



General Faculties Council
Approved Open Session Minutes

Monday, September 28, 2020
Zoom Virtual Meeting
2:00 PM - 5:00 PM

ATTENDEES:

Statutory Members:

Ex-Officio:

Bill Flanagan, Chair
Chris Andersen
Dale Askey
Barbara Billingsley
Stanford Blade
Greta Cummings
Neal Davies
Steven Dew
Walter Dixon
Joseph Doucet
Fraser Forbes
Robert Haennel
Brenda Hemmelgarn
Shanthi Johnson
Matina Kalcounis-Rueppell
Gitta Kulczycki
Maria Mayan
Brooke Milne
Pierre-Yves Mocquais
Kerry Mummery
Melissa Padfield
Steve Patten
Andrew Sharman
Kelly Spencer
Catherine Swindlehurst
Demetres Tryphonopoulos
Jennifer Tupper

Elected Faculty:

Jason Acker
W. Ted Allison
J Nelson Amaral
Nicholas Beier
Robert Burrell
Heather Coleman
Piet Defraeye
Michael Dyck
Gary Eitzen
Anastasia Elias
Mary Forhan
Bill Foster
Michael Frishkopf

Basil Hubbard
Christine Hughes
Peter Hurd
Marianne Jacquet
Nat Kav
Hollis Lai
Pierre Lemelin
Kathleen Lowrey
Susanne Luhmann
Derek MacKenzie
Pirkko Markula
Sean McMurtry
Al Meldrum
Sue-Ann Mok
Roger Moore
Sarah Moore
Shannon O'Byrne
Sujata Persad
Frances Plane
Elena Posse de Chaves
Cheryl Poth
Christina Rinaldi
Keith Rourke
Victoria Ruetalo
Carolyn Sale
Susan Sommerfeldt
Eleni Stroulia
Kisha Supernant
Amy Tse
Alan Underhill
Mani Vaidyanathan
Akiko Watanabe
Jonathan White
Lynne Wiltse
Minn-Nyoung Yoon
Yan Yuan

Students:

David Draper
Katie Kidd
Sachiketha Reddy

Appointed Members:

Ricardo Acuna
Joel Agarwal

Ananya Ananya Sarkar
Susan Babcock
Samar Barazesh
Paramita Chaudhuri Basu
Chris Beasley
Dhir Bid
Karl Buchanan
Marwan Burhani
Daniela Carbajal
Meijun Chen
Breda Cormack
André Costopoulos
Nicole de Grano
Talia Dixon
Eric Einarson
Shannon Erichsen
Shawn Flynn
Christian Fotang
Makboolee Fyith
Simran Ghoman
Shivani Gupta
Jill Hall
Purna Hariharan
Zaryab Khan
Harnoor Kochar
Janice Kung
Sharonne Lee
Christopher Lupke
Habba Mahal
Angie Mandeville
Lucas Marques
Adekunle Mofolasayo
Abner Monteiro
Gaser Nagah
Ana Oliveira
Jacob Park
Nicole Patrie
David Ren
Tyler Saretzky
Sarah Severson
Khandaker Akib Shahriar
Lee Smith
Andrei Tabirca

Shahed Taghian
Dehaghani
Frederick Tappenden
Dilini Vethanayagam
Marc Waddingham
Adan Wang
Adrian Wattamaniuk
Donna Wilson
Adrienne Wright
Ding Xu
Xinxin Zhang

REGRETS:

Adarsh Badesha
Amlan Bose
Yiming Chen
Paul Gareau
Simran Kaur Dhillon
Emily Kimani
David Konrad
Rahul Korde
Devshri Lala
Dan Romanyk
Richard Schulz
Kristof Van Assche

Guests:

Kate Chisholm, Board of
Governors Chair
Peggy Garritty, University
Chancellor

Staff:

Brad Hamdon, General
Counsel and University
Secretary
Kate Peters, GFC
Secretary
Heather Richholt,
Assistant Secretary to
GFC
University Governance:
Ann Hodgson
Edyta McLoughlin
Laura Riley

OPENING SESSION

1. Approval of the Agenda

Materials before members are contained in the official meeting file.

Presenter(s): Bill Flanagan, President and Vice-Chancellor, and Chair of GFC

The Chair called the meeting to order and welcomed everyone to the first GFC meeting of the 2020-2021 academic year.

The Chair read the following territorial acknowledgement and thanked the Vice-Provost (Indigenous Programs and Research) Florence Glanfield for her work in crafting it:

The University of Alberta resides on Treaty 6 territory and the homeland of the Métis. This territory is a traditional gathering place for diverse Indigenous peoples including the Cree, Blackfoot, Métis, Nakota Sioux, Iroquois, Dene, Ojibway, Saukteaux, Anishinaabe, Inuit, and many others whose histories, languages, and cultures continue to influence our vibrant community. To acknowledge the traditional territory is to recognize its longer history—reaching beyond colonization and the establishment of European colonies, as well as its significance for the Indigenous peoples who lived and continue to live upon this territory, and whose practices and spiritualities were tied to the land and continue to develop in relationship to the land and its other inhabitants today. We must recognize our collective responsibility in working in relationship with First Nations, Métis, and Inuit peoples and what that means for our institutional work. The principles of Good Relations with FNMI peoples and communities can be followed with all of our diverse and vibrant communities and will be our way forward to uplifting the whole people for the University for Tomorrow.

The Chair encouraged members to access the important teachings from the university's Indigenous Signature area, SKIPP. He noted that their virtual Colloquium recordings were available and covered the important work of Indigenous Engaged scholarship in Health, Science and Engineering, Intersectionality and Education.

The Chair agreed to a request from the Vice-Provost and Registrar to change the order of the items on the agenda to move the Duolingo English Test approval forward in the agenda. The Duolingo item was renumbered as item 5.

GFC member C Sale made a motion from the floor to defer the remaining, non-time sensitive action items to the next meeting of GFC to ensure adequate time for discussion on Academic Restructuring. The Chair asked the proponents of each of the items if they were in agreement, and all agreed to the deferrals.

GFC member A Tabirca made a motion from the floor to add an item to the agenda. The motion carried with the required two-thirds majority, and the Chair placed the item on the agenda as item 6.

GFC member C Sale made a motion from the floor to extend the meeting for an additional hour for discussion and debate of the three proposed restructuring scenarios set out in the Academic Restructuring Working Group's *Interim Report*. The Chair explained that he would have to leave the meeting at 4:40 p.m. but that he would pass the Chair to the Provost and Vice-President (Academic) at that time if the meeting was still in progress.

Motion: Sale/Acuna

THAT General Faculties Council defer the non-time sensitive action items to the next meeting of GFC.

CARRIED

Motion: Tabirca/Kav

THAT General Faculties Council add the motion proposed by GFC member A Tabirca to the agenda.

CARRIED

Motion: Sale/Kav

THAT General Faculties Council extend the meeting of September 28, 2020 by one hour.

CARRIED

Motion: Supernant/Acker

THAT the General Faculties Council approve the agenda as amended.

CARRIED

2. Report from the President

Presenter(s): Bill Flanagan, President and Vice-Chancellor, and Chair of GFC

Discussion:

The Chair welcomed special guests Board Chair, Kate Chisholm, and Chancellor, Peggy Garritty.

The Chancellor noted that the Senate was engaged with the University of Alberta for Tomorrow and the Post-Secondary review and she was happy to be able to observe GFC.

The Board Chair communicated greetings from the Board of Governors and appealed to GFC for their help with Academic Restructuring. She pointed out that the reduction to the Campus Alberta Grant and strict timeline to meet the resulting budget challenges were not of the Board's making but that urgent action was necessary. She explained that the Board was eager to receive a recommendation from GFC before they make their decision. She urged GFC to use every opportunity to engage with Academic Restructuring and noted that the Board was relying on GFC to help with important decisions related to teaching and research with the goal of preserving what makes the University of Alberta great.

The Chair referenced his report in the meeting materials and noted that there had been no decisions made about Academic Restructuring to date. He explained that they were working toward Board of Governors approval at their meeting of December 16, 2020 and were proposing a special GFC Executive Committee meeting on November 30 and a special GFC meeting on December 7. He noted that GFC would discuss Academic Restructuring at its September, October, and November meetings before it was asked to make a recommendation to the Board at the special December meeting.

The Chair noted that discussion about the ongoing impacts of COVID-19 would be addressed in the standing item on Academic Emergency Protocols. The Chair noted this would be Gitta Kulczycki's final meeting at GFC, thanked her for her valuable service and contributions, and wished her well in her new role at Dalhousie University.

CONSENT AGENDA

Materials before members are contained in the official meeting file.

Consent Agenda Mover and Seconder: Supernant/Acker

3. Approval of the Open Session Minutes of June 22, 2020

THAT General Faculties Council approve the open session minutes of June 22, 2020

CARRIED

4. New Members of GFC

TO APPOINT/REAPPOINT:

The following academic staff member to represent University Library Academic Staff, for a term beginning July 1, 2020 and ending June 30, 2023:

Angie Mandeville, University Library Academic Staff Representative

The following Postdoctoral Fellows Association Representative, to serve on GFC for a term of office beginning September 2, 2020 and ending June 30, 2023:

Gaser Nagah, PDFA Representative

The following Management and Professional Staff Representative, to serve on GFC for a term of office beginning September 16, 2020 and ending June 30, 2023:

Susan Babcock, Management and Professional Staff (MaPS) representative

The following President of the Association of Academic Staff of the University of Alberta (AASUA), for a term beginning July 1, 2020 and ending June 30, 2022:

Ricardo Acuna, President, AASUA

The following academic staff member nominated by GFC to the Board of Governors and appointed to GFC for a term that is concurrent with the term on the Board (July 13, 2020 to July 12, 2023):

Dilini Vethanayagam, Faculty of Medicine and Dentistry

The following undergraduate student representatives to serve on GFC for terms commencing August 27, 2020 and ending April 30, 2021:

David Ren Faculty of Engineering

Adrian Wattamaniuk, Faculty of Engineering

CARRIED

TO RECEIVE:

The following statutory faculty members who have been elected/re-elected by their Faculty, to serve on GFC for a term of office beginning July 1, 2020 and ending June 30, 2023:

Michael Dyck, Faculty of Agricultural, Life and Environmental Sciences

Derek MacKenzie, Faculty of Agricultural, Life and Environmental Sciences

Cheryl Poth, Faculty of Education

Robert Burrell, Faculty of Engineering

Mani Vaidyanathan, Faculty of Engineering

Marianne Jacquet, Faculté Saint-Jean

CARRIED

ACTION ITEMS

5. Duolingo English Test: Extension of Short-term Use

Materials before members are contained in the official meeting file.

Presenter(s): Melissa Padfield, Vice-Provost and Registrar

Purpose of the Proposal: To extend the acceptance of the Duolingo English Test (DET) for all applicants to undergraduate and graduate programs as an additional option to demonstrate English Language Proficiency for Spring 2021, Summer 2021, Fall 2021, and Winter 2022 admission.

To adopt a subscore requirement, in addition to an overall score, to achieve a more nuanced assessment of an applicant's English Language Proficiency.

Discussion:

Ms Padfield gave a brief explanation of how the Duolingo English Test (DET) had been approved to allow students to meet English Language Proficiency requirements for admission because of the closure of many traditional ELP test centers due to the COVID-19 pandemic. She noted that since matters had not changed with the pandemic, an extension was being sought.

Members expressed support of the DET and its affordability and accessibility, and hope that the data would be supportive of longer-term use in future. Members asked what data the Office of the Registrar would track and how they would determine the test's future viability.

Motion: Supernant/Acker

THAT the General Faculties Council approve the proposed temporary change to Undergraduate and Graduate English Language Proficiency requirements, as submitted by the Office of the Registrar and as set forth in attachment 1, to take effect for Spring 2021, Summer 2021, Fall 2021, and Winter 2022 admissions.

CARRIED

DISCUSSION ITEMS

6. University of Alberta for Tomorrow (UAT)

Materials before members are contained in the official meeting file.

Presenter(s): Bill Flanagan, President and Vice-Chancellor and Chair of GFC; Steven Dew, Provost and Vice - President (Academic); Gitta Kulczycki, Vice-President (Finance and Administration)

Purpose of the Proposal: To discuss and receive feedback on the contents of the Interim Report of the Academic Restructuring Working Group.

Discussion:

The Chair highlighted the importance of the University of Alberta's vision and mission in the institutional strategic plan, *For the Public Good* and explained how the University of Alberta for Tomorrow (UAT)'s vision and goals were aligned. He indicated that the institution's priorities of teaching, learning, and research were being kept at the forefront of setting a bold new direction for the university. He noted that the landscape of higher education was changing with cuts to government funding and a government review of the post-secondary system and that the university had to take strategic and urgent action to avoid becoming a diminished university.

Dr Dew spoke about the two major elements of UAT and the importance of coordination between the initiatives:

- Academic Restructuring - restructuring Faculties to create economies of scale and to streamline the administrative support model; and
- Service Excellence Transformation (SET) - restructuring administrative processes and workflows to exploit economies of scale and improve services.

Dr Dew presented an overview of the Interim Report of the Academic Restructuring Working Group (ARWG) and noted that the scenarios were not fully formed but were meant to stimulate discussion and help refine ideas about restructuring.

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

- the current hiring freeze and whether or not that freeze would continue for the hiring of professors;
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- concerns that dividing the academic and administrative leadership would not save money but would remove academics from positions of authority making leadership more managerial and less academy focused; the difference between academic, strategic leadership and administrative, transactional leadership;
- whether Faculties should remain as academic units;
- whether the Faculty of Medicine and Dentistry would have to undergo restructuring;
- concern that three tiers of academic leaders would mean less money finding its way to Departments;
- a request for assessment of the tasks that would be taken over by the administrative leadership;
- how the Faculty of Graduate Studies and Research would be restructured;
- whether the costs that would be incurred by the restructuring itself had been factored in;
- whether Executive Deans would be academics or non-academics;
- how funding would be allocated within the divisions in scenario B;
- the implications of the new budget model to restructuring;
- how the comparators in the NOUS report were chosen;
- work that was being done to fund research initiatives at the university;
- concern that smaller, unique Departments and programs would be crowded out if they did not fit into the new structure as clearly; and
- accountability to donors and industry partners.

At this point in the discussion, the Chair noted that he would come back to the discussions and pending questions on item 6 but needed to move to item 7, the motion from the floor, to ensure he could chair the item before he had to leave the meeting.

A member raised a point of order noting that this was interfering with the order of items to which GFC had agreed when they approved the agenda.

The Chair explained that the discussion would continue but that, as he had already noted, he had to leave the meeting at 4:40 p.m. and it was important that the motion be heard before he had to pass the Chair to Provost Dew.

ACTION ITEMS

7. Motion from GFC Member Andrei Tabirca

Presenter(s): Andrei Tabirca, Elected GFC Member

Discussion:

The Chair noted that the SET initiative was outside the mandate of GFC because it is an administrative matter, not an academic matter. However, pursuant to S. 26(1)(o), GFC can make a recommendation to the Board on any matter considered by GFC to be of interest to the University. The Chair clarified that these motions must be communicated as recommendations from GFC to the Board. He agreed that he would transmit GFC's recommendations to the Board at its meeting of October 16.

Mr Tabirca noted that the message from the President was that the Service Excellence Transformation (SET) was not an academic matter and argued that the potential impacts to student service, teaching, and research as a result of the changes made it an academic matter. He observed that GFC and the University of Alberta community needed to be able to consider all of the data and weigh in on the SET decision making to be sure that the correct model was chosen.

Several members expressed agreement that GFC members should have the opportunity to consider the data and make a recommendation to the Board of Governors.

Before calling the decision on the motion, the Chair again noted the *PSLA* allows GFC to make recommendations to the Board of Governors on matters of interest to the University, but that the jurisdiction of GFC as set out in legislation is restricted to academic matters. The motion would be a recommendation only and he confirmed that he would be pleased to pass it on to the Board.

Motion: Tabirca/Kav

THAT the General Faculties Council recommend that the SET process will follow the ARWG process, with the effect that SET will come to General Faculties Council for discussion and a vote on its recommendation to the Board of Governors; and that to support this process, the General Faculties Council shall receive the data, consultant recommendations, and proposed scenarios or models for the "Service Excellence Transformation", with supporting rationale, so that its recommendation to the Board of Governors is informed and responsible and to ensure that proposed changes to the administrative structure and operations of the University will support the University's academic mission.

CARRIED

DISCUSSION ITEMS

Continuation of Item 6: University of Alberta for Tomorrow (UAT)

Discussion:

The Chair noted that there were only 30 minutes left in the meeting time and asked if members wanted to move to the next item and question period or continue the discussion on UAT.

A motion to defer the rest of the items and continue the discussion was made and carried.

Motion: Elias/Mok

THAT the General Faculties Council defer the remaining items on the agenda and continue with the discussion on UAT.

CARRIED

The President stepped out of the Chair and left the meeting and Vice-Chair Dr Dew assumed the role.

The discussion continued and members asked questions and expressed comments including but not limited to:

- concern that the scenarios were be top heavy with administrators;
- concern that front line expertise would disappear and that central units would not be able to provide services as effectively;
- that the Interim Report does not contain a reasonable scenario based on academic principles consistent with leading universities and that a moderate approach was needed;
- a request for detail related to the interdisciplinary gains that were expected as a result of the new scenarios;
- concern about increased workload for those who remained;
- concerns about how "Faculty" is defined, the groupings of Faculties in the scenarios and whether alternate groupings would make more sense;
- a request for more data about staffing cuts to date and those expected in the future;
- expected tuition and fees increases; and

- an observation that some members have indicated they are not supportive of the Academic Restructuring scenarios as presented.

Ms Kulczycki noted that there was not enough time remaining to give her presentation about SET but that she would distribute the slides to members. She noted that Uniforum data was being used to identify potential efficiencies in the context of budget reductions. She further affirmed that the university could not expect fewer people to do the same amount of work and that reorganizing the work was necessary.

8. Academic Governance Emergency Protocols (Standing Item)

Item was deferred.

A. Report of the GFC Executive Committee

B. COVID-19 Governance Decision Tracker

9. Question Period

Item was deferred.

INFORMATION REPORTS

Materials before members are contained in the official meeting file.

10. Report of the GFC Academic Planning Committee
11. Report of the GFC Academic Standards Committee
12. Report of the GFC Programs Committee
13. GFC Nominations and Elections
14. Report of the Board of Governors
15. Information Forwarded to GFC Members Between Meetings
 - A. [FOLLOW-UP] General Faculties Council - June 22, 2020
 - B. 2020JUL02 Board and GFC Announcement
 - C. University of Alberta Mail - Welcome to General Faculties Council!

CLOSING SESSION

16. Adjournment
 - Next Meeting of General Faculties Council: October 19, 2020

Motion: Elias/Doucet

THAT the General Faculties Council adjourn the meeting.

CARRIED