

**Council of the Faculty of Graduate Studies and Research**  
 Wednesday, April 27, 2022 (2:00 to 4:00 pm)  
 Virtual Meeting

Min	Item	Agenda Item	Action	Att.
5	1.0	Call Meeting to Order	Action	No
	2.0	Approval of Agenda	Approval	Yes
	3.0	Approval of Minutes of the April 27, 2022 Meeting	Approval	Yes
	4.0	Matters Arising from the Minutes	Discussion	No
15	5.0	Report from the Dean	Receive for Info	Yes
10	6.0	GSA Monthly Report	Receive for Info	Yes
25	7.0	Office of the Student Ombuds Annual Report	Receive for Info	Yes
10	8.0	<b>FoMD: Course Exemption and Ethics Changes</b> <i>Presenter: Greg Funk, Associate Dean, Grad - FoMD</i>  <i>Motion: THAT FGSR Council approve the suite of calendar changes for programs in the Faculty of Medicine and Dentistry, for immediate implementation upon final approval, and inclusion in the 2023-2024 calendar.</i>	Approval	Yes
10	9.0	<b>MLCS: Termination of MA and PhD in Comparative Literature</b> <i>Presenter: Irene Sywenky, Associate Chair, Grad - MLCS</i>  <i>Motion: THAT FGSR Council approve the termination (following subsequent suspension) of the MA and PhD in Comparative Literature, as outlined in the included documents and for implementation upon final approval.</i>	Approval	Yes
10	10.0	<b>Education: Graduate Certificate in School Leadership Transfer Credit</b> <i>Presenter: Doug Gleddie, Associate Dean, Grad - Education</i>  <i>Motion: THAT FGSR Council approve the changes to the transfer credits for the Graduate Certificate in School Leadership, in the Faculty of Education, for inclusion in the next calendar.</i>	Approval	Yes
10	11.0	<b>SPH: Admission Requirements Calendar Changes</b> <i>Presenter: Ruth Wolfe, Associate Dean (Professional Programs) - SPH</i>  <i>Motion: THAT FGSR Council approve the amendments to the School of Public Health Entrance Requirements, as noted in the included documents, and for inclusion in the 23-24 calendar.</i>	Approval	Yes
10	12.0	<b>SPH: GEC in Health Economic Evaluation Proposal</b> <i>Presenter: Ruth Wolfe, Associate Dean (Professional Programs) - SPH</i>  <i>Motion: THAT FGSR Council approve the new Graduate Embedded Certificate in Health Economic Evaluation in the School of Public Health for implementation upon approval and inclusion in the 23-24 Academic Calendar.</i>	Approval	Yes
5	13.0	Update on Early Discussion: Exams Policy Work	Receive for Info	No
10	14.0	<b>Question Period:</b> <i>Please submit questions in advance to <a href="mailto:graddean@ualberta.ca">graddean@ualberta.ca</a></i>	Discussion	No
10	15.0	Adjournment	Action	No

**\*\*The 2022 - 2023 FGSR Council Meeting Schedule will be distributed soon via email.**

**Attendance at FGSR Council – April 27, 2022**

**DEPARTMENT/UNIT FACULTY REPRESENTATIVES**

**Present:**

Agricultural, Food & Nutritional Science	Ben Willing
Anthropology	Marko Zivkovic
Art & Design	Joan Greer
Biochemistry	David Stuart
Biological Sciences	James Stafford
Biomedical Engineering	Alan H. Wilman
Business (non-departmentalized) - MBA	Michael Maier
Business (non-departmentalized) - PhD	Trish Reay
Cell Biology	Richard Wozniak
Chemicals & Materials Engineering	Hao Zhang
Chemistry	Michael Serpe
Civil & Environmental Engineering	Wei Victor Liu
Communication Sciences & Disorders	Esther Kim
Communications and Technology (MACT)	Gordon Gow
Computing Science	Greg Kondrak
Computing Science - Multimedia Program	Greg Kondrak
Drama	Stefano Muneroni
Economics	Heather Eckert
Educational Psychology	Denyse Hayward
Electrical & Computer Engineering	Mahdi Tavakoli
Elementary Education	Trudy Cardinal
English and Film Studies	Mark Simpson
Faculte Saint-Jean (non-departmentalized)	Samira El Atia
History, Classics, and Religion	Heather Coleman
Human Ecology	Rachel McQueen
Kinesiology, Sport, and Recreation (non-dept)	Normand Boule
Laboratory Medicine & Pathology	Jelena Holovati
Law (non-departmentalized)	Linda Reif
Library & Information Studies	Dinesh Rathi
Linguistics	Johanne Paradis
Mathematical & Statistical Science	Christoph Frei
Mechanical Engineering	Alexandra Komrakova
Medical Genetics (Medical Sciences)	Zhixiang Wang
Medical Microbiology & Immunology	Edan Foley
Medicine	Nadia Jahroudi
Modern Languages & Cultural Studies	Irene Sywenky
MSGPC	Jennifer Hocking
Music	Michael Frishkopf
Nursing	Mark Haykowsky
Obstetrics & Gynecology (Medical Sciences)	Denise Hemmings
Occupational Therapy	Mary Roduta Roberts

Occupational Therapy	Shaniff Esmail
Oncology	Alan Underhill
Pediatrics (Medical Sciences)	Sujata Persad
Pharmacology	Elena Posse de Chaves
Pharmacy & Pharmaceutical Sciences (non-dept)	Arno Siraki
Philosophy	Ingo Brigandt
Physical Therapy	Mark Hall
Physical Therapy	Marguerite Wieler
Physics	Craig Heinke
Political Science	Jared Wesley
Psychiatry	Allen Chan
Psychology	Chris Westbury
Radiology & Diagnostic Imaging (Medical Sciences)	Lawrence Le
Rehabilitation Medicine - Rehabilitation Sciences	Patricia (Trish) Manns
Renewable Resources	Uldis Silins
Resource Economics & Environmental Sociology	Henry An
School of Public Health (non-departmentalized)	Ruth Wolfe
Secondary Education	Bonnie Watt
Sociology	Gillian Stevens
Surgery	Fred Berry

**Regrets:**

Dentistry (Medical Sciences)  
 Nursing (non-departmentalized)

**Absent:**

Kinesiology, Sport, and Recreation  
 Digital Humanities  
 Earth & Atmospheric Sciences  
 East Asian Studies  
 Educational Policy Studies  
 Educational Studies  
 Health Sciences Education  
 History, Classics, and Religion  
 Internetworking (MINT)  
 Native Studies (non-departmentalized)  
 Ophthalmology and Visual Sciences (Medical Sciences)  
 Physics  
 Physiology  
 Women's and Gender Studies

**ASSOCIATE DEANS (GRADUATE) REPRESENTATIVES FOR DEPARTMENTALIZED FACULTIES**

**Present:**

ALES	Leluo Guan
Arts	Kim Noels
Education	Doug Gleddie
Engineering	Tian Tang
Medicine & Dentistry	Greg Funk
Rehabilitation Medicine	Trish Manns
Science	Mark McDermott

**EX-OFFICIO REPRESENTATIVES**

**Present:**

FGSR Dean & Vice-Provost (FGSR Council Chair)	Brooke Milne
FGSR Vice-Dean	Ali Shiri
FGSR Associate Dean	Andrea MacLeod
FGSR Associate Dean	Frances Plane
FGSR Associate Dean	Micah True
FGSR Associate Dean	Samer Adeeb
Vice-Provost and University Registrar (or Delegate)	Carlo Dimailig

**Regrets Sent:**

Vice-President (Research) (or Delegate)	Laura Beard
Vice-Provost and Chief Librarian (or Delegate)	Dale Askey

**Absent:**

President (or delegate)	-
Chair, FGSR Academic Appeals Committee*	Moin Yahya
Director, Centre for Teaching & Learning*	Janice Miller-Young

**GRADUATE PROGRAM ADMINISTRATORS COMMITTEE (GPAC) REPRESENTATIVES**

Department of Neuroscience	Amber LaPointe
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**GRADUATE STUDENT ASSOCIATION (GSA) DIRECTLY ELECTED OFFICIALS (3) & GRADUATE STUDENT ASSOCIATION (GSA) COUNCIL (20) REPRESENTATIVES**

**Present:**

VP Academic	Kathy Haddadkar
Incoming VP Academic	Hiren Kaklotar
Nursing	Megan Sommerfeld
Internetworking	Shing Kit Lao
Civil Engineering	Babalola Olabode
Materials Engineering - PhD	Sophie Shi
Psychology	Eamin Zahan Heanoy
Educational Psychology	Mehrdad Yousefpoori Naeim
Medical & Microbiology - PhD	Emma Takeuchi
Agricultural, Food and Nutritional Science	Emilee Storfie
Civil & Environmental Engineering	Mona Ahmadirad
Public Health (PhD)	Ademola Itiola
Mechanical Engineering	Kashif Javed
Oncology (PhD)	Andrew Locke

**Absent / Alternates:**

GSA President	Anas Fassih
VP Labour	Jessica Grenke
VP External (Alternate)	Mohd Tahsin Bin Mostafa
VP Student Services (Alternate)	Paresh Kumar
Pediatrics	Violet Sun
Pharmacology	Julia Nichols
Earth and Atmospheric Studies	Mohamed Ali
Pediatrics (PhD)	Sabrin Bashar
Mechanical Engineering	Farzad Aghazadeh
Public Health	Nazif Mahub
Pediatrics	Violet Sun
Pharmacology	Julia Nichols
Earth and Atmospheric Studies	Mohamed Ali

**OBSERVERS – NON-VOTING**

Provost and Vice-President (Academic)*	Steven Dew
Delegate for GFC Secretary*	Suzanne French
Graduate Ombudsperson*	Remonia Stoddart-Morrison
FGSR, HR & Operations Coordinator*	Medha Samarasinghe
FGSR Executive Assistant & Operations *	Andrea Riewe
FGSR, EA to the Associate Deans*	Dena Giroux
FGSR, Admissions & Program Services Supervisor*	Joyce Anderson

FGSR, Supervisor, Graduate Awards*	Amanda Brown
FGSR, Director, Professional Development*	Renee Polziehn
FGSR, Business Analyst*	Justine Gill
FGSR Program Services Team Lead*	Kris MacManus
FGSR, Financial Officer*	Barb O'Neil
FGSR, Awards Assistant*	Jennifer Parkatti
FGSR, Community Connect Lead & PD Coordinator*	Charity Slobod
FGSR, Awards Advisor*	Emma Shepherd
FGSR, Awards Advisor*	Dana Dragon-Smith
FGSR, Communications Associate*	Sarah Coffin

\*Non-Voting

### GPAC and Other Guests for Item

Rehabilitation Medicine	Angela Libutti
Chemistry	Anita Weiler
English & Film Studies/Philosophy	Annett Gaudig Rueger
Elementary Education	Antonella Scaccia DeWitt
Service Delivery Manager, Higher Education Solutions, IST	Barbara Peebles
Educational Psychology	Brenda Burgess
Radiology & Diagnostic Imaging (Medical Sciences)	Carol Rae
Political Science and Women's and Gender Studies	Caroline Kinuya
HR Service Partner, FGSR	Cathy Layton
Business (non-departmentalized) - MBA	Chris Lynch
Economics	Christina Smith
Art & Design	Dawn Hunter
Medical Microbiology and Immunology	Debbie Doudiet
Business PhD	Debbie Giesbrecht
Dentistry	Deniz Ozgan
Pharmacy & Pharmaceutical Sciences	Diseray Schamehorn
Medicine	Eleni Karageorgos
Kinesiology, Sport, and Recreation	Elisha Krochak
Native Studies	Freda Cardinal
Law	Gloria Strathern
School of Public Health	Hannah Hamilton
Chemical & Materials Engineering	Harper Paranich
Medical Genetics (Medical Sciences)	Heather Allan
Anthropology/Women's and Gender Studies	Heather Cook
Mechanical Engineering	Heather Woodbury
School of Public Health	Helen Starodub
School of Business PhD Program	Helen Wu
Admin Assistant, Medical Microbiology and Immunology	Holly Johnson

Computing Science - Multimedia Program	Irene Cheng
Pharmacology	Jennifer Beattie
Assistant Dept Manager, Faculty of Arts - Social Sciences Administrative Unit	Jennifer Mayan
Occupational Therapy	Jessica Bennet
Ed Policy Studies/Library & Information Studies	Joan White
Psychology	Joanna Gye
Physiology	Kim Sawada
Office of Research	Lenora Crilov
MatCH (Maternal and Child Health Program)/Pediatrics (Medical Sciences)	Mikhaila Skehor
Digital Humanities/History & Classics	Nicola Dinicola
Sociology	Patti Kim
Mathematical & Statistical Sciences	Peng Wang
Graduate Advisor, Faculty of Arts - Fine Arts Administrative Services Unit	Rebecca Anderson
Human Ecology/Renewable Resources/Resource Economics & Environmental Sociology	Robin McClelland
Educational Policy Studies/Library & Information Studies	Sarita Ann De Guzman
Cell Biology	Silvia McCormack
Admin Secretary, Faculty of Medicine & Dentistry - Obstetrics & Gynaecology Dept	Sophia Ho
Teaching Coordinator, Humanities, Faculty of Arts - Deans Office	Sylvia Currie
Psychiatry	Tara Checknita
Human Ecology	Tonia Harris
Nursing	Tracy Quigley
MatCH (Maternal and Child Health Program)	Trish Kryzanowski

## **FGSR Council April 27, 2022**

### **1.0 Call to Order at 2:04 PM**

Vice-Provost and Dean, Brooke Milne, called the meeting to order. Members requiring further support with the virtual platform can reach out to Andrea Riewe for help. Those with voting authorities will have received an email with links. Voting members were asked to have this open in preparation for the voting items.

### **2.0 Approval of Agenda for April 27, 2022**

**Moved / Seconded:** Greg Funk/Elena Posse de Chaves

**Approved by consent.**

### **3.0 Approval of Minutes of March 30, 2022**

**Moved / Seconded:** Trish Reay/Doug Gleddie

#### **Discussion / Amendments:**

- The minutes will be revised to note the correct department for Dr Posse de Chaves to say Pharmacology.
- Joan Greer was in attendance at the meeting.
- Joanna Gye was included in error and will be removed.
- The vote tally for Item 8 on Academic Standing and Academic Probation was not included in the minutes. This was an oversight, and will be updated: approvals in favor were 56, opposed were 5, abstentions were 2.

**Approved by electronic vote.**

### **4.0 Matters Arising from the Minutes**

None

### **5.0 Report from the Dean**

#### **COVID-19 Updates:**

- Please forward any questions about Covid-19 to Medha at [medha@ualberta.ca](mailto:medha@ualberta.ca); she will take your questions to the PHRT committee and get back to you.

#### **Restructuring:**

- More on this later in the agenda.

#### **Supervision:**

- Details about the tools will be forthcoming by mid-April.
- The policy pieces are active and posted on the UAPPOL website.

**Ukraine situation:**

- The main UAlberta website will include an FAQ, which will be updated with information as the situation evolves.

**Discussion / Questions:**

- A Council member asked what supports there are institutionally for translating transcripts and determining other ways to validate the key requirements for admissions for Ukrainian applicants.
  - Programs were encouraged to be as flexible with their requirements and assessments as possible. FGSR will look into translation services. Units considering admitting Ukrainian applicants were asked to let FGSR know and to flag the applications so that our team can expedite the process.

**6.0 GSA Monthly Report**

Kathy Haddadker, outgoing GSA VP Academic, presented the GSA monthly report, and noted it is as submitted. The GSA Executive has been busy with transitioning to the new leadership who begin in May. They have some short videos about what each of the VPs do in hopes that they can inform a wider audience of the work the GSA does on behalf of graduate students. The GSA Exec submits a Strategic Work Plan for the year, which outlines their goals and tracks their progress during their time in office.

The GSA is proud to continue their collaboration with FGSR and Dean Milne. The incoming team is looking forward to continuing discussions about graduate student funding in the coming year.

Ms. Haddadker thanked Dean Milne for attending the GSA Awards Night, along with others including President Flanagan. She also noted that outgoing VP Labour Jessica Grenke has hosted events to raise awareness about the graduate student collective agreement and their roles as academically employed graduate students.

Dean Milne took a moment to thank the outgoing GSA executive members for their hard work and collaboration.

**7.0 Proposal: MFM - XJTU Agreement Amendment**

*Presenter: Edy Wong - Associate Dean, International, Alberta School of Business, and Shawn Heinz - Senior International Agreements Administrator, UAI*

Dean Milne invited the Associate Dean - Grad for Business MBA, Dr. Michael Maier, to present the proposal. Associate Dean Maier outlined the amendments to an existing seven year agreement that the School of Business has with XJTU. He clarified that this was not a new agreement nor a renewal. The amendments are necessitated by a change to the way taxes are collected on programs such as this within China. The ASoB and their partners are now required to withhold the tax until students submit the remainder of the tuition. Previously, all the tuition could be collected before remitting the taxes.

Other changes include adjustments to the format of the applications and formalizing a project or program management committee, which has always existed and has been required but now the agreement language reflects this. Finally, there is a compulsory non-credit course that all Chinese students must take. There is no cost to delivering this course and it does not factor into the curriculum.

*Motion: Be it resolved that FGSR Council approve the amendment to the Cooperation Agreement to continue the Master in Financial Management (MFM) Program in China between XJTU and UAlberta as represented by the Alberta School of Business, which will replace the agreements currently in effect, for implementation upon final approval and signature by both institutions.*

**Moved / Seconded:** Ruth Wolfe/Samira El Atia

**Questions/Discussion:** None

**Approved by electronic vote.**

## **8.0 Update: FGSR's Grad Restructuring**

Vice-Provost and Dean Milne welcomed Provost and Vice-President Academic Dr Steven Dew to provide comments about the institutional context for restructuring and academic restructuring as it relates to graduate administration. She also welcomed members of GPAC who were invited to participate in this portion of the meeting to hear directly from the Provost about the updates to graduate administration.

Provost Dew reminded Council that the institution wide restructuring is being driven by the \$221 million reduction to our Campus Alberta Funding. The aim of how these cuts are being managed also includes setting the university up for success going forward into the future via planned enrolment growth.

The UofA has historically been a university that has been a loose federation of largely independent self-contained units of faculties and departments. This expensive model is highly siloed, difficult to coordinate, and provides variable experience for students, staff, and stakeholders. The new model will move towards a more integrated and mutually interdependent structure.

He acknowledged that this is a big, and at times uncomfortable, shift from the institution's historical approach to managing itself. However, this change is necessary to adapt to the new financial reality as well as to allow the university to take advantage of opportunities for growth, changes in pedagogy and learning modes, raise the research profile, and focus on a consistent and excellent student experience.

SET has completed their project of helping the UofA create the structure that will allow the institution to continue to deliver on the academic mission while spending \$130 million less. These savings have required the centralization and consolidation of functions and services to higher levels in the organization. Not only does this provide economies of scale for doing the work but it also allows for more streamlined and consistent experiences for staff and students.



Provost Dew continued and highlighted the following:

- In the case of graduate administration, the institution is trying to move away from having 75 different ways to perform one function, and 75 different standards of what students can expect in that function.
- Graduate student administration has been one of the more variable aspects of the institution and has been complicated by overlapping fields of responsibility and accountability in a decentralized model.
- The institutional approach for restructuring has been to centralize common aspects of graduate administration into FGSR and other units. This helps to ensure that those aspects that are specific to a discipline or integrated into the program can be effectively supported at the faculty level or the department level.
- This approach will also provide clarity of role, consistency of resourcing and processes, and service expectations and student experience.
- As a result of this reorganization, the UofA is able, for the first time ever, to have a single individual with a line of sight in the delivery of a function or a service from one end of the organization to the other. This allows that individual to have an understanding of the whole system, have a vision, and present ways of making institution wide improvements or changes. To be clear, this is not to say one person has the responsibility for delivering the entire spectrum of services as that is generally a shared responsibility. This is the architect model and for graduate admin, the architect is Brooke.
- Provost Dew has asked Dean Milne to map out a vision for recruitment, admission, program progression and completion for graduate students across the university.
- The architect needs to consult with the stakeholders and systems to understand the processes fully. The final approval of the vision lies with whatever overarching authority there might be, whether that is the Provost, the Board, or a GFC body of governance.

Dean Milne provided a summary of the key factors that have led to the current state.

- There have been three parallel work streams moving at different paces: the SET student service stream, academic restructuring led by the Provost's office, and the creation of the College Offices. These three streams are now at a point of convergence in relation to graduate administration.
- FGSR had been working on a Value Alignment Plan in early 2020, which included consultations with our key stakeholders in order to solicit feedback and insights on graduate program administration. This process was paused due to the pandemic but there are some key observations and requests from stakeholders including Deans, Grad student Supervisors, Grad Administrators, and graduate students.
- With the UAT initiative, there is a need to prepare for growth during a time of cuts to operating funds.
- The shared outcome in all of these different streams is a collective focus and a common goal to improve the overall graduate student experience at the University of Alberta. The shared goal of



- these initiatives is to find a level of coordination that is effective and streamlined in order to fulfill the aims of UAT's vision as well as to successfully implement and operationalize the institutional operating model.
- Dean Milne provided a timeline of the past two years that plots the various engagements related to restructuring of graduate program administration and points at which FGSR has solicited feedback and engagement from stakeholders about their thoughts on graduate administrative support.
  - The guiding principles that have underpinned these conversations include:
    - The acknowledgement that graduate students are unique and are distinct from the other student groups on campus.
    - The aim to achieve consistency and transparency related to academic decision-making processes.
    - Ensuring that the UA community understands FGSR's roles and its responsibilities around the maintenance and stewardship of institutional standards.
    - Recognition that graduate programs are best positioned to deliver discipline specific expertise.
  - There is a need for interdependence and coordination between FGSR and local experts in order to do the work that we do across the organization to support graduate students and programs.
  - Having clear definitions of the roles and tasks assigned to those roles, and the authorities that go along with the work will lead to a reduction of redundancy and duplication of efforts and instead, allow for the coordination between two distinct but interdependent areas of expertise.
  - Much of the feedback from the Value Alignment Planning consultations also pointed to the desire to have more clarity on roles and responsibilities.
  - All of us in graduate administration, as a collective, know and support the idea that the quality of our programs really is at the core of what we do in order to deliver excellence for our students, and to push forward the research and teaching missions of the UofA. To do this successfully, we need to have careful stewardship of the approved institutional and program specific standards, ensuring that the academic rigor is commensurate with our peer institutions, and leveraging wherever possible, those positive student experiences and outcomes from our graduates.
  - We all support principles around equity and consistency for our students, and accessibility to the delivery of services that are required for them to be successful in their graduate studies. We respect and understand the need for individualized support and discipline specific support. There's also a need to have a streamlined and efficient pathway for graduate student advising, so that when something comes up that the students are able to get what it is that they need to resolve an issue or answer a question or just simply to get the direction that they're seeking.
  - FGSR was tasked with coming up with a way to create distinct buckets for the graduate administrative tasks that we do across the institution in support of graduate programs and graduate students, and to identify where those would be most effectively distributed among FGSR, the college or the faculty, or at the academic unit or program level.
  - In undertaking this task, we conducted a systematic, objective mapping of all of the graduate administrative functions that we were able to identify across the university, from the central units through the faculties down to the program level.

- We created a RACI matrix as a means to organize this information. The RACI really is an important tool that lends itself to establishing clear distinctions and delineations between roles and accountabilities when considering administrative tasks and functions. The goal of using the RACI is to identify mutually exclusive roles for each task. There is a greater understanding of who does what, and in doing that, we gain clarity on roles and responsibilities. In turn, this clarity provides the basis on which to consider system/process evaluation and redesign, when and where it's needed, so as to streamline our work to gain efficiencies. Role clarity also creates shared understandings of accountabilities and responsibilities for the work that individual roles are doing.
- This decision tree creates mutually exclusive categories for the tasks mapped out in the RACI. When we are considering a particular task, the first question that is considered is, "is this discipline specific or non-discipline specific?" And the answer to that question then results in a subset of questions depending on that first answer. This is basically the foundation upon which we are able to allocate the distribution of the tasks, and the associated responsibilities and accountabilities that are included within the RACI.
- The highlights of what is changing; there is not actually a huge amount that is changing. It's not a total rewrite of how it is that we are doing the administrative work and support of our students. There are some changes that fall into the admissions category, awards, program progression, and the final doctoral exams. As previously noted, in the late fall, the postdoctoral office moved from the VPRI, back to FGSR where it had been located several years ago, allowing for administrative support for programming specific to the needs of this unique constituency.
- The graduate admin work that we do can be conceptualized as a continuum; there is a start and there is an endpoint, but there are a number of different touchpoints that require collaboration across University stakeholders in order to complete a particular piece of work. The roles do not preclude the fact that we still need to be working together with programs, with faculties, and with college offices, at various junctures that are defined along the continuum to ensure the completion of a task, with all of the points of information that are required along the continuum to do so.
- Our engagement plan includes us speaking to and soliciting comments from our key stakeholders. We are committed to providing important updates relative to the RACI, including any shifts of the administrative responsibilities and accountabilities around the work that we do going forward.
- Our communications and engagements will be fact based, timely, inclusive, reciprocal, respectful, and having these conversations respectfully and in good faith.
- Next month, we are looking to convene the transition team to begin working on those points of intersection. We need to be able to come up with a way that the work FGSR does centrally and the work that is happening at the program/faculty/college level interface well, and that we have clarity about how these interfaces function efficiently as we navigate the work that we do across the entire university.
- We will collate those questions and either create a FAQ, or send out regular email updates to the questions received.

**Discussion / Questions:**

A Council Member asked the Provost where the academic leaders were on the RACI document. What is happening at the College, Faculty, and Department levels (since that is not outlined in the RACI)? What is the process now for delineating what's going on at the other three?

- Provost Dew stated that the expectation is that most of the discipline specific, non-FGSR work probably gets done at the faculty level. As that's the unit that is delivering the program and defining a lot of the environment.
- There probably is a role for the colleges in determining what some of the value add things are that they could do: interprofessional aspects like work integrated learning, engagement with partners (AHS is a partner for Health Sciences College) in both clinical education as well as research.
- On the continuum of FGSR down to the department, where colleges will be and what they will do will be a little bit different college by college.
- Most discipline specific tasks are probably at the Faculty level, as that is the environment we are in. Some could happen at the College, and those are largely value add tasks (e.g. Work Integrated Learning)
- What lands at the College may be different College over College. They will be mostly different things that we aren't doing now, or things that can be done more powerfully there.
- The College will also be a convener, for example, for pulling together InterD programs could be something.
- The RACI has a role represented as "Academic Leader" so that it leads to conversations on how to break that role down further. This is important work that is going on now in these areas of expertise. The CGMs are working to tease this out further too. Their plan is to hire staff into the Colleges by July.
- The work FGSR has done with the colleges has centered around ensuring they know the distinctiveness of graduate students, and how and why our processes are different from those in undergrad.

A Council member noted that Course-based Masters programs are different from Thesis-based programs: they have different academic needs, and the student needs are different. Will there be more consideration of this?

- CBM students are graduate students, and follow the same common regulations and requirements of all graduate students.
- There may be some elements that could be done differently. For example, enrolment management is very different for CBM.
- The policies remain with FGSR, and working with units on those points of connection are still intact and going forward.
- The Awards admin structure is also in place, especially for those CBMs with research components.

A Council member asked if FGSR has to do AGPAs for every applicant then, this would be a substantial increase from what is currently completed. Would it be better to do AGPAs on demand for those applicants units know they may want? (Re: Line 29)

- FGSR currently has five individuals doing this work right now, but the increased workload will require more FTEs.
- They are the experts that do this task all year, so there is an efficiency to be gained, instead of going back and forth with units.
- We will be looking to find a way to not have everyone provide all their applications in one go. The high season starts in Jan/Feb, and currently programs will wait to send all of the applications at once. But there are things we can do to make the workflow more even and consistent.

Will FGSR doing the preliminary calculation and ensuring documents are there slow the consideration of applications if it is not timely? (Re: Line 30)

- We would figure out the best way to flag the student through the system, or alert someone to let the student know they are missing something.
- FGSR is ensuring that all applications are coming to the unit, as units don't want us to do any filtering or holding back since there are many qualitative pieces that go into graduate admissions decisions.
- There would be a lot of collaboration on these decisions so that the interfacing meets the needs of students and programs.

A Council member stated that for his unit, 80% of applications came in during the last two weeks of January. The unit is calculating the GPAs to three decimal points, and needs them relatively quickly to invite applicants for an interview. How will FGSR manage these tight deadlines and demands?

- These considerations will be part of the conversations going forward, with the opportunity to realign and define the processes.
- We will be embarking on a discovery project focusing on admissions in collaboration with IST and RO. One of the key objectives of this work would be mapping out these needs and key pieces, and the prospect for a new admissions system.

A Council member asked what will happen at the departments and the Faculties as it relates to the Academic Leader roles. Having graduate advising at the faculty level brings the concern that those staff will not get adequate support to advise students.

- Having grad admins, often in singular roles, at the dept level is one of the rigidities and fragilities of our current system.
- The best compromise is to look at doing this at the Faculty level, giving more flex to be able to group similar disciplines together.
- This will also mean that there will be capacities and abilities in units to be able to handle the breadth and the research activities by giving the faculty the ability to pull the disciplinary pieces out on a needed basis.

- Supervisors are the key disciplinary expert and that's not changing.

A Council member asked how much of the work done by the ALWG is integrated into the RACI matrix.

- The sub-group working on grad was one of the earliest places that attempted to map out all the tasks and accountabilities that grad chairs, ADs grad, and grad advisors had.
- The ALWG did an analysis and presented some options, and this was the basis of conversations at Deans Council that landed on the driver-based path. This provided fundamental analysis and option development.

Are the RACI tasks "set in stone" or are there places where we can fine-tune where the tasks lie? Are there places where the consideration of feedback would be helpful in fine-tuning how things operate in units?

- Items that have been identified as consistent for every student across the university and thus are suitable for elevating and centralizing back to FGSR are firm.
- There is opportunity to work collaboratively and facilitate the processes for the tasks that have accountabilities with FGSR. This will be some of the work of the transition team to ensure that there is a clear understanding of the current processes so that when those transfer over to FGSR, we don't have any gaps in the workflow.
- There is a lot of opportunity yet to work collaboratively and facilitate with colleges, faculties, and programs about where best to position the other items noted in the matrix.
- The Grad Working groups convened by the colleges would be a good place to provide feedback on the tasks that need to land at the faculties or the colleges.

A Council member asked for more details on the FGSR Transition Team and how it will be convened and what the membership will be. What would the envisioned implementation date be for these various changes?

- We haven't gotten to the formulation of that group yet, but it is imminent. The Transition Team will need to include graduate administrators from the central and unit levels, and academic leaders from departments and Faculties.
- The goal is to work through the process details for the few tasks that are being consolidated at FGSR. By considering the various ways that these tasks are currently carried out, the team can map out a standard way that makes sense and takes into consideration the various factors that impact the process.
- The plan is to start the discussions in May; map out transitions and timelines. We commit to sending out regular updates to Council and GPAC.
- Ideally, the transitions happen before the Fall term, but no matter when they happen we will work to ensure minimal disruptions to students and programs; this is where collaboration will be key.

A member noted they can see the consistency and continuity across the institution for PhD students. But for Course-based, professional, and hybrid programs, the need for efficiency, and timeliness is really critical.

- This is a good observation; we need to be able to extract which elements are about being a graduate student, and which are specific needs of the discipline.
- We can also agree that there is complexity that may impact the operations side.
- FGSR Associate Dean, Andrea MacLeod's strategic portfolio was created to have that background and distinctions that need to help us map out some of those needs, in the establishment of those important pieces.
- We are not out to break anything, and we intend to focus on those specific needs as effectively and attentively as possible.

Perhaps the admin system may be fragile, but it might be worth keeping it as is. The knowledge of the program and students could be lost.

- The Provost noted that he was referring to the system earlier, not to the graduate admin individuals. He noted that the people we have are hard workers and valuable.

A member asked what was happening with the Grad Coordinator position, or whether this role will be non-existent or only available at the Faculty level.

- The transition Team is where we need to really dig into what the structures are. We do expect that the faculty will be the place where most of that lands, and recognize that might not be the case for all faculties, but that would be the starting point for the model.

How does one deal with only having support for students at the Faculty level?

- Changes are driver based and faculty-aligned. While the supports may be situated at the faculty level, the driver part is that the resources are dependent on the numbers of students. Therefore, while the admin might be at the faculty level, there would be enough people to support it at that. This allows for a team-based approach despite it potentially being a reduction in the number of people. We can allocate the number of people depending on the number of students, instead of the current inflexible structure and the invariably of size.

Dean Milne thanked Provost Dew for attending the meeting and answering questions. He noted he appreciated the chance to engage with this thoughtful and passionate group.

## 9.0 Early Discussion: Exams Policy Work

Dean Milne introduced FGSR Associate Dean, Micah True to provide an overview of the work he has been leading to date on the exam policies, and reminded Council that this is early consultation and there will be more opportunities to discuss the details.

Associate Dean True noted that this work on exams was started in previous years by former Vice-Dean Bryan Hogeveen. Together with a working group of Council members and others, Associate Dean True has spent some time reviewing the current language in the calendar as well as doing an environmental scan on best practices across the U15. Highlights of his presentation include the common issues that occur leading up to or during exams:

- Chairs are sometimes not neutral/strong enough, and the ProDean is arguably too strong in that they vote (unlike most of our peer institutions).
  - Solution: A new hybrid role for doctoral defences called a Dean's Representative. This individual serves as the exam committee chair and is appointed by FGSR. They are neutral and attend to the rules, procedures, and process.
- Current examiner categories are confusing. Solution: Eliminate arm's length and University of Alberta examiners; create University Examiner and Specialized Knowledge examiner. The language has also been amended to include ATS members hired under D, who are eligible to serve as examiners.
  - A university examiner would be what is currently labeled as the internal external or the internal arm's length. This is a member of the University of Alberta community who is not on the supervisory committee.
  - A specialized knowledge examiner is a new category to accommodate individuals who have specific expertise, but do not fit existing categories of examiners. Specifically this includes Indigenous elders, medical practitioners, or legal practitioners.
- Large exam committees can be a burden on faculty members, are difficult to schedule, can result in inappropriately long exams, and do not reflect the relative challenge of each kind of exam.
  - Solution: time limits for questioning in exams, thresholds on the size of committees, and co-supervisors count as one examiner.
- Arm's length status of the external examiner is undermined by the current process for recruitment and exam distribution.
  - Solution: FGSR as a single point of contact for doctoral exam scheduling, thesis distribution, and communication with the external examiner. This is in alignment with other U5/U15/comprehensive post-secondary institutions.
- Post-exam timelines don't match the scale of the challenges associated with each possible outcome.
  - Solution: clear timelines that signal to students and committees how much work the student should be expected to do after each result.
- External reader role conflicts with calendar language about the exam.
  - Solution: eliminate this role in all but extraordinary circumstances, and require all examiners to attend the doctoral final exam in normal circumstances.
- Other improvements: relaxed teleconferencing rules; clearer guidelines on relationships that preclude service as an external examiner; clarity on what happens when an external examiner returns a negative report on a thesis, opening doctoral examinations to observers (with exceptions).
- Minor existing flaws are remedied (typos, awkward language, repetition, etc.).



*Dean Milne proposed a motion to extend the meeting by 15 minutes to allow for questions/comments.  
Moved / Seconded: Alan Underhill/ Elena Posse de Chaves.*

*No objections recorded; quorum maintained.*

**Discussion/Questions:**

- A Council member raised the point that the ability of the External Examiner to halt the process before the exam or fail a student during the exam are misaligned. He also noted that the membership of the supervisory committee is inconsistent with the rules for the exam committee membership.
- Discussion regarding co-supervisors having a 50-50 split implies that they are both involved 50-50 in the work. It may not be appropriate to treat all co-supervisors as equal.
  - These roles vary widely across campus, and the way the work is split varies as well. But for the exam, the 2 supervisors should have the same vote.
- A Council member asked if FGSR would handle travel and accommodation arrangements for externals.
- A member noted that many on the working group opposed the central appointment of chairs (Dean's Representative). Could there be solutions of appointing from a nearby department instead, and of individuals who are not good at running exams be moved off the list. The member noted that the issue with a centrally appointed chair could be that if they don't know the discipline, they won't have the power that comes from knowing what is going on in the room, and there may be difficulty recruiting people from different disciplines because they would lose a sense of obligations and interest.
  - This has been an ongoing conversation, and noted that the opinions of the working group were not unanimous, and that it has gone to several other committees for early consultation after the working group, and the opinion is divided.
  - We already have a situation like this with the ProDean system, where the individuals don't know the discipline. The person in the position is not in a position to judge the quality of the work, but removing the issue of assessing the work allows them to focus on their primary objective, which is to ensure the students are protected by the regulations, and the exam is following regulations closely enough to ensure that the outcome is fair.
  - Individual faculty members can retain the ability to say no to this kind of appointment if they don't feel comfortable chairing.
  - There was a suggestion about organizing this at the College level, but the problem is that the functions are coming to FGSR, and it does not provide a solution for faculties that are not part of College.
- A member noted they like the clarity that these proposed changes bring, as the current language is not clear.

- A Council member raised concerns about reducing the number of examiners, since it removes the flexibility to make the committee larger if it is needed because of the committee composition.
  - The non-standard configurations could require some flex. Currently the flex we have leads to some issues, so need to find some middle ground to ensure it maps onto the configurations well.

This item will be back for further consideration.

**10.0 Question Period**

None

**11.0 Adjournment**

Vice-Provost and Dean Milne thanked Council members for their attendance and participation. The meeting ended at 4:16 PM.