



Monday, January 25, 2021
meeting extended 2:00 PM - 4:00 **6:00 PM**
meeting to stand adjourned to
Monday, February 8, 2021
2:00 – 4:00 PM
 Zoom Virtual Meeting

OPENING SESSION ~~2:00—2:30 p.m.~~

- | | | |
|----|--|---------------|
| 1. | Approval of the Agenda | Bill Flanagan |
| 2. | Report from the President <ul style="list-style-type: none"> • COVID-19 & update on Public Health Regulation • Vice-President Updates • Board Decision on December 11th | Bill Flanagan |

CONSENT AGENDA ~~2:30—2:35 p.m.~~

[If a member has a question or feels that an item should be discussed, they should notify the Secretary to GFC, in writing, two business days or more in advance of the meeting so that the relevant expert can be invited to attend.]

- | | |
|----|---|
| 3. | A. Approval of the Open Session Minutes of November 23, 2020
B. Approval of the Open Session Minutes of December 7, 2020 |
| 4. | New Members of GFC |

DISCUSSION ITEMS 2:00 – 4:00 p.m.

- | | | |
|----|---|---|
| 5. | Remote Delivery and Assessment | Steven Dew
Wendy Rodgers
John Nychka |
| 6 | Collegial Governance at the University of Alberta in Light of December events at GFC and the Board | |
| 7. | Clean Air Strategy | Andrew Sharman
Kevin Friese
Andrew Leitch |
| 8. | Integrated Asset Management Strategy (IAMS) Update | Andrew Sharman |
| 9. | Question Period <ul style="list-style-type: none"> 9.1 GFC Question and Response on Expectations for the Chair 9.2 GFC Question and Response on Lab Closures 9.3 GFC Question and Response on Metrics 9.4 GFC Question and Response on Written Questions 9.5 GFC Question and Response on Position Description | Bill Flanagan |

- 9.6 GFC Question and Response on Role of Chair
- 9.7 GFC Question and Response on Board Training

INFORMATION REPORTS

[If a member has a question about a report, or feels that a report should be discussed by GFC, they should notify the Secretary to GFC, in writing, two business days or more in advance of the meeting so that the Committee Chair (or relevant expert) can be invited to attend.]

- 10. Report of the GFC Executive Committee
- 11. Report of the GFC Academic Planning Committee
- 12. Report of the GFC Programs Committee
- 13. GFC Nominations and Elections
A. [Current Vacancies on GFC Committees](#)
- 14. Report of the Board of Governors
- 15. [COVID-19 Governance Decision Tracker](#)
- 16. Information Items (no items to date)
- 17. Information Forwarded to GFC Members Between Meetings (no items to date)

CLOSING SESSION

- 18. Adjournment
- Next Meeting of General Faculties Council: February 22, 2021

Presenter(s):

Bill Flanagan	President and Vice-Chancellor, University of Alberta
Andrew Sharman	Vice-President (Facilities and Operations)
Kevin Friese	Assistant Dean, Health and Wellness
Andrew Leitch	Director, ERM Programs
Steven Dew	Provost and Vice-President (Academic)
John Nychka	Vice-Provost (Learning Initiatives), Chair GFC Committee on the Learning Environment

Documentation was before members unless otherwise noted.

Meeting REGRETS to:	Heather Richholt, 780-492-1937, richholt@ualberta.ca
Prepared by:	Kate Peters, GFC Secretary
University Governance	www.governance.ualberta.ca

PRESIDENT'S REPORT

TO THE GENERAL FACULTIES COUNCIL | January 25, 2021

The first six months of my term as president have placed unusual and weighty demands on every member of the U of A community. As I continue to meet with many members of the university community, I remain enormously encouraged by the passion that so many hold for this institution. That dedication has been evident throughout the consultations for University of Alberta for Tomorrow (UAT) as well as the remarkable response of the university community to dealing with the challenges posed by COVID-19.

With the direction for our restructuring efforts now set by the Board, we can move toward implementing the changes necessary to ensure a solid and sustainable future for the U of A. Our environment continues to be shaped by external factors--dealing with the realities of budgets and ongoing COVID restrictions are certainly a factor in how we arrive at that future. Most importantly, now that we have a clear structure to work towards, we can collaborate to achieve that goal.

Our community has a history of coming together in times of change and crisis. The anniversary of the tragic loss of life on Flight PS752 has reminded us that we can deal with difficult times best when we pull together and support one another. There will be further layoffs in the months ahead and I understand that everyone is anxious to know what their future holds. Senior Leadership and the UAT team are working hard to minimize the loss of personnel yet also achieve our necessary financial objectives.

On March 26, a summit between the Board of Governors, GFC and Senate will provide an opportunity for the governance bodies of the university to collaborate and plan for the future.

I would like to thank all members of our community for your efforts and willingness to adapt to a constantly shifting landscape this year. Due to a lot of hard work across our campuses we have kept the university operating, continued to deliver high quality programs to our students, and forged ahead on research and partnership opportunities.

UAT Update

As you know, on December 11, 2020, the Board of Governors adopted the recommendation of General Faculties Council (GFC) to establish three new colleges effective July 1, 2021. These colleges will group 13 of our faculties in a way that will help us achieve significant savings in administrative costs. Of equal importance, these new colleges will deepen and diversify the university's ability to enrich teaching, research and community engagement, especially along interdisciplinary and multidisciplinary lines. The colleges will enhance the university's ability to address some of the most pressing challenges of our time, including advancing human health and wellness, science that advances knowledge and improves lives, and building a society with justice, equity and opportunity for all.

Although both GFC and the board expressed broad support for the creation of the colleges, it is important to acknowledge that there was less agreement about the management structure for the new colleges. Rather than introducing a college dean to head the new college, GFC recommended that the colleges be led instead by a collegial council composed of the deans of the college. On the other hand, the board was generally of the view that the new colleges required a more explicit leadership and accountability framework to ensure that the university would meet its budget requirements.

In a creative compromise, the board approved a model whereby the college will be led by “a collegial Council of Deans” and “each college will be implemented by a college dean, seconded from and by the existing deans.” The college dean will be “responsible for the administration of the college” and will work closely with and regularly report to the Council of Deans on the progress in implementing the new college. Each faculty will continue to be led “by a Dean who reports to the Provost.” After 18 months, the president “shall undertake a review of the college administrative and leadership structure and report to the Board of Governors and GFC.” The board will also develop metrics to assess the colleges’ performance, and over the next 12 months, monthly reports will be provided to the board and GFC. It is important to note that this compromise motion drew broad support from the board, including a cross-section of various university community stakeholders on the board.

Some members of GFC and the broader community have reached out to me to let me know that they are disappointed with the board’s decision and my own decision to recuse myself from debate and voting on the motions before the board. I have provided a response to these concerns in my [Jan 14 UAT update post](#) and we will also have an opportunity to address the issue together at GFC on Jan 25.

I recognize and respect that many have sincere and strongly held views concerning the different approaches taken by GFC and the board on the management structure of the new colleges. I also recognize that one of my key responsibilities as president is to build, to the best of my ability, a productive working relationship with the Board of Governors and GFC. I will continue to do all that I can to meet and advance this responsibility.

Over the next six months, the establishment of the colleges and the continued implementation of SET will be the focus of U of A for Tomorrow. On Jan 14, we announced that, effective July 1, 2021, Greta Cummings will take on the new role of Interim College Dean of the College of Health Sciences, Matina Kalcounis-Rueppell as Interim College Dean of the College of Natural and Applied Sciences, and Joseph Doucet as Interim College Dean of Social Sciences and Humanities. They will start the planning process to create the new colleges, including developing a strategic plan to foster interdisciplinary teaching and research within and between the three colleges and developing a model for shared administrative services. As provided in the board motion, the new colleges will be in place by July 1, 2021.

BUILD

Victims of Flight PS752 honored on anniversary of tragedy

On January 8, 2020, 176 passengers tragically lost their lives aboard Ukraine International Airlines Flight PS752. Ten members of the University of Alberta community, plus three of their immediate family members were among those passengers. The post-secondary community around the country lost incredible talent and potential through this tragedy and [moments of silence were held across Canada to mark the first anniversary.](#)

2021 Community Connections Awards

The [University of Alberta's Community Connections Awards](#) honour those individuals and groups who have embodied the U of A's promise to "uplift the whole people" by sharing their expertise, time, and energy for the benefit of the public good. Three awards are presented annually to those who support, study and work at the University of Alberta. Nominations in all three categories are open until February 5.

EXPERIENCE

Festival of Teaching and Learning

This year's iteration of the [Festival of Teaching and Learning](#) has gone virtual. Upcoming events include Digital Tools and Literacy, and Holistic Teaching and Active Learning. Past sessions and podcasts are also available for professional development when your schedule allows.

Hesje Observatory opens in dark sky preserve

Located in the Beaver Hills Dark Sky Preserve near Miquelon Lake, the [Hesje Observatory](#) will provide a wonderful opportunity for professional and amateur sky-watchers, alike. Until the pandemic has eased and they hold a public opening, you can [watch a virtual tour of the facility.](#)

EXCEL

Order of Canada

The Order of Canada honours people who make extraordinary contributions to the nation. Three individuals with ties to the U of A were [recently named or promoted within the order](#).

- Dr. Bob Steadward - promoted as an Companion
- Dr. Lori West - appointed as an Officer
- Chancellor Emeritus Doug Stollery – appointed as a Member

Research Excellence

- Dr. Richard Schulz, Department of Pediatrics, is the recipient of a [Humboldt Research Award](#) for his outstanding research contributions. [The Schultz Lab](#) has expertise in cardiovascular pharmacology and pathophysiology, particularly in relation to understanding the impact of oxidative stress.
- Mitcas has recognized several individuals from around the country with innovation awards. Ilaria Rubino, a researcher in the Department of Chemical and Materials Engineering, has won the [Outstanding Innovation – International](#) award for her work developing a face mask featuring a unique salt-coating that has shown to effectively kill viruses and bacteria and has great promise in the ongoing fight against COVID-19.
- WUN [Research Development Fund \(RDF\) 2020](#) awards were announced in December and included seven projects involving U of A researchers. Two of those projects feature the U of A as the lead university: “Impact of the COVID-19 Pandemic on Adolescents’ Sexual and Reproductive Health in Low- and Middle-Income Countries”; and “Norms, standards, and enforcement of the COVID-19 International Certificate of Vaccination.”

ENGAGE

Website helps support LGBTQ2+ people with cancer

Created in collaboration with the University of Fraser Valley and Queen’s University, a new website, Queering Cancer, includes a peer support forum, a collection of patient stories and a fully searchable database of [cancer resources specific to LGBTQ2+ individuals](#).

Indigenous communities tap into research rooted in traditions

Dr. Shalene Jobin, Canada Research Chair in Indigenous Governance, has been [working with Indigenous Communities on the issue of citizenship](#), demonstrating that the question of citizenship is a more in-depth and complicated than many people may think.

Scholars join forces on dairy genomics

U of A researchers are working on a [University of Guelph-led project](#) that aims to improve Canadian dairy herd genetics. The goal is to increase cow resilience and resulting in an estimated \$200 million in annual savings for the industry. This project involves five Canadian universities along with universities and industry institutions from USA, Brazil, Denmark, Spain, Germany, Switzerland, and Australia.

SUSTAIN

Li Ka Shing Applied Virology Institute receives \$20M in funding from Government of Alberta


During a celebration of Michael Houghton's Nobel Prize in December, the Government of Alberta signalled its ongoing support for the University of Alberta's leadership in Alberta's biotech sector by [announcing \\$20 million](#) in new funding for the U of A's Li Ka Shing Applied Virology Institute (AVI). The funding will accelerate leading-edge research and commercialization of pharmaceutical and vaccine treatments, such as a hepatitis C vaccine developed by Houghton which will soon be entering clinical trials.

Leadership Transitions

- The Board of Governors has approved Vice-President (Facilities & Operations) Andrew Sharman's [second five-year term](#), effective July 1, 2021. Andrew's contributions to the university throughout his first term have been critical to maintaining and improving the operations of the U of A, including the development of the [Integrated Asset Management Strategy](#) (IAMS) and securing funding for the historic Dentistry-Pharmacy building.
- The search for a new VP (Research and Innovation) is in its early stages. The formal process will begin when the search committee holds its first meeting on January 29 and I look forward to sharing further announcements within this portfolio. I would like to thank Walter Dixon for leading this portfolio as the search continues.
- The appointment of interim college deans was made on January 14. Effective July 1, 2021, [Greta Cummings](#) will take on the new role of Interim College Dean of the College of Health Sciences, [Matina Kalcounis-Rueppell](#) as Interim College Dean of the College of Natural and Applied Sciences, and [Joseph Doucet](#) as Interim College Dean of Social Sciences and Humanities. Over the next six months, the college deans will start the planning process to create the new colleges, including developing a strategic plan to foster interdisciplinary teaching and research within and between the three colleges and developing a model for shared administrative services. The new colleges will be in place by July 1, 2021.

Thank you for your ongoing efforts on behalf of our university.

Yours truly,



Bill Flanagan
President and Vice-Chancellor

New Members of GFC

MOTION I: TO APPOINT:

The following undergraduate student representative to serve on GFC for a term commencing January 25, 2021 and ending April 30, 2021:

Ashley Cardinal

Faculty of Native Studies

MOTION II: TO RECEIVE:

The following statutory ex-officio member, to serve on GFC for a term of office beginning January 1, 2021 and extending for the duration of the appointment:

Elan MacDonald

Vice-President (External Relations)

The following statutory faculty member to serve on GFC for a term of office beginning January 1, 2021 and ending June 30, 2021:

Moin Yahya

Faculty of Law

Governance Executive Summary
Advice, Discussion, Information Item

Agenda Title	Remote Delivery and Assessment
---------------------	---------------------------------------

Item

Proposed by	Steve Dew, Provost and Vice-President (Academic)
Presenter	Steve Dew, Provost and Vice-President (Academic), Wendy Rodgers, Deputy Provost, John Nychka, Vice-Provost (Learning Initiatives)

Details

Office of Administrative Responsibility	Provost and Vice-President (Academic)
The Purpose of the Proposal is (please be specific)	This item is before General Faculties Council to facilitate discussion about solutions to challenges students are facing with the online learning environment, and how best those challenges can be addressed.
Executive Summary (<i>outline the specific item – and remember your audience</i>)	<p>Summary</p> <p>Like other post-secondary institutions across the province and country, the University of Alberta has moved most of its course offerings to remote delivery in response to public health restrictions brought about by the COVID-19 pandemic. This change has presented challenges for both students and instructors. International students, particularly those students who are studying from abroad because of travel restrictions, may have particular challenges presented by remote learning. A number of students have raised concerns about the impact of connecting to synchronous learning activities from widely different time zones, as well as the impact of participation grades.</p> <p>A number of potential solutions to these challenges have been suggested. The issues are complex and touch a number of other areas including academic freedom and privacy regulations.</p> <p>The complexity of the University's current circumstances calls for compassion, patience, and care in supporting students and instructors alike. The University is committed to working with students and instructors to ensure we overcome these challenges.</p> <p>Scope</p> <p>At present, concerns raised through the form and process established by the International Students' Association have identified student concerns with 125 (as of Jan 22) courses in Winter 2021. There are approximately 7800 course sections currently being offered in the Winter term.</p> <p>Analysis of Fall 2020 data shows that approximately 6% of students were studying in that term from time zones more than 4 hours removed from Mountain Standard Time (MST). Data regarding connections to e-</p>

Item No. 6

class and zoom, which demonstrates relatively fewer connections to zoom than to e-class for students studying from abroad, may be evidence that those students are connecting less successfully to synchronous learning experiences than students who are studying more locally.

A Case-by-Case Approach to Resolving Challenges

Because of the different sets of circumstances for individual students and instructors, accessibility issues for students have been most effectively addressed on a case-by-case basis, with students raising concerns to instructors first, to Departments, and then to Faculty offices, and to the Dean of Students through normal processes. The anonymous form recently created by the International Students' Association, with some input from the Dean of Students' Office, creates an additional mechanism by which students can flag concerns, allowing the Dean of Students to work directly with Departments and Faculties to raise and resolve issues with instructors and students. A case-by-case approach to resolving issues also allows for flexibility of approaches to address the particular challenges of individual students, which may not fit a consistent mold. Many cases involve the Dean of Students or CTL working directly with instructors who have difficulty making adjustments for the students.

The case-by-case approach aligns with our institutional commitment, reinforced at all leadership levels, to work with students to resolve their challenges and ensure access to an appropriate learning environment.

Policy/Regulatory Solutions

A regulatory approach might be an institutional position to support offering appropriate alternatives to synchronous lectures and synchronous participation grades to create the expectation of a reasonable alternative for both the student and the instructor, but permitting flexibility in addressing the specific challenges facing those involved. This approach requires affected students to reach out and for instructors and administrators to effectively respond, and requires support to instructors to respond. A regulatory approach might also consider a blanket requirement for all instructors to provide a specific type of alternative to synchronous instruction and grading. This approach would require all instructors to prepare an asynchronous option regardless of the extent of the need among students and regardless of the specific challenges in the situation for those involved. There is concern that such an approach might also conflict with academic freedom and privacy legislation.

Item No. 6

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	Office of the Provost and Vice-President (Academic) Dean of Students Information Services and Technology Registrar Faculty Relations University Governance Deans Council of Student Affairs (Discussion, January 14, 2021)
--	---

Strategic Alignment

Alignment with <i>For the Public Good</i>	Please note the Institutional Strategic Plan objective(s)/strategies the proposal supports.	
Alignment with Core Risk Area	Please note below the specific institutional risk(s) this proposal is addressing.	
	<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 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 checked="" type="checkbox"/> Student Success
Legislative Compliance and jurisdiction	General Faculties Council Terms of Reference	

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

Governance Executive Summary
Advice, Discussion, Information Item

Agenda Title	University of Alberta - Clean Air Strategy
---------------------	---

Item

Proposed by	Andrew Sharman, Vice-President (Facilities and Operations)
Presenter	Andrew Sharman, Vice-President (Facilities and Operations) Andrew Leitch, Internal Audit and Risk Management Kevin Friese, Assistant Dean, Health and Wellness, Student Services

Details

Office of Administrative Responsibility	Office of the Vice-President (Facilities and Operations)
The Purpose of the Proposal is (please be specific)	In response to a General Faculties Council motion, to present to GFC a proposed Clean Air Strategy to confirm it meets its goals and expectations prior to a recommendation to the Board of Governors.
Executive Summary (<i>outline the specific item – and remember your audience</i>)	<p>Recommendation</p> <p>The University of Alberta prohibit smoking and vaping of all products on all campuses effective September 1, 2021. Although the prohibition would apply to university residences, there would be exemptions for ceremonial use.</p> <p>Background</p> <p>In March 2018, GFC asked university administration to “develop a clean air strategy to minimize student, staff, and faculty exposure to smoke from cigarettes, inhaled cannabis, vapes and hookah pipes.” President Turpin struck a working group in the autumn of 2018 to develop and propose a clean air strategy as described by the GFC motion.</p> <p>Process</p> <p>The co-chairs, Andrew Leitch and Kevin Friese, requested participation from units and organizations across the university, including Dean of Students, Risk Management Services, University Relations, FoMD, GSA, SU, NASA, AASUA (elected not to participate), PDF Association, CSJ, South Campus, Enterprise Square, First People’s House, and the School of Public Health. A representative of GFC was included at GFC’s request.</p> <p>Early in its deliberations the working group adopted a number of principles to inform their recommendations:</p> <ul style="list-style-type: none"> • The university acknowledges that tobacco causes illness and death and that reducing its use serves the health interests of our community and beyond • Members of our community should be protected from the nuisance and possible health effects associated with second hand smoke and vapour • Any effort to reduce smoking on campuses should take a harm reduction approach designed to reduce the negative consequences of smoking and vaping while maintaining an attitude of respect and non-judgement toward those who use tobacco and related products

Item No. 5

	<ul style="list-style-type: none"> • Any effort to reduce smoking on campuses should promote supports and services to help those who are trying to quit • For the purposes of this strategy, vaping will be treated the same way as the associated substance when inhaled (e.g. smoking cannabis = vaping cannabis). <p>Based on its year-long consultation and deliberations, the working group:</p> <ul style="list-style-type: none"> • Met 12 times • Evaluated smoking and vaping policies of post-secondary institutions across Canada and the US • Through the School of Public Health, conducted a telephone survey with several Canadian institutions that had introduced smoking and vaping bans • Received a literature review of smoking enforcement challenges authored by the committee member from the School of Public Health • Conducted a survey, which was completed by 3,519 members of our community, including faculty, students, and staff • Updated GFC and the President’s Executive Committee • Presented to and received feedback from Students’ Union • Presented to and received feedback from the Non Academic Staff Association <p>Highlights of findings</p> <ul style="list-style-type: none"> • 11.2 percent of survey respondents indicated they smoke or vape on campus at least occasionally with 54.5 percent of that number smoking or vaping once or more each day • 40.2 percent of survey respondents indicated that second hand smoke or vapour bothers them “very much” • The community, as a whole, strongly favours some form of additional restrictions with 49 percent favouring a total prohibition and 35 percent favouring permitting smoking and vaping only in designated locations • The most common themes among comments on the survey concern the adequacy of the current policy; concerns over enforcement, health impacts, and freedom of choice; and consideration of those with mental health or addiction issues • Although 95 Canadian universities and colleges are completely smoke free, only four of our peers in the U-15 are smoke free (Dalhousie, McMaster, Queen’s, Western) <p>Next steps</p> <ul style="list-style-type: none"> • GFC to consider a formal recommendation to the Board of Governors at its February 22, 2021 meeting. • The Board of Governors consider the recommendation for implementation on September 1, 2021. • Develop communications and change plan
Supplementary Notes and context	<i>The motion approved by General Faculties Council on March 19th, 2018 read:</i>

Item No. 5

	THAT General Faculties Council direct administration to develop a clean air strategy to minimize student, staff, and faculty exposure to smoke from cigarettes, inhaled cannabis, vapes and hookah pipes.
--	---

Engagement and Routing (Include proposed plan)

Consultation and Stakeholder Participation	<ul style="list-style-type: none"> • Clean Air Working Group includes: Dean of Students, Risk Management Services (including EHS), Graduate Students' Association, Students' Union, PDF Association, Non Academic Staff Association, Campus Saint Jean, South Campus, Enterprise Square, University Relations, School of Public Health, First Peoples' House, Faculty of Medicine and Dentistry • Discussion at PEC-O • Discussion at PEC-S • Meeting with NASA Executive • Presentation to Students' Council • Discussion at Grad Students' Council • Campus wide survey of all stakeholder groups
--	--

Strategic Alignment

Alignment with <i>For the Public Good</i>	<p>19. OBJECTIVE <i>Prioritize and sustain student, faculty, and staff health, wellness, and safety by delivering proactive, relevant, responsive, and accessible services and initiatives.</i></p> <p><i>i. Strategy: Develop an integrated, institution-wide health and wellness strategy, which increases the reach and effectiveness of existing health and wellness resources, programs, and services, and promotes resilience and work-life balance</i></p>	
Alignment with Core Risk Area	Please note below the specific institutional risk(s) this proposal is addressing.	
	<input type="checkbox"/> Enrolment Management <input checked="" 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 checked="" type="checkbox"/> Relationship with Stakeholders <input checked="" type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Student Success
Legislative Compliance and jurisdiction	<ul style="list-style-type: none"> • General Faculties Council Terms of Reference • GFC Executive Committee Terms of Reference 	

Prepared by: Andrew Leitch
Director, Internal Audit and Risk Management
Andrew.leitch@ualberta.ca

Kevin Friese
Assistant Dean, Health and Wellness, Student Services
friese@ualberta.ca

Governance Executive Summary
Advice, Discussion, Information Item

Agenda Title	Integrated Asset Management Strategy (IAMS) Dashboard
---------------------	--

Item

Proposed by	Andrew Sharman, Vice-President (Facilities and Operations)
Presenter	Andrew Sharman, Vice-President (Facilities and Operations)

Details

Office of Administrative Responsibility	Office of the Vice-President (Facilities and Operations)
The Purpose of the Proposal is (please be specific)	The proposal is before the committee to provide an executive summary update for projects underway guided by the Integrated Asset Management Strategy.
Executive Summary (<i>outline the specific item – and remember your audience</i>)	The IAMS, approved in June 2019, aims to ensure the institution has superior stewardship of all its infrastructure across the five campuses, while cultivating the best possible environment for learning, teaching, and research now and into the future. To achieve this, multiple projects are ongoing to densify, renew, and develop spaces as well as decommission spaces no longer capable of achieving our teaching and research mandates.
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	<ul style="list-style-type: none"> • Associate Vice-President, Integrated Planning & Partnerships, F&O • Associate Vice-President, Asset Management and Operations, F&O • Office of the Vice-President (Facilities and Operations)
--	---

Strategic Alignment

Alignment with <i>For the Public Good</i>	<p>SUSTAIN</p> <p>23. OBJECTIVE: Ensure that the University of Alberta's campuses, facilities, utility, and information technology infrastructure can continue to meet the needs and strategic goals of the university.</p> <p>Strategy: Secure and sustain funding to plan, operate, expand, renew, and optimize the use of campus infrastructure to meet evolving teaching and research priorities.</p>													
Alignment with Core Risk Area	<p>Please note below the specific institutional risk(s) this proposal is addressing.</p> <table border="0"> <tr> <td><input type="checkbox"/> Enrolment Management</td> <td><input type="checkbox"/> Relationship with Stakeholders</td> </tr> <tr> <td><input type="checkbox"/> Faculty and Staff</td> <td><input type="checkbox"/> Reputation</td> </tr> <tr> <td><input type="checkbox"/> Funding and Resource Management</td> <td><input type="checkbox"/> Research Enterprise</td> </tr> <tr> <td><input type="checkbox"/> IT Services, Software and Hardware</td> <td><input type="checkbox"/> Safety</td> </tr> <tr> <td><input type="checkbox"/> Leadership and Change</td> <td><input type="checkbox"/> Student Success</td> </tr> <tr> <td><input checked="" type="checkbox"/> Physical Infrastructure</td> <td></td> </tr> </table>		<input type="checkbox"/> Enrolment Management	<input type="checkbox"/> Relationship with Stakeholders	<input type="checkbox"/> Faculty and Staff	<input type="checkbox"/> Reputation	<input type="checkbox"/> Funding and Resource Management	<input type="checkbox"/> Research Enterprise	<input type="checkbox"/> IT Services, Software and Hardware	<input type="checkbox"/> Safety	<input type="checkbox"/> Leadership and Change	<input type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Physical Infrastructure	
<input type="checkbox"/> Enrolment Management	<input type="checkbox"/> Relationship with Stakeholders													
<input type="checkbox"/> Faculty and Staff	<input type="checkbox"/> Reputation													
<input type="checkbox"/> Funding and Resource Management	<input type="checkbox"/> Research Enterprise													
<input type="checkbox"/> IT Services, Software and Hardware	<input type="checkbox"/> Safety													
<input type="checkbox"/> Leadership and Change	<input type="checkbox"/> Student Success													
<input checked="" type="checkbox"/> Physical Infrastructure														
Legislative Compliance and jurisdiction	<ul style="list-style-type: none"> • General Faculties Council – Terms of Reference 													

Item No. 7

Prepared by: Gordon Weighell
Chief of Staff, Office of the Vice-President (Facilities and Operations)
Gordon.weighell@ualberta.ca

Question from GFC Elected Faculty Member Mani Vaidyanathan* on how GFC should expect its Chair to convey its recommendations to the BoG.

Background

Understanding the great importance of the meeting for the future of the university, many of us watched the proceedings on YouTube; moreover, one colleague also took detailed notes for those who could not attend.

We acknowledge that you briefly described the extensive deliberations and discussion that took place at GFC. However, instead of conveying GFC's strong rejection of a college model with executive deans/college deans in favour of a collegial council of deans, you stated the following:

As the Chair of GFC, I fully acknowledge and respect GFC's clear preference that there be no College Dean. At the same time, as President, I am accountable to the Board. The Board has given me clear instructions that we must balance our budget. We simply cannot fail in this task and the task is a challenging one, with an overall cut to our budget of 216 M over the next 3 years. This places me in a very difficult situation and I look forward to receiving the Board's direction.

With the greatest of respect to all of my colleagues on GFC, I remain very concerned that we may not be able to deliver the savings required if the Colleges do not have an effective and highly responsive management structure, with clear accountability and clear decision making authority. I remain concerned that a Council, with as many as 6 Deans working together, will not be able to provide the effective, responsive and accountable management structure that we will urgently need. Building a large and complicated shared services model for each College is an enormously complicated task - one that will require highly effective academic leadership. The risk of failure is simply too high if the management model of the College is not up to the task.

Your statement to the BoG raises a serious issue with respect to collegial governance and what GFC should expect from you, as its Chair, in the future.

- While you recused yourself from speaking during the GFC meeting, in accordance with the requirement to serve as a neutral Chair for that meeting, and while you recused yourself from voting during the BoG meeting, further conveying neutrality, the above statement is not neutral; in fact, the concern you volunteered could be interpreted as a direct suggestion to the BoG that they consider rejecting or, at the very least, amending GFC's recommendation.
- While your statement to the BoG expresses respect for the GFC, your subsequent statements served to discount the immense time, care, and wisdom that GFC, in conjunction with the greater University community of students, staff, and faculty, took to arrive at the final motion that was passed by a vast majority (110 in favour vs. 22 against) of GFC members. It also discounted the democratic process by which GFC arrived at its decision. We have no choice but to conclude, therefore, that you presented your personal perspectives in addressing the BoG rather than representing the collective GFC decision.

- Your statement was particularly surprising since at no time during the GFC meeting of December 7 did you indicate any opinion on GFC's recommendation, or a concern that it was making an error in its recommendation. We feel it was your responsibility as Chair to ensure that GFC had all pertinent information, including how you would be reporting the GFC recommendation to the BoG.

Question

This question is not about the correct choice of the management structure for the Colleges. It is about how GFC should expect its Chair to convey its recommendations to the BoG. Based on this recent course of events, it would seem that you, as President, may offer your own personal viewpoints rather than favouring a more neutral reporting of GFC's recommendations, and that this can happen without any forewarning to GFC, thus undermining the collegial governance processes at the University of Alberta.

We ask that you clarify, in writing, what GFC can expect from you with respect to how you will convey GFC's decisions in the future.

We sincerely hope that your response to this question will restore the trust and confidence of GFC that its collective wisdom and expertise, hard work, and careful recommendations will be represented to the BoG and other relevant bodies in a neutral manner, and in support of collegial governance.

Response from President and Vice-Chancellor, Bill Flanagan

The following response has also been provided to the broader community by President Flanagan as part of his Jan 14 [UAT update blogpost](#) on the three new colleges:

In addition to this question from members of GFC, there have been other members of the university community who have reached out to me to let me know that they are disappointed with my decision to recuse myself from debate and voting on the academic restructuring motions before the board at the Dec 12 meeting. They have expressed the view that I had an overriding obligation to represent and support the GFC position during the board meeting and "exercise every power of persuasion to bring the Board into agreement with the recommendations of GFC."

With respect, I sincerely disagree and I would like to share my thinking on the matter. I serve not only as chair of GFC, but I also serve as president, appointed by the board and reporting to the board. As president and in my capacity reporting to the board, it is my responsibility to provide the board with my best possible advice regarding what I believe to be in the best interests of the university.

I also serve as an ex officio member of the board. In that capacity, I am under a fiduciary duty as a board member to exercise my independent judgement and act in what I believe to be the best interests of the university. Having taught corporate law for over 25 years, I am well familiar with the legal content of this fiduciary duty, and I take the matter very seriously. This fiduciary duty applies equally to board members of a for-profit or not-for-profit organization, including the University of Alberta. This fiduciary duty requires that all board members, including those

Item No. 8.1

appointed to represent various stakeholder groups, must exercise at all times their independent judgement as to what they believe to be in the best interests of the university, even if that might be at odds with the views of the members of their stakeholder group. It would be inconsistent with my fiduciary obligation to the university to advance a position at the board that I do not believe to be in the best interests of the university.

Finally, in my role as chair of GFC, as I stated at the outset of the GFC meeting on December 7, 2020, my primary responsibility is to chair the meeting to the best of my ability and ensure that any decisions taken reflect the will of GFC and that all GFC members have a full and fair opportunity to participate in that decision making process. Consistent with the GFC Procedural Rules, the “Chair will not participate actively in debate regarding a motion before GFC” and will vote “only in the instance of a tie.” The procedural rules thereby require me to refrain from speaking to the substance of the motions, and I did so refrain at the December 7, 2020 meeting.

In short, my role requires that I wear three hats: chair of GFC, president and board member. Although this hopefully will only rarely occur, occasionally these roles may come into conflict and I believe they did so in this case. As chair of GFC, it was my obligation to chair the GFC meeting in an impartial manner, bring forward GFC’s recommendations to the board and outline to the board, as best I could, the reasons in support of GFC’s recommendations. I did so in my opening remarks at the December 11, 2020, board meeting. As president and a board member, it is also my obligation to use my independent judgement and provide the best advice that I can to the board on what I believe to be in the best interests of the university. I also did so in my opening remarks at the December 11, 2020, board meeting. In my view, because there was a potential conflict between my role as chair of GFC and my role as president and board member, I recused myself from any further debate on the matter at the board and recused myself from voting on the motion.

I recognize and respect that many have sincere and strongly held views concerning the different approaches taken by GFC and the board on the management structure of the new colleges. I also recognize that one of my key responsibilities as president is to build, to the best of my ability, a productive working relationship with the Board of Governors and GFC. I will continue to do all that I can to meet and advance this responsibility.

However, it is also important to acknowledge that s. 26 of the Post-Secondary Learning Act provides that all the powers of GFC are “subject to the authority of the board.” S. 26(l) further provides that GFC has the authority to make recommendations to the board on “the establishment of faculties, schools, departments, chairs and programs of study” and, under s. 26(o), to make recommendations on “any other matters considered by GFC to be of interest to the university.” Pursuant to that authority, GFC’s three recommendations were brought forward to the board for its consideration at the December 11, 2020 meeting. Although I cannot speak for the board, I know that the board took very seriously all of GFC’s recommendations. I believe that the board did the best it could to carefully consider GFC’s third recommendation on the management structure and, while accepting most of it, the board decided that the recommendation needed to be adjusted to ensure that the university can meet its budget targets fully and on time.

I would like to thank the many members of the university community, including all GFC members, who engaged deeply in the academic restructuring discussions. I look forward to

continuing to work with all of you as we continue the process of academic and administrative restructuring, with the view to building the best possible future for the University of Alberta.

*The question was submitted on behalf of 30 members of GFC or GFC standing committees:
Ricardo Acuña, GFC Member, President, AASUA
Laurie Adkin, Professor, Department of Political Science, Faculty of Arts
Jose Nelson Amaral, GFC Member, Professor, Department of Computing Science, Director IBM Alberta Centre for Advanced Studies
Barbara Baker, Assistant Chair, Administration; Director, APO Constituency, AASUA
Amlan Bose, GFC Member, Undergraduate Student, Department of Chemical and Materials Engineering
Heather Coleman, GFC Member, Professor, Department of History and Classics
Anastasia Elias, GFC Member, Professor, Department of Chemical and Materials Engineering
Mary Forhan, GFC Member, GFC Executive, Associate Professor, Department of Occupational Therapy, Faculty of Rehabilitation Medicine
Michael Frishkopf, GFC Member, Professor, Department of Music; Adjunct Professor, FoMD
Joel Gehman, GFC PC Member, Professor, Department of Strategy, Entrepreneurship and Management
Andrew Holt, Associate Professor, Department of Psychiatry, Faculty of Medicine & Dentistry
David Kahane, Professor, Department of Political Science
Nataraj Kav, GFC Member, Professor, Department of Agricultural, Food and Nutritional Science
Kathleen Lowrey, GFC Member, Associate Professor, Department of Anthropology
Pascal Lupien, Adjunct Professor, Campus Saint Jean
Christopher Lupke, GFC Member, Professor and Chair, Department of East Asian Studies
Andrea MacLeod, Professor, Department of Communication Sciences and Disorders, Faculty of of Rehabilitation Medicine
Sue-Ann Mok, GFC Member, Assistant Professor, Department of Biochemistry, Faculty of Medicine and Dentistry
Jerine Pegg, GFC APC Member, Professor and Chair, Department of Elementary Education, Faculty of Education
Lynette Shultz, Professor, Department of Educational Policy Studies, Faculty of Education
Makere Stewart-Harawira, Professor, Department of Educational Policy Studies, Faculty of Education
Eleni Stroulia, GFC Member, Professor, Department of Computing Science, Director AI4society Signature Area
Christopher Sturdy, GFC Programs Committee Member, GFC Department Chair Selection Committee Member, Professor of Psychology and Canada Research Chair in Animal Cognition, Communication, and Neuroethology
Kisha Supernant, GFC Member, APC Member, Director, Institute of Prairie and Indigenous Archaeology, Co-Director, Situated Knowledges: Indigenous Peoples and Place Signature Area, and Associate Professor, Anthropology
Andrei Tabirca, GFC Member, International Partnerships and Recruitment Specialist, Faculty of Arts, NASA

GENERAL FACULTIES COUNCIL
For the Meeting of January 25, 2021

Item No. 8.1

Mani Vaidyanathan, GFC Member, Professor and Director of Engineering Physics, Department of Electrical and Computer Engineering

Ji Kai (Adan) Wang, GFC Member, Ph.D. Student, Department of Electrical and Computer Engineering, Faculty of Engineering

Adrian Wattamaniuk, GFC Member, Undergraduate Student, Department of Electrical and Computer Engineering

Adrienne Wright, GFC Member, Teaching Professor FSO IV, Department of Biochemistry, Faculty of Medicine and Dentistry

Heather Young-Leslie, Senior Advisor, Research Development, Research Services, Office of the Vice-President (Research); Adjunct Professor, Anthropology, Faculty of Arts

Question from GFC Elected Faculty Member Anastasia Elias on Lab Closures to VicePresident (Facilities and Operations) and Chair of the Public Health Response Team (PHRT) Andrew Sharman and to members of the PHRT

Given that:

- COVID19 cases in Edmonton have reduced by 50% since December, when the lab shutdown was first enacted
- Available evidence shows very limited instances of COVID19 having been transmitted on campus
- that most people are working from home
- that strict safety protocols are in place for conducting lab work
- that people reliant upon hands-on experimental research are unable to do so without lab access
- that delay of experimental work will have a negative impact on both the career advancement and mental health of graduate students
- that early career researchers may be disproportionately affected by delays to research
- that underrepresented groups are being disproportionately affected
- that most research grants include clearcut milestones and deliverables, which cannot be met without the ability to do research
- most Canadian universities are allowing restricted access to labs and other campus spaces, including the University of Calgary, which has been working uninterrupted at 50% laboratory capacity since June of 2020,
- that delays in research productivity are already negatively impacting U of A's researchers to remain competitive in future grant competitions, thereby reducing the funds that will be available for future research, graduate student support, and administrative costs,

1) Please explain the decision made in early January to further **extend the lab closure from January 11 to January 23.**

Response from [Andrew Sharman](#) :

All Public Health Response Team (PHRT) decisions are foundationally guided by [the Key Commitments and Guiding Principles of our university-wide COVID-19 response](#).

More specifically, the PHRT decision to extend current U of A health and safety restrictions to on-campus research from January 11 to 23 was based on:

- our priority to the health and safety of U of A faculty, staff, students and our greater community, and to limit potential COVID-19 exposures;

Item No. 8.2

- the Government of Alberta's January 7 extension of the declared public health emergency and related enhanced provincewide public health restrictions*;
- the increasing rates of community COVID-19 case statistics, both [on our campuses](#)** and within our greater communities -- combined with the holiday season's unknown impact, as well as the new variants of the disease which are far more transmissible;
- the advice of university health and safety experts and public health authorities; and
- the related risk assessments of potential longer-term forced shutdowns due to outbreaks or further provincial restrictions.

* [The government's enhanced public restrictions](#) (December 13 to present) state that "working from home is mandatory unless the employer requires a physical presence for operational effectiveness."

** The U of A peaked at 87 suspected case files at the start of December, including a case of in-lab transmission and a formal complaint to Alberta Occupational Health and Safety; all of these required extensive contact tracing. Reduced activity levels did reduce our on-campus case numbers; **however**, we have begun to see case numbers rise again, since the end of the holidays.

Throughout this pandemic university leadership decisions have been based on advice from university health and safety experts, public health authorities and our own subject matter experts. The PHRT has carefully monitored and adjusted all campus activities as necessary -- including research. Our goal is always to ensure our community is as safe as possible and that the university is as open as the current environment will allow.

2) What criteria are being used to make the decision to reopen labs, and to do decide which students and staff may and may not have access?

Response:

All Public Health Response Team (PHRT) decisions are foundationally guided by [the Key Commitments and Guiding Principles of our university-wide COVID-19 response](#).

As of January 18, 2021, 481 research groups have been approved for 657 projects. Since December 14, 2020, the following criteria have been used to determine which critical research can continue on campus:

- Clinical research or clinical trials that if interrupted, would endanger the life, health or safety of the study participants or patients.
- Critical animal care, maintenance of breeding colonies, and critical cell line maintenance.
- Critical research support that if interrupted, would endanger the life, personal safety or health of our community and/or irrevocably damage the environment or university property, infrastructure maintenance, animal care and hazard risk management.

- **ADDED JANUARY 7:** Time-sensitive research requiring immediate lab presence (e.g., gathering preliminary data for imminent grant applications, or research personnel who are nearing the end of a defined time limit). [Applications for such research are reviewed by the faculty before PHRT comes final supporting resources are available and issues final approval.](#) Independent research courses conducted in labs, including undergraduate thesis projects, that are required for course progression or completion, may continue but must follow all university [COVID-19 safety measures](#).

The university also continues to monitor the current restrictions in place and has a process where principal investigators can apply for an exception. The PHRT, and its Research Impact Team in particular, regularly works with faculties to consider special circumstances that may exist. Principal investigators determine which staff and students can work within the maximum numbers permitted in work spaces.

Further to the processes outlined in Q1 and similar to adjustments to research throughout the pandemic, future specific criteria for further opening of on-campus research activities will be based on updates on information from Alberta's chief medical officer of health, public health authority restrictions, the local public health situation, and our institutional context. Our gradual and phased approach in returning to campus ensures the continued health and safety of all—students, faculty, staff and the community.

On January 15, we indicated to faculties that effective the week of January 18 we would continue to work with them to ensure we can ramp-up research toward pre-November levels, while maintaining the health and safety of our community and preventing any public health forced hard shutdowns from potential outbreaks and non-compliance. These decisions and lab occupant percentages will be made, taking account of existing public health orders while also focussing on institutional and student needs, and the physical environments involved, as not all labs are spacious or well ventilated. The Public Health Response Team and Research Impact Team is reassessing the status of current on-campus research restrictions this week. We anticipate that an update will be available to our research community no later than January 22, 2021.

COVID-19 information for U of A researchers can be found at ualberta.ca/covid-19/research.

3) How is FGSR supporting students facing program delays? Will they receive additional funding support and additional time to complete their degrees?

Response:

The Faculty of Graduate Studies and Research (FGSR) has been proactively working with units to process COVID-19 related student leaves of absence as rapidly as possible. Program extensions are being expeditiously approved; switching to part-time studies may also be an option for students to explore.

FGSR recently announced a [COVID-19 relief funding initiative](#) for affected students, notably those facing the severest constraints and who do not have current funding or student related employment.

Details on other sources of funding and support for graduate students are available [here](#). This information page highlights, for example, that:

- Students facing immediate COVID-19 related financial difficulties should explore the sources of emergency funding detailed [here](#), and can learn more about personal academic financial management and options [here](#).
- In order to address questions about how other funding mechanisms, such as scholarships/awards and GRAs/GTAs/GRAFs, have been affected by COVID-19, students should begin by speaking with their department and consulting [this COVID-19 & GRADUATE STUDENT FUNDING document \(CCID required\)](#).
- Students who have additional questions can reach out to FGSR for help: grad.mail@ualberta.ca.

See further FGSR FAQs related to COVID-19 [here](#).

4) What supports are being provided/communicated to graduate students who are experiencing enormous stress amid uncertainty re progress towards their degree and future funding?

Response:

Academic and Program-Related Supports

The FAQs on the [FGSR website](#) include information on emergency funding, resources on virtual supervision, leaves of absence or COVID-19 related program changes. We continue to update the COVID-19 information for graduate students on our webpage, including resources and information as it becomes available. We also distribute a bi-weekly newsletter to graduate students that contains timely information and resources.

Two related resources of note are the:

- [Guidelines for Graduate Students and Supervisors in Modifying Community-Based Research Projects](#)
- [Guidelines for Effective Remote Supervision](#)

Mental Health and Personal Support Services

When applicable, FGSR continues to direct graduate students to key resources on campus, including Counselling and Clinical Services, the Peer Support Centre, services available through the GSA, and the Office of the Student Ombuds. For a full list of these services, which are also promoted via the student newsletter, see “Resources for Graduate Students” on [this page](#).

GENERAL FACULTIES COUNCIL

For the Meeting of January 25, 2021

Item No. 8.2

If a student needs to discuss something, or talk through next steps, FGSR's virtual front counter is available each afternoon. To better support our graduate students during the COVID-19, FGSR has established a Virtual Counter where students can meet with FGSR advisors via Zoom. You can find the Virtual Counter portal [here](#). Graduate Advisors are also welcome to visit the Virtual Counter if they have questions or need assistance.

GENERAL FACULTIES COUNCIL

For the Meeting of **February 8, 2021**

Item No. **9.3**

Question from GFC Elected Faculty Member Carolyn Sale on Metrics

What are the President's and/or Provost's plans for ensuring that any metrics that will have an impact on any aspect of the academic affairs of the University will be approved by the General Faculties Council, starting with the metrics for the new colleges?

Response from President and Vice-Chancellor, Bill Flanagan, and Provost and Vice-President (Academic), Steven Dew

With respect to metrics, on matters that touch in a significant way on academic issues, the President and the Provost will advise the Board to seek the advice of GFC.

GENERAL FACULTIES COUNCIL

For the Meeting of **February 8, 2021**

Item No. **9.4**

Question from GFC Elected Faculty Member Carolyn Sale on Responses to Written Questions

In advance of the 23 November 2020 I submitted a series of financial questions in relation to the just-released "final" scenarios of the Academic Restructuring Working Group. GFC was not provided with answers to the question in time for the November meeting. In early December, when the materials for the 7 December 2020 meeting had been released and the answers were still not there, I followed up to ask when GFC would receive the written answers to these questions. Near the beginning of the 7 December 2020 meeting I asked again when we would receive the answers to the questions. At that time GFC was informed that the answers had been posted to the GFC meeting materials earlier in the day.

2(a): When exactly were the written answers posted to the GFC meeting materials?

2(b): Why was GFC not informed that additional meeting materials (in this case, the answers to the financial questions) were available?

Response from Kate Peters, GFC Secretary and Manager, GFC Services

We received numerous emails from GFC members who wanted to submit questions related to academic restructuring in advance of the November 23rd meeting of GFC. We responded that they should raise their questions during the discussion item on the agenda. In doing so, we were interpreting the GFC meeting procedural rules section 5.4 which states:

Questions with regard to a specific item on an agenda may be raised during consideration of that item at the GFC meeting.

We also made this decision based on the fact that GFC Executive Committee had proposed the November 23rd GFC agenda cleared of all normal business, including Question Period, to focus the discussion on academic restructuring.

We received your request for a written response on November 22nd as set out in section 5.2 of the GFC procedural rules. You also reiterated that request on December 3rd. We were able to post the answer to your question on December 7th.

In response:

2(a) The written answers were posted to the GFC meeting materials website on December 7th, 2020.

2(b): GFC was informed that the response to the question had been posted during the meeting on December 7th, 2020. This item is included in the agenda and documents package for December 7th, 2020 that was posted on the [Governance website](#).

Question from GFC Elected Faculty Member Carolyn Sale on the College Dean Position Description

On 14 January 2021, members of the University community received from President Bill Flanagan an email entitled "Announcement: College Deans Named for New Colleges" which refers, as follows, to the "position profile" for the new College Deans:

Following on the board's decision and working closely with the provost and the deans to develop a position profile for the new role of college dean, I am delighted to announce that three of our existing deans have agreed to take on the new role of college dean.

The position profile was not attached to the email, and has not been released to the University community.

When will the position profile be released to the University community?

Response from Kate Chisholm, Chair of the Board of Governors

Thank you for your question. Given that the job descriptions of deans, including college deans, are under the authority of the Board of Governors, I would like to respond to your question on behalf of the Board.

As you know, on December 11, 2020, the Board approved the creation of the three new colleges and the college dean positions. As outlined in the Board motion, the college dean will work in a collegial manner with the Council of Deans of the College and will provide regular reporting to the Council of Deans. As is the case with all existing deans, the college dean will report to the provost. The Board motion also makes it clear that all the deans within each college will continue to report directly to the provost. Addressing some of the concerns expressed by GFC, the continuation of this direct reporting relationship to the Provost avoids placing an additional administrative layer between the Provost and the front lines. It will also assist all of the deans (college and faculty) to help the university ensure that it meets its budget cuts on time to avoid further performance-based financial penalties.

The position description, as approved by the Board Human Resources and Compensation Committee on January 12, 2021, is attached.

POSITION DESCRIPTION COLLEGE DEAN

Reporting to the Provost and Vice-President (Academic), the College Dean is responsible for leadership of the shared administrative and academic services of the College, leading the development of a collective vision for the College as well as fostering interdisciplinary scholarship and academic programming within the College. The College Dean serves as Chair of the College Council of Deans, provides regular reporting to the Council of Deans, sits on Deans' Council, and is a senior administrator of the University. The College Dean, in consultation with the Provost and the College Council of Deans, cultivates a respectful and inclusive environment in which College- and University-level collaborations thrive.

LEADERSHIP

- Demonstrates a high level of personal and professional integrity and commitment to the University and its values. Sets an appropriate leadership tone by modeling ethical, respectful, inclusive, and collegial conduct.
- Implements pathways and addresses barriers to equity, diversity, and inclusion in all activities of the College.
- In consultation with the College Council of Deans, and as Chair of the College Council of Deans, inspires a shared vision of the College in support of the University's Mission and Values.
- Through an inclusive consultation and decision making process, which includes regular reporting to the Council of Deans, is a leader in the planning process for the College, initiating discussion, defining College priorities, and developing and articulating the College vision.
- Communicates the College's vision to the senior administration of the University to enhance understanding and build support for the College's unique place within the University community.
- Develops and leads a strong team of staff who provide the shared administrative services that support the College and its Faculties in collaboration with the Vice-President portfolios.
- Fosters a culture of excellence, efficiency, innovation, collaboration, engagement, commitment, responsibility and accountability throughout the College.
- Promotes opportunities for collaboration of programs across the College and University. Contributes to effective, collaborative relations with staff and student associations.
- Provides strong leadership within a shared-governance structure. Builds trust through openness, transparency, and accountability.

RESEARCH AND SCHOLARLY ACTIVITY

- Demonstrates sound intellectual leadership.
- Promotes excellence and integrity in research and scholarly activity
- Fosters a climate that encourages interdisciplinarity and collaboration across the College and the University.
- Works with the Faculty Deans to increase research funding support from international, federal and provincial agencies, while demonstrating resourcefulness and creativity in identifying alternative funding sources in collaboration with the Vice-President, Research and Innovation.
- Plays a partner role with Faculty Deans in developing research contracts, exchanges and collaborative initiatives with other local, provincial, national and international institutions.
- As appropriate, builds and enhances research infrastructure that supports strategic priorities and common activities within the College.

ADVOCACY

- Builds effective relationships, promotes and advocates for the University and College to a broad spectrum of constituents, including senior administration, faculty members, students, other community leaders, agencies and key institutions regionally, nationally and internationally.
- Builds effective partnerships with other Colleges and Faculties for broader initiatives.
- Promotes meaningful mechanisms within the College for engaging scholarship with communities.

TEACHING AND LEARNING

- Convenes and supports the Faculty Deans in the development of interdisciplinary programming, common learning resources and facilities and shared course delivery.
- Works with the College Council of Deans to build strategic recruitment and retention plans for students.

FACULTY AND STAFF RELATIONS

- Plans and prioritizes human resource needs for College-level administration of shared services
- Establishes strategies to enhance the College's ability to compete in the recruitment and retention of high caliber faculty and staff.
- Is accessible and fair in dealing with personnel issues, and follows effective, transparent processes.
- Builds an environment of collegiality in which faculty, students and the broader community jointly participate in and benefit from the unique nature of the College.
- Actively identifies and attends to issues of equity and inclusion.

ADMINISTRATION

- Ensures compliance with University policies and procedures and collaborates in the development of more fair, efficient and consistent administrative processes and systems.
- Oversees the preparation, management and monitoring of the planning and budgeting processes within the College. Demonstrates financial acumen in preparing, managing and balancing budgets; ensures fiscally responsible use of funds and transparent financial processes.
- Ensures the effective and efficient use of resources (human, financial, information, and material).
- Exercises good judgment in the management of change and risk.

UNIVERSITY RELATIONS AND ADVANCEMENT

- Works with the College Council of Deans to attract College-level partnerships and resources by building stronger linkages with the municipal, provincial, national and international community, education and research institutions, governments, non-governmental organizations and the private sector. Pro-actively looks for new challenges and funding sources to foster excellence and facilitate excellence.
- Supports the Faculty Deans in their advancement activities and leads fund development to support College-level initiatives. Acts as steward of gifts granted to the College.

ADDITIONAL RESPONSIBILITIES SPECIFIC TO COLLEGE

- TBD

Question from GFC Elected Faculty Member Carolyn Sale on the Role of Chair

As he notes in his public statement posted to the Quad on 14 January 2021, near the beginning of the 11 December 2020 meeting of the Board of Governors, President Bill Flanagan offered “opening remarks” in which he expressed his concerns about the recommendations that the Board had received from the General Faculties Council in regard to the creation of three Colleges for the University of Alberta.

His concern was that the new colleges approved under the final motion passed by GFC at its meeting of 7 December 2020 might not be able to deliver the desired cost savings unless the new colleges had a more “effective” management structure.

The President’s views were not provided to GFC at its meeting of 7 December 2020.

In his public statement on the Quad the President notes that:

As chair of GFC, it was my obligation to chair the GFC meeting in an impartial manner, bring forward GFC’s recommendations to the board and outline to the board, as best I could, the reasons in support of GFC’s recommendations.

In his public statement he further states:

As president and a board member, it is also my obligation to use my independent judgement and provide the best advice that I can to the board on what I believe to be in the best interests of the university.

In his public statement he also asserts that:

because there was a potential conflict between my role as chair of GFC and my role as president and board member, I recused myself from any further debate on the matter at the board and recused myself from voting on the motion.

There are well-established rules for the governance of democratic assemblies that guard against any “conflict” of this kind.

GFC is governed by GFC’s “Meeting Procedural Rules,” and where these are silent on any matter, it is governed by *Robert’s Rules*.

GFC’s “Meeting Procedural Rules” follow *Robert’s Rules* in requiring that a chair preside impartially over debate.

Robert’s Rules additionally specifies the protocols that are to be followed where a chair believes they have crucial information or perspective to offer to the assembly that should inform the assembly’s decision-making on a given matter. These protocols allow for the Chair to come out of the chair so they may provide this information or perspective to the assembly.

Robert’s Rules explicitly states that the Chair’s obligation to provide this information or perspective “outweighs [their] duty to preside.”

Robert's Rules' protocols for such an eventuality are set out in §43, p. 395 of the eleventh edition as follows:

To participate in debate, [the Chair] must relinquish the chair; and in such a case [they] should turn the chair over:

- a) To the highest-ranking vice-president present who has not spoken on the question and does not decline on the grounds of wishing to speak on it; or
- b) If no such vice-president is in the room, to some other member qualified as in (a), whom the chair designates (and who is assumed to receive the assembly's approval by unanimous consent unless member(s) then nominate other person(s), in which case the presiding officer's choice is also treated as a nominee and the matter is decided by vote).

Why did President Flanagan not relinquish the chair at GFC's meeting of 7 December 2020 so that he could participate in the debate on the motion on the administrative structure for the new Colleges and provide GFC with the views that he subsequently shared with the Board on the morning of 11 December 2020?

Response from President and Vice-Chancellor and Chair of General Faculties Council, Bill Flanagan

The GFC Meeting Procedural rules state (1.3) "The Chair will not participate actively in debate regarding a motion before GFC without passing the role of the Chair to the Vice-Chair for the duration of the debate and the subsequent vote."

As Chair of GFC, my first obligation is to chair the meeting in an impartial manner, consistent with the GFC procedural rules. The Provost had already outlined his position on the college deans, the need for an effective and accountable management structure and his concern that a council of deans doing the job "off the side of their desk" would not be sufficient. So these concerns had already been brought to the attention of GFC many times. There was no need for me to remove myself as chair and to restate these concerns.

GENERAL FACULTIES COUNCIL

For the Meeting of **February 8, 2021**

Item No. **9.7**

Question from GFC Elected Faculty Member Carolyn Sale on Board Training

What training has the President arranged for the members of the Board of Governors to assist them in understanding the foundational principles of the institution that they govern, academic freedom and collegial governance?

Response from President and Vice-Chancellor, Bill Flanagan

Members of the Board of Governors participate in orientation about the university when they are appointed to the board, as well as ongoing development opportunities throughout their terms that include the points raised.

General Faculties Council Standing Committee Report

GFC Executive Committee

1. Since last reporting to GFC, the Executive Committee met on November 30, 2020, and January 11, 2021.

2. Items Approved With Delegated Authority
November 30, 2020
 - Draft Agenda for the December 7, 2020 Special meeting of General Faculties Council**January 11, 2021**
 - Draft Agenda for the January 25, 2021 meeting of General Faculties Council

3. Items Discussed
November 30, 2020
 - Debrief on GFC Discussion on Academic Restructuring**January 11, 2021**
 - Update on the Work of the New GFC Programs Committee
 - Clean Air Strategy
 - Remote Delivery and Assessment

Terms of reference and records of meetings for this committee can be found at:
https://www.ualberta.ca/governance/member-zone/gfc-standing-committees#GFC_EXEC

Submitted by:
W Flanagan, Chair
GFC Executive Committee

General Faculties Council Standing Committee Report

GFC Academic Planning Committee

1. Since last reporting to GFC, the Academic Planning Committee met on November 25, 2020, and January 13, 2021

2. Items Recommended to GFC
November 25, 2020
 - Academic Restructuring Proposal

3. Items Discussed
November 25, 2020
 - Academic Restructuring Proposal**January 13, 2021**
 - Annual Report on Undergraduate Enrolment 2020-21
 - Budget Update
 - Academic Restructuring

Terms of reference and records of meetings for this committee can be found at:
https://www.ualberta.ca/governance/member-zone/gfc-standing-committees#GFC_APC

Submitted by:
Steven Dew, Chair
GFC Academic Planning Committee

General Faculties Council Standing Committee Report

GFC Programs Committee

1. Since last reporting to GFC, the GFC Programs Committee met on November 19 and December 10, 2020, and January 14, 2021.

2. Items Approved with Delegated Authority from GFC
November 19, 2020
 - Course and Minor Program Changes:
 - Arts
 - Education
 - Kinesiology, Sport, and Recreation
 - Law
 - Medicine and Dentistry
 - Native Studies
 - Pharmacy and Pharmaceutical Sciences
 - Items Deemed Minor or Editorial:
 - Entrance Requirements for Communication Sciences & Disorders, Faculty of Rehabilitation Medicine and Faculty of Graduate Studies and Research (FGSR)
 - Proposed New Course Designator, SEM (Strategy, Entrepreneurship and Management), Faculty of Business**December 10, 2020**
 - Course and Minor Program Changes:
 - Agricultural, Life and Environmental Sciences
 - Augustana
 - Business
 - Engineering
 - Medicine and Dentistry
 - Nursing
 - Items Deemed Minor or Editorial:
 - Proposal to Allow for Supplemental Exams in the MBA Program
 - Proposed Changes to Admissions Requirements and Academic Standing Regulations for the BSc in Nutrition and Food Science, Dietetics Specialization
 - Proposed Changes to Admissions Requirements for Direct Entry to the BSc in Nutrition and Food Science, Food Science and Technology Specialization, the BSc Honors in Food Science, and the BSc Honors in Nutrition
 - Proposed Changes to Admission Requirements to include a Situational Judgement Test, for Undergraduate Programs in the Faculty of Education**January 14, 2021**
 - Course and Minor Program Changes
 - Agricultural, Life and Environmental Sciences
 - Arts
 - Augustana
 - Business
 - Education
 - Engineering
 - Kinesiology, Sport and Recreation

- Law
- Medicine and Dentistry
- Pharmacy
- Public Health
- Saint-Jean
- Science
- Items Deemed Minor or Editorial
 - Ancient and Medieval History Program Name Change
 - BFA (Acting) Entrance Requirements
 - Faculté Saint-Jean Admissions Deadlines and Entrance Requirements
 - Faculty of Science Undergraduate Admissions Deadlines
 - Oncology Graduate Entrance Requirements
 - Oral Biology Graduate Entrance and Program Requirements
 - Dentistry Graduate Entrance and Program Requirements
 - Communication Sciences & Disorders Graduate Entrance Requirements
 - Physical Therapy Graduate Entrance Requirements
- Proposed Name Change for the Bachelor of Commerce Major in Management Information Systems (MIS) to Business Technology Management (BTS), Faculty of Business
- Proposed Changes to Entrance and Program Requirements for Graduate Programs in Biological Sciences, Faculty of Science and Faculty of Graduate Studies and Research
- Proposed Changes to Entrance and Program Requirements for Graduate Programs in Nursing, Faculty of Nursing, and the Faculty of Graduate Studies and Research

3. Items Discussed

November 19, 2020

- Programs Committee Mandate and Authority
- Rescission of GFC Policy 37
- External Programs for Review and Programs in Progress on Campus (Standing Item)

December 10, 2020

- The Case for Zero Textbook Cost (ZTC) Course Signifiers
- External Programs for Review and Programs in Progress on Campus (Standing Item)

January 14, 2021

- External Programs for Review and Programs in Progress on Campus: Standing Item (no documents)

Terms of reference and records of meetings for this committee can be found at:

https://www.ualberta.ca/governance/member-zone/gfc-standing-committees/index.html#GFC_PC

Submitted by:

Tammy Hopper, Chair
GFC Programs Committee

FOR THE GFC MEETING OF JANUARY 25, 2021

I am pleased to report on the following highlights of the Board of Governors' Open Session meeting held on December 11, 2020:

COMMENTS FROM THE CHAIR

The Chair welcomed Elan MacDonald, incoming Vice-President (External Relations) and thanked Kelly Spencer and Catherine Swindlehurst for serving as Interim Vice-Presidents (Advancement and University Relations, respectively). She noted that the previous night the Board hosted a virtual celebration of Nobel Laureate Dr Michael Houghton's research and accomplishments, where they also recognized Mr Li Ka Shing, whose generous donation was foundational to establishing the Institute of Virology and brought Dr Houghton to the University of Alberta. Premier Jason Kenney also attended the celebration where he announced \$20 million in new funding towards pharmaceutical and vaccine research and commercialization.

REPORT OF THE PRESIDENT

The President welcomed Dr Houghton and Dr Tyrrell, Founding Director of the Li Ka Shing Institute of Virology, to the meeting and congratulated Dr Houghton, who, the previous day, received the Nobel Prize in Physiology or Medicine in recognition of his discovery of the hepatitis C (HCV) virus. Dr Houghton thanked Dr Tyrrell for his mentorship and friendship, and presented him with a replica Nobel medal in acknowledgement of his years of work to advocate for medical research at the University of Alberta.

DISCUSSION ITEMS

The Board received a budget update from Vice-President (University Services and Finance) Todd Gilchrist, including that 2021-22 budget planning is underway, pending announcements regarding provincial budget targets.

Due to the transformative nature of academic restructuring decisions on the agenda, the remainder of the four and a half hour open session was dedicated to discussion of those items, especially an administrative structure for the colleges. A summary of the discussion is included below.

BOARD OF GOVERNORS' MOTION SUMMARY

On the recommendation of General Faculties Council regarding academic restructuring, the Board of Governors approved:

- a college model as defined in the Executive Summary in the materials before the Board;
- the establishment of a:
 - College of Health Sciences, composed of the Faculty of Medicine and Dentistry, the Faculty of Rehabilitation Medicine, the Faculty of Pharmacy and Pharmaceutical Sciences, the Faculty of Nursing, the School of Public Health, and the Faculty of Kinesiology, Sport, and Recreation.
 - College of Natural and Applied Science, composed of the Faculty of Science, the Faculty of Engineering, and the Faculty of Agricultural, Life and Environmental Sciences.
 - College of Social Sciences and Humanities, composed of the Faculty of Arts, Faculty of Education, Alberta School of Business, and Faculty of Law.

In response to General Faculties Council's recommendation of a shared services administrative structure for the colleges, the Board engaged in a discussion including the following:

- government requirements that the university achieve its savings targets and balance its budget;
- the importance of metrics, including clear timelines and criteria for success;
- concern that a shared services model may negatively impact student services and the need to support student experience and research;
- the number of direct reports to the Provost and Vice-President (Academic);
- the advantages and disadvantages of collegial governance and private sector leadership models;
- the potential risks and benefits of delaying a decision on the administrative structure; and
- the importance of stakeholder communications, transparency, and respect for the advice and recommendations of General Faculties Council.

On the recommendation of General Faculties Council Committee, and as amended by the Board of Governors, the Board approved:

- an administrative structure for the college model that requires that:
 - the college be led by a collegial Council of Deans, in consultation with the Provost;
 - each college be implemented by a college dean, seconded from and by the existing deans (Council of Deans) within the respective college, who is responsible for the administration of the college, and reports to the Provost;
 - each Faculty be led by a Dean who reports to the College Dean, administers the Faculty budget, and is responsible for all matters relating to the academic program of the Faculty; and
 - after 18 months, the President shall undertake a review of the college administrative and leadership structure and report to the Board of Governors and GFC;

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.

Following the meeting, Kate Chisholm, Board of Governors' Chair, shared a [meeting update](#) with the university community. The article is appended to the end of this report.

On the recommendation of the Board Learning, Research and Student Experience Committee, the Board of Governors also approved:

- the suspension of admissions to the Augustana Faculty Bachelor of Arts majors in Biology, Chemistry, Computing Science, Mathematics and Physics, and Sociology, and the Augustana Faculty Bachelor of Science majors in Mathematics and Physics, and Psychology, as submitted by Augustana Faculty and as set forth in Attachments 1-7, to take effect July 1, 2021;
- the suspension of admissions to the Bachelor of Kinesiology Sport Coaching major, as submitted by the Faculty of Kinesiology, Sport, and Recreation and as set forth in Attachment 1, to take effect July 1, 2021; and
- the termination of the Bachelor of Education, Adult Education route, as submitted by the Faculty of Education and as set forth in Attachment 1, to be effective upon final approval.

INFORMATION REPORTS

- Report of the Audit and Risk Committee
 - Safety Moment
 - Follow-up: 2020-21 Committee Workplan
 - Current Accounting and Financial Reporting Issues
- Report of the Finance and Property Committee
 - Capitalization of Unrestricted Funds to Permanent Restricted Endowments Net Assets - Mechanical Engineering Endowment and Engineering the Next Generation Fund
 - Budget Briefing
 - Residence Rental and Meal Plan Rates Scenarios / Assumptions
 - Capital Renewal Program 2019-20 - A Year in Review
 - TEC Edmonton Update
 - Integrated Asset Management Strategy Dashboard
- Report of the Governance Committee
 - Member Recruitment: Current Process and Opportunities for Change
 - Draft Outline: New Member Orientation
 - Update on planning: Board-GFC-Senate Summit
 - Ongoing Opportunities for Board Member Development

- Report of the Human Resources and Compensation Committee
 - Presentation by and Discussion with President of the Graduate Students' Association (GSA)
 - Presentation by and Discussion with President of the Post-doctoral Fellows Association (PDFA)
 - Indicators of Health & Disability Annual Report

- Report of the Investment Committee
 - Portfolio Compliance – September 30, 2020
 - Cost Effectiveness of Investment Program – Annual Review
 - CAUBO Endowment Survey – December 31, 2019
 - Recommendation to appoint a new member to the Board Investment Committee
 - Unitized Endowment Pool (UEP) Asset Allocation Study
 - Portfolio Performance and Risk – September 30, 2020
 - Unitized Endowment Pool (UEP) Strategy Progress Report
 - Non-endowed Investment Pool (NEIP) Strategy Progress Report

- Report of the Learning, Research and Student Experience Committee
 - Annual Report on Undergraduate Student Financial Support and Accompanying Overview
 - Report from the Provost and Vice-President (Academic)
 - Alberta 2030: Building Skills for Jobs
 - Academic Restructuring
 - Report from the Vice-President (Research and Innovation)
 - Fostering Interdisciplinary Research and Enhancing Research Funding
 - Report from the Vice-Provost and Dean of Students
 - Mental Health and Wellness Initiatives
 - Suicide Prevention Implementation Report
 - UofA and the National Standard of Canada for Mental Health and Well-Being for Post-Secondary Students
 - Annual Report of the Appeals and Compliance Officer
 - 2019/20 Annual Report of Student Conduct Responses, Dean of Students' Portfolio

- Report of the Reputation and Public Affairs Committee
 - Emerging Issues and Opportunities
 - Community Relations Discussion
 - Presidential Transition Update
 - Senate Update

The Board also received reports from the Chancellor, Alumni Association, Students' Union (including 2019-20 Financial Statements), Graduate Students' Association (including 2019-20 Financial Statements), Association of Academic Staff of the University of Alberta, Non-Academic Staff Association, General Faculties Council, and the Board Chair.

Prepared for: Dilini Vethanayagam
GFC Representative on the Board of Governors

By: Erin Plume
Assistant Board Secretary

Please note: official minutes from the open session of the December 11, 2020 Board of Governors' meeting will be posted on the University Governance website once approved by the Board at its March 12, 2021 meeting:
<https://www.ualberta.ca/governance/member-zone/board-of-governors/board-minutes>.

COVID-19 Information and Updates

| **January 15:** [Enhanced safety measures still in place; check-in when on campus; tracking COVID-19 on campus](#)



Update from Dec. 11 Board of Governors

Today, the Board of Governors approved the establishment of three new colleges, consisting of 13 faculties and organized by disciplinary alignment with shared administrative services. This decision comes after many months of hard work and consultation.

Kate Chisolm - 11 December 2020

Today, the Board of Governors approved the establishment of three new colleges, consisting of 13 faculties and organized by disciplinary alignment with shared administrative services. This decision comes after many months of hard work and consultation. As a community, students, faculty and staff have come together proactively and thoughtfully to respond to significant reductions to the U of A's Campus Alberta Grant.



Following the recommendation of GFC, the Board passed the following two motions:

Motion 1:

THAT the Board of Governors, on the recommendation of General Faculties Council, approve a college model as defined in the Executive Summary below:

Executive Summary: For the purposes of this discussion, a “college model” is defined as a group of related faculties intended to promote coordination and collaboration between them. At a minimum, the college will provide common administrative services for the faculties in the college, with a view to providing a high level of service at a lower cost. Each faculty remains focused on its respective academic programming and research with minimal administration, and departments support the faculty in delivering the academic functions where disciplinary specialization makes sense. Currently, the sixteen faculties governed by the budget model each generate a stream of revenue. Those streams would continue to be separately calculated and assigned to faculties. Those faculties within colleges would be “taxed” at a common rate to fund any college-level services and initiatives. The remaining net amount is administered by the academic dean.

Motion 2:

THAT the Board of Governors, on the recommendation of General Faculties Council, approve, effective July 1, 2021, the establishment of a:

College of Health Sciences, composed of the Faculty of Medicine and Dentistry, the Faculty of Rehabilitation Medicine, the Faculty of Pharmacy and Pharmaceutical Sciences, the Faculty of Nursing, the School of Public Health, and the Faculty of Kinesiology, Sport, and Recreation.

College of Natural and Applied Science, composed of the Faculty of Science, the Faculty of Engineering, and the Faculty of Agricultural, Life and Environmental Sciences.

College of Social Sciences and Humanities, composed of the Faculty of Arts, Faculty of Education, Alberta School of Business, and Faculty of Law.

It is important to note that the establishment of these colleges does not affect Campus Saint-Jean, Augustana, and the Faculty of Native Studies. These will remain stand-alone faculties to preserve and enhance their connections to key communities and partners.

As did GFC in its deliberations last Monday, the Board faced a much more difficult decision when it came to the management structure of the colleges. The Board has great respect for the collegial governance of the university and took very seriously GFC's advice on this point. We heard GFC's significant concerns around any creation of a new layer of academic and administrative leadership, specifically concerns that it will increase rather than reduce costs and decrease the important role that faculties and deans play in the collegial governance of the university.

After thorough discussion of issues, the Board came to a compromise amendment to the GFC's recommendation. In the amended motion, each college will be led by a collegial council of deans and implemented by a seconded college dean.

The amended motion reads in full as follows:

Motion 3 (amended):

THAT the Board of Governors, on the recommendation of General Faculties Council, approve an administrative structure for the college model that requires that:

the college be led by a collegial Council of Deans, in consultation with the Provost;

each college be implemented by a college dean, seconded from and by the existing deans (Council of Deans) within the respective college, who is responsible for the administration of the college, and reports to the Council of Deans;

each Faculty be led by a Dean who reports to the Provost, administers the Faculty budget, and is responsible for all matters relating to the academic program of the Faculty; and

after 18 months, the President shall undertake a review of the college administrative and leadership structure and report to the Board of Governors and GFC;

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 important decisions made this week reflect well on the U of A's very strong governance. GFC heard the Administration's recommendation but elected, after diligent and careful deliberation, to amend it. The Board of Governors then heard and carefully considered GFC's recommendations but amended one of them. This is exactly the process envisioned in the Post- Secondary Learning Act and it allowed us to arrive at a structure that will enable collegiality within the colleges while also ensuring that we can meet our budget milestones. Now, we can move on to working together to build a strong future.

On behalf of the Board, I would like to thank all of you for your commitment and dedication to the U of A. We would also like to thank the General Faculties Council, in particular, for working quickly and effectively to provide recommendations to the Board regarding academic restructuring in a short period of time.

Kate Chisholm

Board Chair, Board of Governors

University of Alberta

RELATED POSTS

ACADEMIC RESTRUCTURING

SERVICE EXCELLENCE TRANSFORMATION

ALL UPDATES