

The following Motions and Documents were considered by the GFC Academic Planning Committee at its Wednesday, May 19, 2021 meeting:

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Agenda Title: **Metrics Associated with Academic Restructuring**

CARRIED MOTION:

THAT the GFC Academic Planning Committee recommend that General Faculties Council recommend that the Board of Governors approve the proposed metrics associated with academic restructuring, as set forth in Attachment 1, as amended.

FINAL Item 4

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Agenda Title: **Proposed Tuition Adjustment to Domestic Rates for 2021/22 - Master of Science in Internetworking, and Master of Science with Specialization in Multimedia**

CARRIED MOTION:

THAT the Academic Planning Committee, with delegated authority from the General Faculties Council, recommend that the Board of Governors approve the following exceptions to the approved 2021-22 domestic tuition fees proposal:

- the Master of Science in Internetworking, and
- the Master of Science with Specialization in Multimedia programs, as set forth in Attachment 1, to take effect for Fall 2021.

FINAL Item 5

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Agenda Title: **Proposed Tuition Rates: New Graduate Certificates in Adapted Physical Activity; Coaching; and Educational Studies**

CARRIED MOTION:

THAT the Academic Planning Committee, with delegated authority from the General Faculties Council, recommend that the Board of Governors approve the tuition proposal for new graduate certificates in Adapted Physical Activity; Coaching; and Educational Studies, as described in Attachment 1, and including:

- 2021-22 Domestic tuition to take effect in July 2021;
- 2021-22 International tuition to take effect in July 2021; and
- 2022-23 International tuition to take effect in Fall 2022.

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FINAL Item No. 4

**Governance Executive Summary**  
**Action Item**

<b>Agenda Title</b>	<b>Metrics associated with academic restructuring</b>
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**Motion 1**

THAT the GFC Academic Planning Committee recommend that General Faculties Council recommend that the Board of Governors approve the proposed metrics associated with academic restructuring, as set forth in Attachment 1, as amended.

**Item**

Proposed by	Steve Dew, Provost and Vice-President (Academic)
Presenter	Steve Dew, Provost and Vice-President (Academic)

**Details**

Office of Administrative Responsibility	Provost and Vice-President (Academic)
The Purpose of the Proposal is (please be specific)	The proposal is before the committee in response to a recommendation included in the report generated from the committee of the whole discussion at the GFC meeting on February 8, 2021.
Executive Summary ( <i>outline the specific item – and remember your audience</i> )	<p>On December 11, 2020, the Board of Governors passed a motion that approved a leadership model for the new colleges that includes leadership by a Council of Deans, with implementation led by a College Dean chosen from among the members of the Council. The motion noted that the structure would be reviewed in 18 months. Reporting requirements were described as follows:</p> <p><i>With clear metrics, including financial and quality of shared services (including clinical, excellence in interdisciplinary research, and education), to be developed by the Board of Governors, with progress to be reported monthly to GFC, the Board of Governors, and administration over the next 12 months.</i></p> <p>On February 8, 2021, GFC participated in a committee of the whole discussion on collegial governance. One of the motions passed during that session was: <i>That the Committee of the Whole adopt for inclusion in its report the recommendation that the agenda for the meeting of February 22nd include an item for GFC to determine a process for developing its position on metrics.</i> On February 22, GFC agreed that the Academic Planning Committee was an appropriate venue to develop a position on metrics associated with academic restructuring for GFC's consideration.</p> <p>In considering GFC's position on metrics, the Academic Planning Committee has focused on the following areas, which are priorities for the Board of Governors:</p> <ul style="list-style-type: none"> <li>• <b>Cost-Reduction:</b> One of the goals of the new structure is to reduce costs by realizing economies of scale in larger academic units.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Quality Assurance: The new model must entrench high quality shared services.</li> <li>• Interdisciplinarity: The new model is intended to enhance interdisciplinary program and research opportunities within and across Colleges.</li> </ul>
Supplementary Notes and context	<This section is for use by University Governance only to outline governance process.>

**Engagement and Routing** (Include proposed plan)

Consultation and Stakeholder Participation	<p>General Faculties Council, Committee of the Whole, Feb 8, 2021          General Faculties Council, February 22, 2021          Academic Planning Committee (APC), March 17, 2021          APC Working Group on Metrics, March 29, April 9, May 11, 2021          GFC Executive - April 12, 2021          GFC APC- April 14, 2021          GFC - April 26, 2021          BFPC - April 27, 2021 (discussion of financial, service quality metric)          BLRSEC - April 30, 2021 (discussion of interdisciplinarity metric)          APC - May 5, 2021          APC - May 19, 2021 (recommendation)          GFC - June 7, 2021 (recommendation)          BFPC, BLRSEC - TBD (recommendation)          Board - June 18, 2021 (approval)</p>
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**Strategic Alignment**

Alignment with <i>For the Public Good</i>			
Alignment with Core Risk Area	<p>Please note below the specific institutional risk(s) this proposal is addressing.</p> <table border="1"> <tr> <td> <input type="checkbox"/> Enrolment Management  <input type="checkbox"/> Faculty and Staff  <input type="checkbox"/> Funding and Resource Management  <input type="checkbox"/> IT Services, Software and Hardware  <input checked="" type="checkbox"/> Leadership and Change  <input type="checkbox"/> Physical Infrastructure                 </td> <td> <input type="checkbox"/> Relationship with Stakeholders  <input type="checkbox"/> Reputation  <input type="checkbox"/> Research Enterprise  <input type="checkbox"/> Safety  <input type="checkbox"/> Student Success                 </td> </tr> </table>	<input type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input checked="" type="checkbox"/> Leadership and Change <input type="checkbox"/> Physical Infrastructure	<input type="checkbox"/> Relationship with Stakeholders <input type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input type="checkbox"/> Safety <input type="checkbox"/> Student Success
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Legislative Compliance and jurisdiction	<p>General Faculties Council Terms of Reference          APC Terms of Reference          Section 26(1) of the PLSA states that “Subject to the authority of the board, a general faculties council is responsible for the academic affairs of the university and, without restricting the generality of the foregoing, has the authority to(...):          (o) make recommendations to the board with respect to (...) matters considered by the general faculties council to be of interest to the university”</p>		

Attachment 1: Metrics associated with academic restructuring (pages 1-2)

Prepared by: Kathleen Brough, Chief of Staff, Office of the Provost and Vice-President (Academic)

## **Development of a GFC position on metrics associated with academic restructuring** Draft for Discussion

### **Background:**

On December 11, 2020, the Board of Governors passed three motions that created the new College structure and its leadership model for the University. Reporting requirements were described as follows:

*With clear metrics, including financial and quality of shared services (including clinical, excellence in interdisciplinary research, and education), to be developed by the Board of Governors, with progress to be reported monthly to GFC, the Board of Governors, and administration over the next 12 months.*

The intent of this part of the motion is to provide a mechanism to monitor the effectiveness and progress of the college model through the first year of implementation. However, a major complication is that academic restructuring and SET are tightly integrated and complementary. Both are strategies (economies of scale vs workflow/workforce optimization) to mitigate the organizational impacts that result from the budget cuts so that the academic mission is sustained even as the number of people available to support it is significantly reduced. That they produce overlapping outcomes makes it virtually impossible on a month-by-month basis to separate the financial and service quality impacts resulting from the two strategies. For that reason, the financial and service metrics below are looking at outcomes that result from both elements of UAT.

#### 1) Financial

The purpose of this metric is to track progress towards achieving the UAT goal for cost reduction.

Proposed metric: The annualized cost related to administrative staff and academic leader salaries and benefits (on an FTE basis) will be tracked separately with their sum intended to meet a reduction target of \$27M over the fiscal year ending March 31, 2022. These reductions are inclusive of Deans, College Deans, Vice Deans, Associate Deans, Chairs, Associate Chairs and all salaried administrative staff, excluding student employees.

#### 2) Quality of Shared Services

The purpose of this measure is to provide reassurance that acceptable quality of service is being maintained despite the reduction in expenditure to provide those services.

Proposed Approach: Through a monthly survey of key stakeholders, shared service quality will be monitored at a high level through standardized questions using a 5 point Likert scale, recognizing that different services are being restructured at different times. This will be administered by the SET office to faculty, staff and students as part of its monthly pulse surveying.

Key stakeholders that will be surveyed include key client leaders such as College and Faculty General Managers and Academic Department Managers. For student-facing services, student leaders and a representative sample of users would be polled. For faculty-facing service, faculty leaders and a representative sample of users would be polled. These individuals will be asked to reflect on their personal experience with the services. Respondents will be asked about various aspects of the service including timeliness, whether their particular needs were met and overall satisfaction.

(Note that experience at other institutions indicates that service quality indicators generally initially fall before eventually recovering when restructuring occurs as both providers and users struggle to adjust to new processes. For that reason, a target is not proposed.)

3) Interdisciplinarity

The purpose of this measure is to validate that the college structure is successful at supporting interdisciplinary academic activities.

Proposed Approach: Interdisciplinary scholarship and learning occurs in diverse contexts across the university, making it difficult to quantify in a manner that reflects the different approaches to scholarly work across the academy. We propose that this is an area that is more appropriately assessed through qualitative means and narrative and is perhaps better assessed at the 18 month review rather than on a month by month basis.

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**Governance Executive Summary  
Action Item**

<b>Agenda Title</b>	<b>Proposed Exceptions to Domestic Tuition Rates for 2021/22 - Master of Science in Internetworking, and Master of Science with Specialization in Multimedia</b>
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**Motion**

THAT the Academic Planning Committee, with delegated authority from the General Faculties Council, recommend that the Board of Governors approve the following exceptions to the approved 2021-22 domestic tuition fees proposal:

- the Master of Science in Internetworking, and
- the Master of Science with Specialization in Multimedia programs,

as set forth in Attachment 1, to take effect for Fall 2021.

**Item**

Action Requested	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Recommendation
Proposed by	Provost and Vice-President (Academic) and Vice-President (University Services and Finance)
Presenter(s)	Steven Dew, Provost and Vice-President (Academic) and Todd Gilchrist, Vice-President (University Services and Finance)

**Details**

Responsibility	Provost and Vice-President (Academic) and Vice-President (University Services and Finance)
The Purpose of the Proposal is <i>(please be specific)</i>	To propose reversing the 7% increase for domestic tuition that was approved for Fall 2021 for these two programs.
Executive Summary <i>(outline the specific item – and remember your audience)</i>	On March 12, 2021, the Board approved a domestic tuition increase of 7% for course based graduate programs, including these two programs, for Fall 2021. Domestic and international tuition for these two programs has traditionally been the same. Reversing the 7% increase for domestic students for the Fall 2021 term will maintain the same rates for domestic and international students. This has been the approved approach for these programs since their inception.
Supplementary Notes and context	<This section is for use by University Governance only to outline governance process.>

**Engagement and Routing (Include meeting dates)**

Consultation and Stakeholder Participation <i>(parties who have seen the proposal and in what capacity)</i>	<p><b><u>Those who are actively participating:</u></b></p> <ul style="list-style-type: none"> <li>● Office of the Provost and Vice-President (Academic)</li> <li>● Office of the Vice-President (University Services and Finance)</li> <li>● Office of the Registrar</li> <li>● Faculty of Graduate Studies and Research</li> <li>● Office of Resource Planning</li> </ul>
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<For information on the protocol see the <a href="#">Governance Resources section Student Participation Protocol</a> >	<u><i>Those who have been consulted:</i></u>
Approval Route (Governance) (including meeting dates)	APC - May 19, 2021 BFPC - May 25, 2021 Board of Governors - June 18, 2021

**Strategic Alignment**

Alignment with <i>For the Public Good</i>	<b>Build</b> a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada, and the world. <b>Sustain</b> our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.	
Alignment with Institutional Risk Indicator	Please note below the specific institutional risk(s) this proposal is addressing.	
Legislative Compliance and jurisdiction	<i>Post-Secondary Learning Act of Alberta</i> APC Terms of Reference	

<input checked="" type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input checked="" type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input type="checkbox"/> Leadership and Change <input type="checkbox"/> Physical Infrastructure	<input type="checkbox"/> Relationship with Stakeholders <input type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input type="checkbox"/> Safety <input type="checkbox"/> Student Success
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Attachments

1. Proposed Tuition Adjustment to Domestic Rates for 2021/22 (1 page)

Prepared by: Kathleen Brough, Chief of Staff, Office of the Provost and Vice-President (Academic)

## Proposed Tuition Adjustment to Domestic Rates for 2021/22

### Attachment 1

Program	2020-21	2021-22*
Master of Science in Internetworking	\$2200 per 3 credits	\$2200 per 3 credits
Master of Science with Specialization in Multimedia	\$2000 per 3 credits	\$2000 per 3 credits

\* On March 12, 2021, the Board approved a domestic tuition increase of 7% for course based graduate programs, including these two programs, for Fall 2021. This would have resulted in a rate of \$2,354 for the MSc in Internetworking and a rate of \$2,140 for the MSc with Specialization in Multimedia. Domestic and international tuition for these two programs has traditionally been the same. Removing the 7% increase for domestic students for the Fall 2021 term will maintain the same rates for domestic and international students. This has been the approved approach for these programs since their inception.



FINAL Item No. 6

**Governance Executive Summary**  
**Action Item**

<b>Agenda Title</b>	<b>Proposed Tuition Rates: New Graduate Certificates in Adapted Physical Activity; Coaching; and Educational Studies</b>
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**Motion**

THAT the Academic Planning Committee, with delegated authority from the General Faculties Council, recommend that the Board of Governors approve the tuition proposal for new graduate certificates in Adapted Physical Activity; Coaching; and Educational Studies, as described in Attachment 1, and including:

- 2021-22 Domestic tuition to take effect in July 2021;
- 2021-22 International tuition to take effect in July 2021; and
- 2022-23 International tuition to take effect in Fall 2022.

**Item**

Action Requested	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Recommendation
Proposed by	Provost and Vice-President (Academic) and Vice-President (University Services and Finance)
Presenter(s)	Steven Dew, Provost and Vice-President (Academic) and Todd Gilchrist, Vice-President (University Services and Finance)

**Details**

Responsibility	Provost and Vice-President (Academic) and Vice-President (University Services and Finance)
The Purpose of the Proposal is <i>(please be specific)</i>	To propose tuition rates for three recently approved graduate certificates.
Executive Summary <i>(outline the specific item – and remember your audience)</i>	<p>The University has recently proposed three new graduate certificates in Adapted Physical Activity; Coaching; and Educational Studies. The certificates in Adapted Physical Activity and Coaching have been approved by the Minister of Advanced Education; the certificate in Educational Studies is pending Minister approval.</p> <p>All three programs were approved through the University's governance committees without tuition rates, so proposed tuition is now being brought forward for approval. All three programs are scheduled to take effect in July, 2021. At this time, we are proposing domestic and international rates for 2021, and a 2% increase for new international students for Fall 2022 (in alignment with the broad proposal for Fall 2022 international tuition.)</p>
Supplementary Notes and context	<This section is for use by University Governance only to outline governance process.>

**Engagement and Routing** (Include meeting dates)

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<p>Consultation and Stakeholder Participation (parties who have seen the proposal and in what capacity)</p>	<p><b><u>Those who are actively participating:</u></b></p> <ul style="list-style-type: none"> <li>● Office of the Provost and Vice-President (Academic)</li> <li>● Office of the Vice-President (University Services and Finance)</li> <li>● Office of the Registrar</li> <li>● Faculty of Graduate Studies and Research</li> </ul>
<p>&lt;For information on the protocol see the <a href="#">Governance Resources section Student Participation Protocol</a>&gt;</p>	<p><b><u>Those who have been consulted:</u></b></p>
<p>Approval Route (Governance) (including meeting dates)</p>	<p>APC - May 19, 2021 BFPC - May 25, 2021 Board of Governors - June 18, 2021</p>

**Strategic Alignment**

<p>Alignment with <i>For the Public Good</i></p>	<p><b>Build</b> a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada, and the world. <b>Sustain</b> our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.</p>			
<p>Alignment with Institutional Risk Indicator</p>	<p>Please note below the specific institutional risk(s) this proposal is addressing.</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <input checked="" type="checkbox"/> Enrolment Management  <input type="checkbox"/> Faculty and Staff  <input checked="" type="checkbox"/> Funding and Resource Management  <input type="checkbox"/> IT Services, Software and Hardware  <input type="checkbox"/> Leadership and Change  <input type="checkbox"/> Physical Infrastructure                 </td> <td style="width: 50%; vertical-align: top;"> <input type="checkbox"/> Relationship with Stakeholders  <input type="checkbox"/> Reputation  <input type="checkbox"/> Research Enterprise  <input type="checkbox"/> Safety  <input type="checkbox"/> Student Success                 </td> </tr> </table>		<input checked="" type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input checked="" type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input type="checkbox"/> Leadership and Change <input type="checkbox"/> Physical Infrastructure	<input type="checkbox"/> Relationship with Stakeholders <input type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input type="checkbox"/> Safety <input type="checkbox"/> Student Success
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<p>Legislative Compliance and jurisdiction</p>	<p><i>Post-Secondary Learning Act of Alberta</i> APC Terms of Reference</p>			

Attachments

1. Proposed Tuition Rates for New Graduate Certificates (1 page)

*Prepared by:* Kathleen Brough, Chief of Staff, Office of the Provost and Vice-President (Academic)

## Proposed Tuition Rates for New Graduate Certificates

### Attachment 1

#### New Tuition Proposals

<b>Graduate Certificate</b>	<b>2021-22 Domestic Per Course Rate</b>	<b>2021-22 International Per Course Rate</b>	<b>2022-2023 International Per Course Rate (new students only)</b>
Graduate Certificate in Adapted Physical Activity	\$1,600	\$2,000	\$2,040
Graduate Certificate in Coaching	\$1,600	\$2,000	\$2,040
Graduate Certificate in Educational Studies	\$1,400	\$1,864.30*	\$1,901.52

\*Indexed to the standard international graduate course based master rate