



General Faculties Council
Academic Planning Committee
Approved Open Session Minutes

Wednesday, November 25, 2020
Zoom Virtual Meeting
2:00 PM - 4:00 PM

ATTENDEES:

Steven Dew, Chair
Joel Agarwal
Chris Andersen
Amlan Bose
Walter Dixon
Shannon Erichsen
Todd Gilchrist
Jelena Holovati
Susanne Luhmann

Pirkko Markula
Melissa Padfield
Jerine Pegg
Susan Sommerfeldt
Kisha Supernant
Marc Waddingham
Sheena Wilson
Ding Xu
Yan Yuan

non-voting|:
Brad Hamdon
Kate Peters

Staff:
Heather Richholt, Scribe

OPENING SESSION

1. Approval of the Agenda

Materials before members are contained in the official meeting file.

Presenter(s): Steven Dew, Provost and Vice-President (Academic) and Chair of GFC Academic Planning Committee (APC)

Discussion:

The Chair went over the agenda and explained his intention to ask APC to endorse a "college model" without asking them to commit to what that model looks like or the administrative structure that supports it, in order to allow GFC to fully discuss and determine their own recommendation to the Board of Governors. He noted that at the GFC meeting on November 23, there appeared to be support for some form of college model but there was further work to do on the variations within that model. He acknowledged that GFC was concerned with the administrative structure of the proposed model and would want to engage further on that topic as well.

Members discussed options regarding the recommendation to GFC and some of the concerns that GFC expressed and would need to work through.

Motion: Erichsen/Xu

THAT the GFC Academic Planning Committee approve the agenda.

CARRIED

2. Comments from the Chair (no documents)

Presenter(s): Steven Dew, Provost and Vice-President (Academic) and Chair of APC

Discussion:

In his comments, the Chair spoke about the updates to the Provincial public health restrictions related to the COVID-19 pandemic, and the potential to delay the start of the 2021 winter term to January 11.

DISCUSSION ITEMS

3. Academic Restructuring Proposal

Materials before members are contained in the official meeting file.

Presenter(s): Bill Flanagan, President and Vice-Chancellor; Steven Dew, Provost and Vice-President (Academic) and Chair of APC

Purpose of the Proposal: The Academic Planning Committee is asked to review the proposed college model and its variants in preparation for the meeting of GFC on December 7. APC is asked to propose draft motions and draft amendments to these motions, in order to permit GFC a full opportunity to consider the type of college model it wishes to recommend and its preferred administrative structure.

Discussion:

The Chair noted his appreciation for the collegial discussion at GFC and explained that the dominant discussions were reflected in the sample motions in the GES.

During the discussion, members and presenters asked questions and expressed opinions and responses including but not limited to:

- the concerns of Department Chairs and the "Invisible College Model" that was developed by some members of the Academy and circulated informally;
- GFC's discussion related to the Academic Restructuring Working Group's (ARWG) College Model;
- how best to guide the discussion at GFC on December 7;
- APC's role to recommend to GFC;
- the many discussions that were happening on campus related to Academic Restructuring;
- that the President and Provost welcomed the discussion at GFC;
- concerns about whether GFC was ready to make a decision or needed more time;
- concerns about support staff job loss;
- the desire for Dentistry to move into its own School or Faculty within the new structure;
- confusion as to how the "Invisible College Model" could come forward without consultation;
- that the ARWG, the President and the Provost did not endorse a shared services model like the "Invisible College Model" because it did not address the non-financial goals of restructuring, but that GFC would discuss and determine their own recommendation to the Board;
- that a shared services model would not be academic restructuring and would only be administrative restructuring;
- that any recommendations made regarding administrative restructuring would not preclude work that was happening under the Service Excellence Transformation (SET) initiative;
- the importance of the order of motions and that the recommendation related to the management structure would influence the recommendation related to the alignment of Faculties under Colleges;
- the ARWG's position that Executive Deans at the College level were necessary to ensure administrative services were responsible to the academic mission;
- an opinion that the university needed to do more work to foster and create incentives for interdisciplinarity and an Executive Dean was not the best way to do this;
- concern with adding more administrative leadership and the importance of preserving academic leadership;
- options for the best alignments of Faculties;
- that Executive Deans could be appointed on an interim basis and the leadership structure revisited after a set amount of time; and

- clarification that any Executive Dean would be an academic.

ACTION ITEMS

4. Academic Restructuring Proposal

Materials before members are contained in the official meeting file.

Presenter(s): Steven Dew, Provost and Vice-President (Academic) and Chair of APC

Dr Dew stepped out of the Chair and Dr Markula assumed the role.

Discussion:

During the discussion, members asked questions and expressed opinions including but not limited to:

- the definition of a "College" as an academic entity, a grouping of Faculties that share administrative services and build collaborative programming and research;
- whether that definition also applied to the "Invisible College Model";
- a suggestion to change the wording so that the endorsement is of "the concept" of a college model only; and
- that this would serve as a starting point for GFC but that they would be free to take a different direction.

A member asked why Executive Deans were essential to the proposed college model and whether there would be less support staff job losses if the university did not appoint Executive Deans. Dr Dew replied that an Executive Dean would be responsible for ensuring that administrative services were accountable to an academic leader, and driving coordination and greater alignment to institutional goals across and within Colleges. He noted that Executive Deans would have to be committed to the success of the College and not have conflicting responsibilities as a Dean of a Faculty would have. He further explained that the objective was not just to save money but to ensure that we deliver on our academic mission. He observed that preserving jobs would not be sufficient if we were not able to be effective in the new structure.

Motion: Pegg/Wilson

Motion from the floor:

THAT the GFC Academic Planning Committee extend the meeting for an additional 30 minutes.

CARRIED

Motion: Dew/Gilchrist

THAT the GFC Academic Planning Committee endorse the concept of a college model by General Faculties Council and refers to GFC the specific question of the content of the college model and its administrative structure.

CARRIED

2 opposed (A Bose, J Pegg)

Dr Markula stepped out of the Chair and Dr Dew resumed the role.

INFORMATION REPORTS

Materials before members are contained in the official meeting file.

5. Items Approved by GFC Academic Planning Committee by email ballots

There were no items.

6. Information Items Forwarded to Committee Members Between Meetings
-Email, S Dew to members of APC November 24, 2020

CLOSING SESSION

7. Adjournment
 - Next Meeting of APC: December 9, 2020
 - Next Meeting of GFC: December 7, 2020

The Chair adjourned the meeting at 4:25 p.m.