.2.4 Records

All documents relating to Board are archived at <http://www.unene.ca/admin/BOD/bod.htm>.

3.3 RAC

3.3.1 Mandate

The Research Advisory Committee (RAC) exists to advise and support UNENE Board of Directors. It forms the liaison between the universities and industry concerning the identification of research areas and programs of mutual interest. It pursues opportunities for collaborative programs between industry and the universities including possibilities for university professors and students to work in industry and for industry people to work at the universities. It identifies cooperative and collaborative research projects and programs for inclusion in joint applications for leveraging funds to bodies such as the Canadian Foundation for Innovation (CFI) and, in the case of the Ontario universities, to the Ontario Research and Development Challenge Fund (ORDCF), by the UNENE universities. The RAC reports to the Board with the RAC Chair attending Board meetings. More detailed charter documents can be found at <http://www.unene.ca/admin/RAC/rac.htm>.

3.3.2 Membership, work scope and accountability

The Research Advisory Committee (RAC) consists of one member from each of the participating universities and one from each of the funding organizations. A Chair and a Vice-Chair are

selected from the Committee, one from industry and the other from the universities.

3.3.3 Meetings

Meetings are held about three times per year. Initially, particular attention was paid to ensuring that the researchers reported regularly to the Board but that practice waned in recent years. As a consequence, the Board representatives from industry were not fully apprised of the value of the research and were reluctant to approve Phase 2 funding without further justification. This underscores the importance of clearly laying out expectations and establishing measures of success. To this end, it is important for the RAC to host an annual research conference and for the researchers to ensure that their research is reported to the Board, preferably in person. Issue to be resolved: Timely and useful reporting of R&D progress to the Board.

3.3.4 Records

All documents relating to RAC are archived at <http://www.unene.ca/admin/RAC/rac.htm>, including details on the IRCs and CRDs, minutes of meetings, procedures for assessing research proposals, standard research agreements, etc.

3.4 EAC

3.4.1 Mandate

The EAC advises the UNENE Board and, where empowered by the Board, carry out its educational program. Its mandate, found at <http://www.unene.ca/admin/EAC/eac.htm> includes setting the format, content, scheduling, logistics, financing and delivery of the UNENE courses offered by the universities, setting the admission requirements, and so on. In practice however, it is not possible for a committee to execute a programme, so it is the Program director who actually runs the program and it is the universities that set admission standards. EAC advises the Programme Director and acts as a forum for discussion of ideas and motions presented to it (mostly from the Program Director). EAC endorsement of proposals from the PD (or other members) is a *de facto* prerequisite for approval by the Board. Issue to be resolved: To engage UNENE members more in the EAC so that the UNENE roles of research and education remain balanced.

3.4.2 Membership, work scope and accountability

The Educational Advisory Committee (EAC) consists of one member from each of the participating universities and one from each of the funding industries. A Chair and a vice-Chair are selected from the Committee, one from industry and the other from the universities. The Program Director is an ex-officio member of the EAC. The EAC reports to the Board with the EAC Chair attending Board meetings.

3.4.3 Meetings

Meetings are held about three times per year.

3.4.4 Records

All documents relating to the EAC are archived at <http://www.unene.ca/admin/EAC/eac.htm>, including details on minutes of meetings and governance documents.

3.5 Milestones

It makes sense to try to coordinate the meetings of the various bodies to minimize travel and to efficiently prepare for upcoming milestones and deliverables. To this end, the following table is offered not as a dictated schedule but as a basis for consideration.

Table 1 Milestones

	Members	BOD	EAC	RAC	Comments
Jan		(Overlapping Meeting with RAC and Members) - Status of IRC Program - Approve IRC reports - Release research funding - Approve budget - Appointment of Auditor, - Annual Membership Fees, - Budget Approval for the following Fiscal Year.	Regular meeting	Overlapping meeting with BOD) -Chair Holders Present Annual Reports.	RAC Information for the Annual Report
Feb					- UNENE invoices industry - Universities invoice UNENE
Mar					- Industry pays UNENE - UNENE pays universities by Apr 1
Apr					
May		- Expenditures of the past Fiscal year, (Overlapping with EAC) - Status of Education Programs,	(Overlapping with BOD) - Status of Educational programs	Regular meeting	
June					
July					
Aug					Ed program info → Annual report
Sept	(Prior to BOD) -	(Overlapping with Members' Meeting)	Regular meeting	Regular meeting	

	Auditor's Report	- Appointment of Directors and Observers, - Appointment of Officers, - Long Term Planning Issues,			
Oct					
Nov					
Dec		- Annual Report.			

4 Research

4.1 IRC

Industrial Research Chairs form the research backbone of UNENE in the sense that the IRCs are the main mechanism by which UNENE fulfills its research mandate with the bulk of the funding flowing through UNENE goes to the IRCs. At the time of UNENE's inception much effort was spent in determining the appropriate research areas for the member universities and in filling the Chair positions. Candidates had to be acceptable to both industry and the university. Offers made were conditional on the candidate receiving NSERC approval. But once the Chairs and Associate Chairs were in position, the UNENE administrative overhead associated with the research programs was modest. From all aspects, the IRC program has been very successful. Full documentation on the IRC program, including all significant documentation for each Chair, can be found at <http://www.unene.ca/admin/RAC/irc.htm>.

4.2 CRD

Early on in UNENE's history, it was recognized that additional research projects were needed to provide opportunities for more professors to be part of the network. Thus Collaborative Research and Development grants were offered. In Round 1, eleven grants of \$30k per year for 3 years were awarded over time. Three of those grants went to one researcher (Brent Lewis of RMC) and those grants were combined with existing COG funding to turn these CRDs into an IRC. Full documentation on the CRD program, including all significant documentation for each award winner, can be found at <http://www.unene.ca/admin/RAC/projects.htm>.

4.3 SRA

Each research grant award, whether an IRC or a CRD, requires a research agreement which sets out the financing, intellectual property rights and other legalities. The boilerplate for the agreements was established after considerable negotiations with the legal departments of OPG, AECL, BP and all the universities involved. Hence researchers are not given the opportunity to alter the wording. SRA boilerplate documents can be found at <http://www.unene.ca/admin/RAC/rac.htm> and individual signed agreements can be found at the links given in the IRC and CRD sections above.

4.4 Program Reviews

4.4.1 TAC

Since UNENE has no in-house capability for proper technical review of the research programs, a Technical Advisory Committee is set up for each IRC and CRD. Technical area experts, usually one from each of the industrial funding partners, comprise the committee which meets throughout the year. NSERC requires annual reports from the researcher. When NSERC receives such a report, they send a request to UNENE for comments on progress. UNENE requests a report from the TAC and forwards it to NSERC. See the IRC or CRD links above for examples. The timelines set by NSERC are tight and it is difficult to meet the prescribed

deadlines even when the TAC is notified in advance, such are the demands on the industrial working professional. This is an issue to be resolved as NSERC expects UNENE to meet its deadlines. The Secretary / Treasurer keeps a record of the progress of each sponsored grant and reports it at each Board meeting. See <http://www.unene.ca/admin/BOD/bod.htm#LATEST> for an example S/T report.

5 Education

To date, the Joint Master's of Engineering Degree is the chief activity of the educational segment of UNENE. It is a course-based program for the working professional. More recently, educational activities have been extended by the inclusion of refresher courses and distance education

5.1 Joint Master's of Engineering Degree

The UNENE educational program is a graduate studies program accredited by the Ontario Council of Graduate Studies (OCGS). It is a joint course-based Master's of Engineering program in Nuclear Engineering offered by McMaster, Waterloo, Western and Queen's. The original program concept included University of Toronto but Toronto has not yet prepared the paperwork for submission to OCGS. The student can take a variety of courses in areas that are fundamental to nuclear power plant design, operation and safety as well as to the technologies of many industries which use nuclear techniques. The program provides an overview of the fundamentals in many nuclear topic areas.

In order to take any of the UNENE courses the student must be registered as a graduate student at one of the UNENE universities.

The requirement for a Master's of Engineering degree is ten UNENE courses or eight such courses and an industrial project. Public domain program details can be found at <http://www.unene.ca/courses/education.htm>. Password protected program information (internal documentation for program approvals, course evaluations, finances, standard operating procedures (SOP), student feedback etc.) can be found at <http://www.unene.ca/admin/MEng/MEng.htm>.

5.1.1 Accreditation

All university graduate level programs voluntarily submit to an accreditation review (a form of peer review). This is the de facto standard and is essential if a university is to maintain its reputation. The university based UNENE program is no exception. Once the accreditation was awarded in 2005, the program has run fairly smoothly. Note that any *new* UNENE course must be shown and documented to be equivalent to an existing graduate course at a member university.

5.1.2 Finances

The financial basis of the program is as follows:

- Course tuition is \$2500.
- This income is split three ways:
 - i. 50% to the university department hosting the course. The professor's stipend of \$15k is paid by the department from this income.
 - ii. 20% to the university department where the student is registered.
 - iii. 30% to UNENE.

UNENE has agreed to cover any losses a department may incur upon delivery of a course since it was felt that courses should be run on the regularly scheduled basis even though enrolment might be low from time to time. UNENE also pays for travel expenses of the professor. In addition, university departments typically pay fringe benefits and an overhead fee even though such a tax is inappropriate here. The balance sheet for a given course can get convoluted so a spreadsheet was prepared to automate calculation. It can be found at <http://www.unene.ca/admin/MEng/MEng.htm#EVAL>.

5.1.3 Administration

Administration of a graduate program is not a trivial task. It is essential that it be run by an experienced secretary so that the student's program is not negatively affected. The administrator must be a university employee. A number of standard operating procedures have been prepared and can be found at <http://www.unene.ca/admin/MEng/MEng.htm#SOP>.

6 Annual Report

Annual reports serve as a showcase of UNENE nationally and internationally. In addition, UNENE member institutions need a showcase document for their internal deliberations. Sample reports can be found at <http://www.unene.ca/admin/index.html#AR04> and at <http://www.unene.ca/about/about.htm>. Issue to be resolved: To ensure timely contributions from the researchers and, from Board and Committee Chairs and Vice-Chairs.

Since the audited financial statements are usually not available till September of each year, some 5 months after the fiscal year end (March 31), and since it is best to report the most recent research information, it has been the practice to use a December 31 cutoff for research reports. Also, Committee changes tend to be made in September so that date is used in Committee reports. In short, for the annual report 08/09, reporting dates for late 09 are used.

7 Definitions

Definition of terms:

- AECL Atomic Energy of Canada Limited
- BOD Board of Directors
- BP Bruce Power
- CRD Collaborative Research and Development
- EAC Educational Advisory Committee
- IRC Industrial Research Chair
- NSERC Natural Sciences and Engineering Research Council
- OPG Ontario Power Generation
- RAC Research Advisory Committee
- RMC Royal Military College
- SRA Sponsored Research Agreement
- TAC Technical Advisory Committee
- UNENE University Network of Excellence in Nuclear Engineering
- UOIT University of Ontario Institute of Technology

8 About this document:

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Author and affiliation:

Bill Garland, Academic Consultant
Ben Rouben, Secretary / Treasurer
Basma Shalaby, President
Victor Snell, Program Director

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