



The following Motions and Documents were considered by General Faculties Council at its Monday, November 27, 2017 meeting:

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Agenda Title: **MOTION I: TO APPOINT** *[This motion may be proposed only by statutory members of GFC]:*

The following graduate student representatives, to serve on GFC for terms commencing immediately and ending April 30, 2018:

Linzy Bohn	Faculty Arts/Science (Psychology)
Erica Chang	Faculty of Medicine and Dentistry
Heidi Cossey	Faculty of Engineering
Gautam Gaur	Faculty of Agricultural, Life and Environmental Sciences

Final Item: 5

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Agenda Title: **Proposal to Waive English Language Proficiency Requirement for the Master of Financial Management (MFM) and the Master of Business Administration (MBA) programs delivered in Mandarin by the Alberta School of Business, Faculty of Graduate Studies and Research**

**Motion:** THAT General Faculties Council approve the proposed waiver of the English Language Proficiency requirement for the Master of Financial Management (MFM) and the Master of Business Administration (MBA) programs delivered in Mandarin by the Alberta School of Business, as recommended by the GFC Academic Standards Committee, and as set forth in Attachment 2, to take effect upon approval.

Final Item: 8

**OUTLINE OF ISSUE**  
**Action Item**

Agenda Title: **Proposal to Waive English Language Proficiency Requirement for the Master of Financial Management (MFM) and the Master of Business Administration (MBA) programs delivered in Mandarin by the Alberta School of Business, Faculty of Graduate Studies and Research**

**Motion:** THAT General Faculties Council approve the proposed waiver of the English Language Proficiency requirement for the Master of Financial Management (MFM) and the Master of Business Administration (MBA) programs delivered in Mandarin by the Alberta School of Business, as recommended by the GFC Academic Standards Committee, and as set forth in Attachment 2, to take effect upon approval.

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Heather Zwicker, Dean and Vice Provost, Faculty of Graduate Studies and Research Joseph Doucet, Dean, Alberta School of Business
Presenter	Michael Maier, Associate Dean, Master's Programs, Alberta School of Business Debby Burshtyn, Vice Dean, Faculty of Graduate Studies and Research Tammy Hopper, Chair, GFC Academic Standards Committee

**Details**

Responsibility	Provost and Vice-President (Academic)
The Purpose of the Proposal is (please be specific)	To allow the Alberta School of Business to waive the English Language Proficiency (ELP) requirement which will enable them to offer a degree where the language of instruction is in Mandarin without determining the English Language Proficiency of the applicants.
The Impact of the Proposal is	The benefits of Mandarin delivery of the MFM and MBA programs in China would create the following benefits to the School and the University: <ul style="list-style-type: none"> <li>• Enhanced global reach and branding of the School;</li> <li>• Greater effectiveness in attracting quality international students;</li> <li>• Enhanced learning experience for students in their native language;</li> <li>• Internationalization of School culture and student experience;</li> <li>• Internationalization and expansion of alumni network; and</li> <li>• Increased potential for external development.</li> </ul>
Replaces/Revises (eg, policies, resolutions)	n/a
Timeline/Implementation Date	Effective upon final approval and for publication in the 2018-2019 Calendar. If approved, the waiving of the ELP requirement would apply to applicants to the MFM (in Mandarin) and the MBA (in Mandarin) for 2018 admission.
Estimated Cost and funding source	n/a
Next Steps (ie.: Communications Plan, Implementation plans)	
Supplementary Notes and context	In 2014 the Alberta School of Business started offering a Master of Financial Management (MFM) degree in Shenzhen, China. This degree is offered in partnership with Xi'an Jiaotong University (XJTU) and the Research Institute of Tsinghua University) and is taught in English. The partnership agreement between UA and XJTU contemplated that the

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	<p>degree could be offered in Mandarin in the future.</p> <p>Given the success of our program in Shenzhen, we want to expand the MFM degree to Shanghai and offer an MBA degree in Shenzhen. Both of the programs will be delivered in Mandarin. Instructors from our partner universities (XJTU and Tsinghua) will be utilized for part of the instruction with simultaneous translation being used for courses taught by our English-speaking instructors.</p> <p>Program standards conform with our existing degrees as well as the Government of Alberta guidelines for Off-Shore Program Delivery. In addition, as the first and longest continuously AACSB accredited business school in Canada this program will be subject to external review as well as our internal Quality Assurance processes mandated by CAQC.</p> <p>----</p> <p>The GFC Academic Standards Committee (ASC) decided not to act with its delegated authority on this item, and forwards it to General Faculties Council with a recommendation for GFC to approve the proposal.</p> <p>During its discussion, ASC noted that it is prudent that GFC consider the following:</p> <ul style="list-style-type: none"> <li>- the context of the proposal – the waiver is specific to graduate programs in the Alberta School of Business, and only when these programs are approved to be offered in a language other than English</li> <li>- proficiency in the language of instruction is required</li> <li>- that this proposal is for delivery in a country where the local language of instruction is not English</li> <li>- the proposal, which ASC supports, could set a precedent for waiving ELP when delivering programs in international contexts</li> </ul>
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**Engagement and Routing** (Include meeting dates)

<p>Participation: (parties who have seen the proposal and in what capacity)</p> <p>&lt;For further information see the link posted on the <a href="#">Governance Toolkit section Student Participation Protocol</a>&gt;</p>	<p><u><i>Those who have been <b>informed</b>:</i></u></p>
	<p><u><i>Those who have been <b>consulted</b>:</i></u></p> <ul style="list-style-type: none"> <li>• Steven Dew, Provost and Vice-President (Academic)</li> <li>• Heather Zwicker, Dean FGSR</li> <li>• Amy Dambrowitz, Assistant Dean (Administration) FGSR</li> <li>• Thomas Hidson, Assistant Registrar (Records), Office of the Registrar has confirmed that the transcript can designate that the language of instruction is in Mandarin.</li> <li>• Danielle Scott, Assistant Director (International Relations) UAI has reviewed the agreements between UA and our international partner institutions and provided feedback to ensure compliance with existing UA policy standards.</li> </ul>

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	<p><u><i>Those who are actively participating:</i></u></p> <ul style="list-style-type: none"> <li>• Michael Maier, Associate Dean, Master’s Programs, Alberta School of Business (ASOB)</li> <li>• Edy Wong, Associate Dean/International, ASOB</li> <li>• Stefanie Claro, International Partnerships Coordinator, ASOB</li> <li>• Chris Lynch, Senior Director, Recruitment, Admissions &amp; Marketing, Master's Programs, ASOB</li> <li>• Janice Hurlburt, Governance and Policy Coordinator FGSR</li> <li>• Deborah Burshtyn, Vice-Dean FGSR</li> <li>• Tammy Hopper, Vice-Provost (Programs), Office of the Provost and Vice-President (Academic) confirmed on July 5, 2017 that the Provost has approved the offering of the program in a language other than English and that the language of instruction may be identified on the transcript.</li> <li>• Kate Peters, Portfolio Initiatives Manager, Office of the Provost and Vice-President (Academic)</li> </ul>
<p>Approval Route (Governance) (including meeting dates)</p>	<p>Alberta School of Business Graduate Students Policy Committee -- August 17, 2017          Alberta School of Business Faculty Council -- September 1, 2017          FGSR Council – September 13, 2017          GFC ASC Subcommittee on Standards – October 5, 2017          GFC Academic Standards Committee – October 19, 2017          GFC Executive Committee – November 20, 2017          General Faculties Council – November 27, 2017</p>
<p>Final Approver</p>	<p>General Faculties Council</p>

**Alignment/Compliance**

<p>Alignment with Guiding Documents</p>	<p>Institutional Strategic Plan - <i>For the Public Good</i></p> <p><b>BUILD</b>          GOAL: Build a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada, and the world.          OBJECTIVE 1: Build a diverse, inclusive community of exceptional undergraduate and graduate students from Edmonton, Alberta, Canada, and the world.          iii. Optimize our international recruiting strategies to attract well-qualified international students from regions of strategic importance, and enhance services and programs to ensure their academic success and integration into the activities of the university.</p> <p><b>ENGAGE</b>          GOAL: Engage communities across our campuses, city and region, province, nation and the world to create reciprocal, mutually beneficial learning experiences, research projects, partnerships, and collaborations.          OBJECTIVE 18: Seek, build, strengthen and sustain partnerships with local, national or international research agencies, governments, government ministries and agencies, universities, Indigenous communities, libraries, not-for-profits, industry, business, and community organizations.          iii. Encourage municipal, provincial, national, and international collaborations, partnerships, and MOUs at institutional, faculty, department, unit, and individual levels.</p>
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<p>Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)</p>	<p><b>1. Post-Secondary Learning Act (PSLA):</b> The <i>PSLA</i> gives GFC responsibility, subject to the authority of the Board of Governors, over academic affairs (Section 26(1)). Further, the <i>PSLA</i> gives the Board of Governors authority over certain admission requirements and rules respecting enrolment (Section 60(1)(c) and (d)). The Board has delegated its authority over admissions requirements and rules respecting enrolment to GFC. GFC has thus established an Academic Standards Committee (ASC).</p> <p>2. PSLA: The PSLA gives Faculty Councils power to “provide for the admission of students to the faculty” (29(1)(c)).</p> <p>3. UAPPOL Admissions Policy: “Admission to the University of Alberta is based on documented academic criteria established by individual Faculties and approved by GFC. This criteria may be defined in areas such as subject requirements, minimum entrance averages, and language proficiency requirements. In addition to academic requirements for admission, GFC authorizes each Faculty to establish such other reasonable criteria for admission of applicants as the Faculty may consider appropriate to its programs of study, subject to the approval of GFC (e.g. interview, audition, portfolio, etc.) The admission requirements for any Faculty will be those approved by GFC as set forth in the current edition of the University Calendar. In addition to the admission requirements, selection criteria for quota programs, where they exist, will also be published in the current edition of the University Calendar. The responsibility for admission decisions will be vested in the Faculty Admission Committees or in the Deans of the respective Faculties, as the councils of such Faculties will determine.”</p> <p><b>2. UAPPOL Admissions Procedure:</b> “PROCEDURE</p> <p>1. EFFECTIVE DATE OF CHANGES TO ADMISSION REGULATIONS Following approval by GFC:</p> <p>a. Where changes to admission regulations may disadvantage students in the current admission cycle, normally implementation will be effective after the change has been published in the University Calendar for one full year (i.e., effective the second year that the information is published in the University Calendar). For example, a change approved in May 2005 would be first published in the 2006-2007 University Calendar in March 2006. Therefore the statement cannot come into effect until September 2007 (affecting applicants who apply for the September 2007 term beginning July 2006).</p> <p>b. Where changes to admission regulations are deemed by the approving body to be ‘advantageous to students’, normally the date of implementation will be effective immediately or at the next available intake for the admitting Faculty.”</p> <p><b>3. GFC Academic Standards Committee (ASC) Terms of Reference</b> “3 B. Admission and Transfer, Academic Standing, Marking and Grading, Term Work, Examinations, International Baccalaureate (IB), Advanced Placement (AP)</p> <p>i. All proposals from the Faculties or the Administration related to</p>
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	<p>admission and transfer, to the academic standing of students, to institutional marking and grading policies and/or procedures and to term work policies and procedures are submitted to the Provost and Vice-President (Academic) (or delegate) who chairs the GFC Academic Standards Committee. ASC will consult as necessary with the Faculties and with other individuals and offices in its consideration of these proposals.</p> <p>ii. ASC acts for GFC in approving routine and/or editorial changes to both admission/transfer policies and academic standing regulations...”</p> <p><b>4. GFC Executive Committee</b></p> <p>“GFC has delegated to the Executive Committee the authority to decide which items are placed on a GFC agenda, and the order in which those agenda items appear on each GFC agenda.</p> <p>When ordering items, the GFC Executive Committee will be mindful of any matters that are of particular concern to students during March and April so that the student leaders who bring those items forward are able to address these items at GFC before their terms end.</p> <p>[...] the role of the Executive Committee shall be to examine and debate the substance of reports or recommendations and decide if an item is ready to be forwarded to the full governing body. The Executive Committee may decide to refer a proposal back to the originating body, to refer the proposal to another body or individual for study or review, or to take other action in order to ready a proposal for consideration by General Faculties Council. “</p>
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Attachments (each to be numbered 1 - 2)

1. Background information/briefing note (page(s) 1 - 2)
2. Calendar change request

*Prepared by:* Janice Hurlburt, Graduate Governance and Policy Coordinator, [jhurlbur@ualberta.ca](mailto:jhurlbur@ualberta.ca)

## *Alberta School of Business*

### *Rationale for Mandarin Language Delivery*

Business schools in today's global environment face two challenges. The first is internationalization of their curricula and the other is globalization of its brand and reputation. Both of these challenges entail engagement in international activities to enable student acquisition of international experience and exposure through global partnerships. Like other faculties, business schools must be mindful of international developments and how they may impact on our curriculum, reputational and recruitment efforts. There is however one development that affects business schools most immediately.

Business schools are vulnerable to certain global education trends because of the nature of business education. Economic growth and development usually augments the demand for business education in an exponentially fashion. The rapid growth in the Middle East and Asia have led to increased demand for MBA and other business related master programs and made them popular degrees for overseas delivery by Western universities. Consequently, overseas degree delivery, either stand-alone or joint programs with local institutions, has become a popular vehicle for Western business to cultivate a global reputation, compete for quality students and create additional revenues in recent years. This trend has led to the emergence of education hubs in the Middle East and Asia where foreign and local universities have set up branch campuses as an alternative to programs offered in the West. Today, China is the largest host country to foreign branch campuses<sup>1</sup> and has joined India and South Korea, along with many Western universities, in establishing branch campuses abroad<sup>2</sup>. Indeed, China and Japan have begun to compete for international students with regional education HUBs such as Dubai, Malaysia, and Singapore in recent years<sup>3</sup>. One of China's strategies is to utilize foreign programs in China to attract international students who may be averse to enrolling in a domestic Chinese institution.

Developments in China are of particular interest to the Alberta School of Business as it has been an important driver of our international initiatives since 1984. China is not only the largest source of international students for the University of Alberta; it

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<sup>1</sup> SI News, *China is now home to the most international branch campuses in the world – report*, Nov 2016, <https://www.studyinternational.com/news/china-is-now-home-to-the-most-international-branch-campuses-in-the-world-report/>

<sup>2</sup> <http://monitor.icef.com/2014/09/oecd-releases-detailed-study-global-education-trends-2014/>

<sup>3</sup> SI News, *South Korea: Gov't promotes overseas expansion in higher education*, April 12, 2016; <http://studyinternational.com/news/south-korea-govt-promotes-overseas-expansion-in-higher-education/>

is also a crucial new source of trade and investment for Alberta. The rising economic influence of China and the growing demand for Western education by Chinese students have made China a central strategic consideration for any globally minded business schools.

The School's decision to offer the Master of Financial Management (MFM) in China was driven by our desire to create a global brand, internationalize the School culture, globalize the learning experience for our Canadian students (through study tours and in-country delivery of regular program classes in China), and to create an extra revenue stream. China is an indispensable element of the School's internationalization strategy.

However, in order to capitalize on the growing reputation the MFM program has created for the School and to create long-term viability through economies of scale, an expansion of program activities is called for. Efficiency in operations, student recruitment and curriculum development requires certain critical mass that does not currently exist. Market research suggests that Mandarin language delivery of the MFM or an MBA program would allow the School to penetrate a very large market of senior executives or managers who are outside of our existing target market because of the English language requirement. In addition, by teaching courses in the native language we believe that learning outcomes will be enhanced. Inclusion of this market segment would allow the School to also expand its external and alumni development activities in China over time.

All programs in the Alberta School of Business are subject to both our external accreditation (AACSB) as well as internal quality assurance processes. Our last AACSB report (2015) gave our programs high marks in ensuring quality program delivery. The new programs in China will also be subject to these same reviews.

The Alberta School of Business consulted with Brent Epperson, Graduate Ombudsperson regarding the procedures for academic misconduct. The existing code of student behaviour will be translated into Mandarin.

In summary, the benefits of Mandarin delivery of the MFM and MBA programs in China would create the following benefits to the School and the University:

- Long-term economic viability of MFM (China) program;
- Enhanced global reach and branding of the School;
- Greater effectiveness in attracting quality international students;
- Enhanced learning experience for students in their native language;
- Internationalization of School culture and student experience;
- Additional revenue source in a fiscally challenged environment;
- Internationalization and expansion of alumni network; and
- Increased potential for external development.



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March 30, 2017

**2018-2019 University of Alberta Proposed Calendar Graduate Program Changes: Alberta School of Business admission requirement change to waive ELP for programs taught in Chinese in China (and addition of Master of Accounting).**

Current	Proposed
<p><b>Graduate Programs</b></p> <p><b>Business [Graduate]</b></p> <p><b>General Information</b> [...]</p> <p><b>Entrance Requirements</b> The minimum admission requirements of the Faculty of Business are those of the Faculty of Graduate Studies and Research; namely, an undergraduate degree with an average of at least 3.0 in the last two years of undergraduate work (or graduate work) at the University of Alberta, or an equivalent qualification from a recognized institution.</p> <p>All applicants are required to write the Graduate Management Admission Test, and have their scores forwarded to the appropriate individual (i.e., Associate Dean – MBA Programs; or the Director – PhD Program; Faculty of Business). For the latest GMAT information visit www.mba.com. Although no arbitrary standard is employed, a score above 550 is desirable for the MBA program and a score above the 90th percentile is desirable for the PhD program.</p> <p>In addition to the above requirements, all students must demonstrate English language proficiency prior to admission as described in English Language Requirement.</p> <p>Additional entrance requirements are listed below, under the heading of the specific degree program.</p>	<p><b>Graduate Programs</b></p> <p><b>Business [Graduate]</b></p> <p><b>General Information</b> [...]</p> <p><b>Entrance Requirements</b> The minimum admission requirements of the Faculty of Business are those of the Faculty of Graduate Studies and Research; namely, an undergraduate degree with an average of at least 3.0 in the last two years of undergraduate work (or graduate work) at the University of Alberta, or an equivalent qualification from a recognized institution.</p> <p>All applicants are required to write the Graduate Management Admission Test, and have their scores forwarded to the appropriate individual (i.e., Associate Dean – MBA Programs; or the Director – PhD Program; Faculty of Business). For the latest GMAT information visit www.mba.com. Although no arbitrary standard is employed, a score above 550 is desirable for the MBA program and a score above the 90th percentile is desirable for the PhD program.</p> <p>In addition to the above requirements, all students must demonstrate English language proficiency prior to admission as described in English Language Requirement.  <u>Where degree programs offered by the Faculty of Business are approved to be delivered in a language other than English, the English language proficiency requirement may be waived.</u></p> <p>Additional entrance requirements are listed below, under the heading of the specific degree program.</p>

**Justification:** We will be delivering the MBA and MFM degree programs in China in the Mandarin language. The Provost has approved the offering of the program in a language other than English.

All students may not have proficiency in the English language. This change to the calendar will allow the University to offer such a degree.

**Approved by:** Alberta School of Business Graduate Students Policy Committee (August 17, 2017); Alberta School of Business Faculty Council (September 1, 2017)