

U of A for
TOMORROW

University of Alberta for Tomorrow

Town Hall on Academic Restructuring
September 30, 2020



Academic restructuring

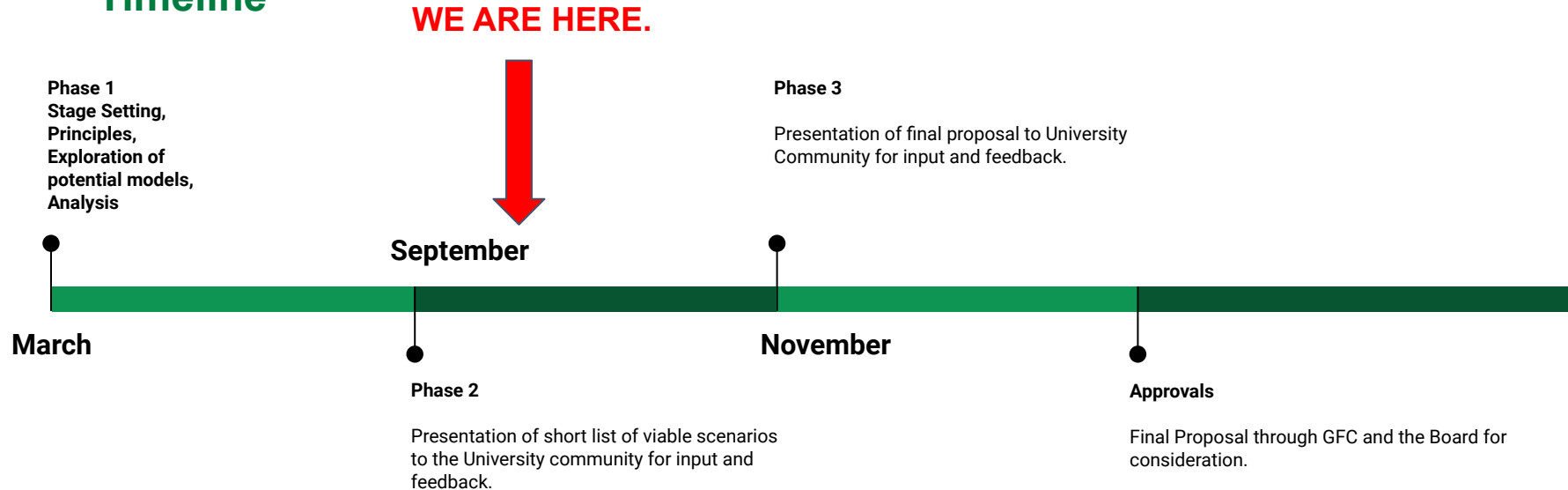
AR supports *For the Public Good* and UAT by...

- Focusing more of our resources onto frontline delivery of our mission
- Creating a more strategic, nimble, collaborative, accountable academic leadership forum
- Creating a reset in support structures (with SET) that can be more consistent and student focused
- Improving scope and structures for greater interdisciplinarity, reducing duplication, focusing academic programming
- Supporting institutional objectives in EDI

Academic Restructuring Working Group (ARWG)

- Charged with consulting widely, balancing considerations across the institution, digging into analysis, and presenting options to GFC and Board and ultimately presenting a proposal for those bodies to consider.
- Three phase plan (stage setting, options, proposal)
- Considered a wide range of organizational models, experiences at other institutions, consolidation strategies, evaluation criteria, faculty configurations.
- Now seeking feedback from community whether it is on track

Timeline



Interim Report of the ARWG

- Aim: check-in with stakeholders, provoke discussion, support consultation
- Presents 3 high level scenarios of faculty structures and recommends:
 - a. Take a consolidation approach of existing units over *de novo* design
 - b. Decouple the administrative functions from the academic ones, concentrate the former into a very small number of high level units, anchor the latter in delivery of our programs and research
 - c. Reduce the number of leaders forming/executing institution-wide strategy and overseeing day-to-day operations
 - d. Retain the autonomy of the three small community-specific faculties
- Defers department structure until have faculties worked out
- Many details still to work out, but want advice at a formative stage

Scenario A: Health Sciences

FoMD

ARTS

SCIENCE

ENGG

ALES

HEALTH SCI

- NURSING
- SPH
- REHAB
- PHARM
- KSR

EDUCATION

BUSINESS

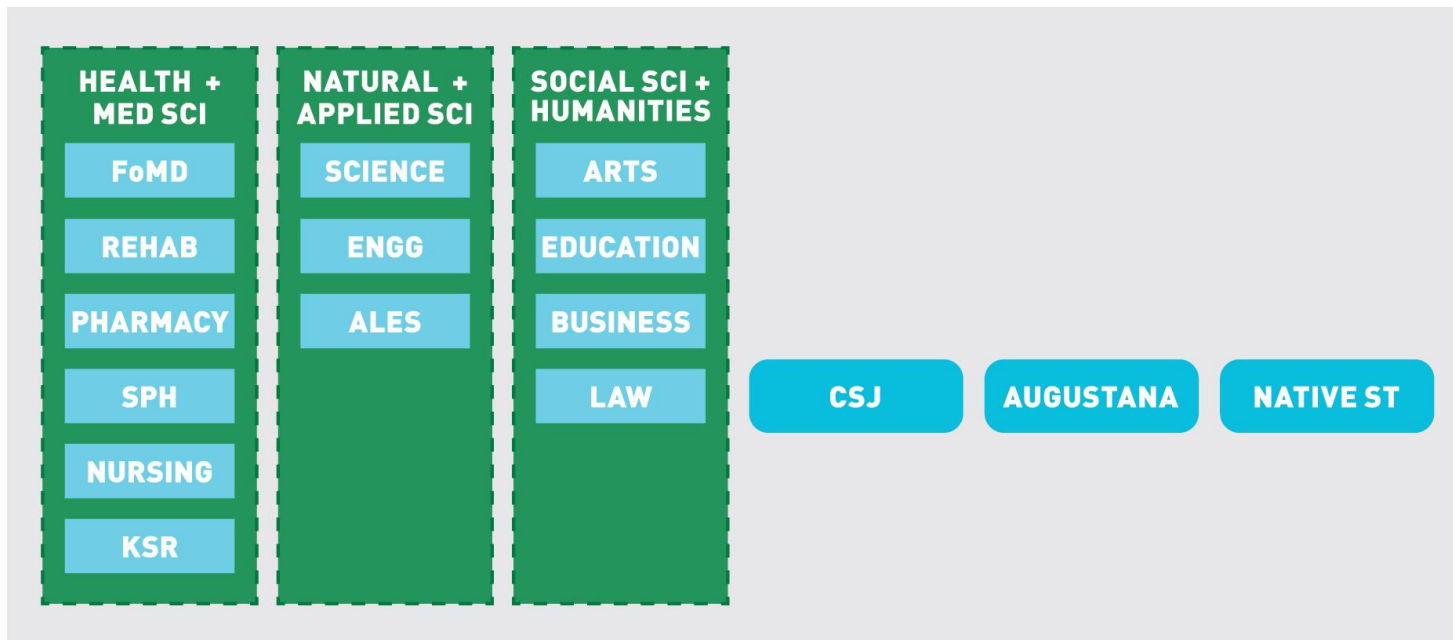
LAW

AUGUSTANA

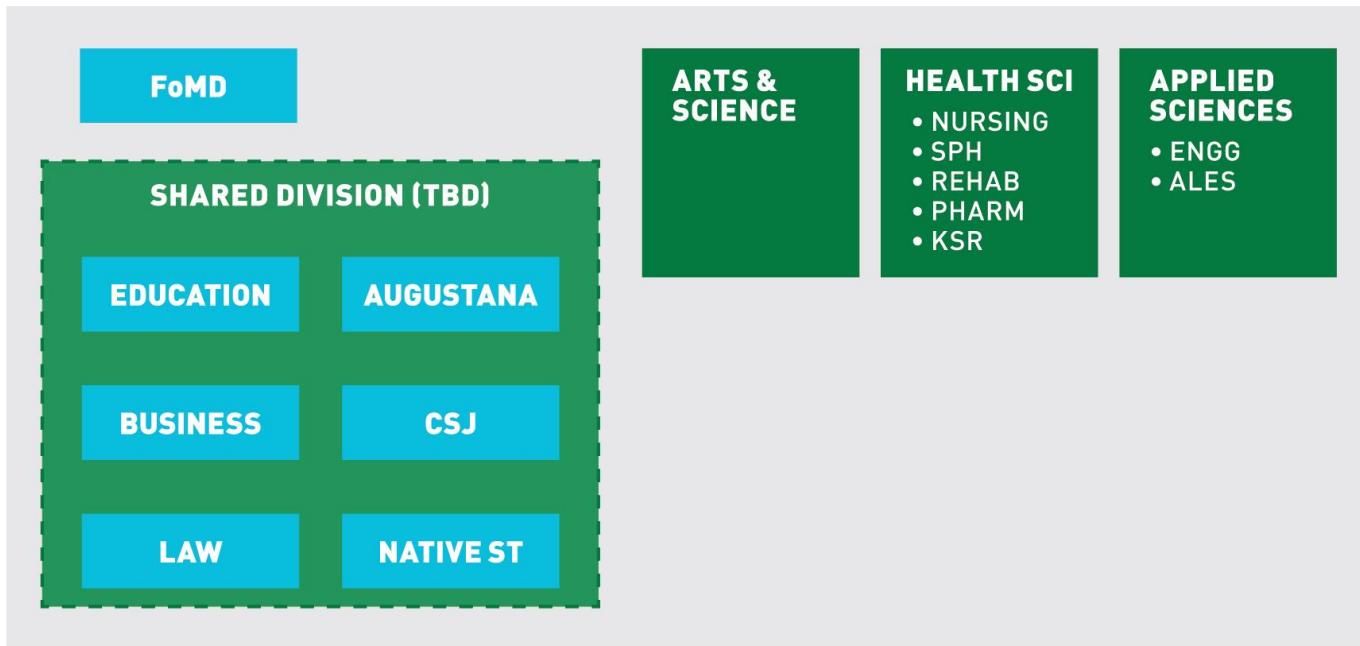
CSJ

NATIVE ST

Scenario B: Tri-Agency Alignment



Scenario C: Consolidated and Shared Division



Main Questions So Far

- Is everything already decided?
- Scenario costing - what is the difference between operational and leadership savings; how are they calculated?
- What happens if we don't achieve savings through academic restructuring?
- What is a Division? How are roles divided across levels?
- How can adding a level to our hierarchy reduce costs?

Is everything already decided? **Absolutely not!**

- While we are trying to learn from others, this is new territory for UofA, and we need input from everyone to be able to get it right.
- There are many details for each of the scenarios to work out and we will need to tap a wide range of expertise to do that.
- There may be completely novel ideas we haven't yet heard.
- We recognize that buy-in from the University community is essential to making this work, and widespread participation is the only way to achieve that.

How are cost savings estimated?

- Estimates so far are very high level. They can be refined once we have a better sense of the direction we are going.
- Operations savings stem from economies of scale of consolidating support functions into bigger, more specialized units. Estimates come from modeling of UofA UniForum data. Savings are direct and overlap with SET program.
- Leadership savings stem from having fewer units to lead or from restructuring academic roles. Estimates come from counting heads under different scenarios and assumptions. Savings are indirect.

What happens if we don't achieve our savings through academic restructuring?

- Our budget will shrink by ~\$127M by 2022-23.
- Academic restructuring and SET aim to achieve these reductions without harming our research productivity, learning environment and student supports.
- There is overlap between the savings estimated by both approaches, but the more we achieve with academic restructuring, the easier it will be to implement SET.

What is a Division?

- In a Division, faculties share administrative functions. This provides economies of scale and supports SET in improving efficiency.
- Faculties and Departments focus on academic functions.
- Especially in Scenario B, a Division also provides high level strategy to grow interdisciplinarity and collaboration and reduce duplication.
- Especially in Scenario B, a Division could also provide shared academic functions such as research oversight, international strategy, EDI supports, graduate student administration, etc.

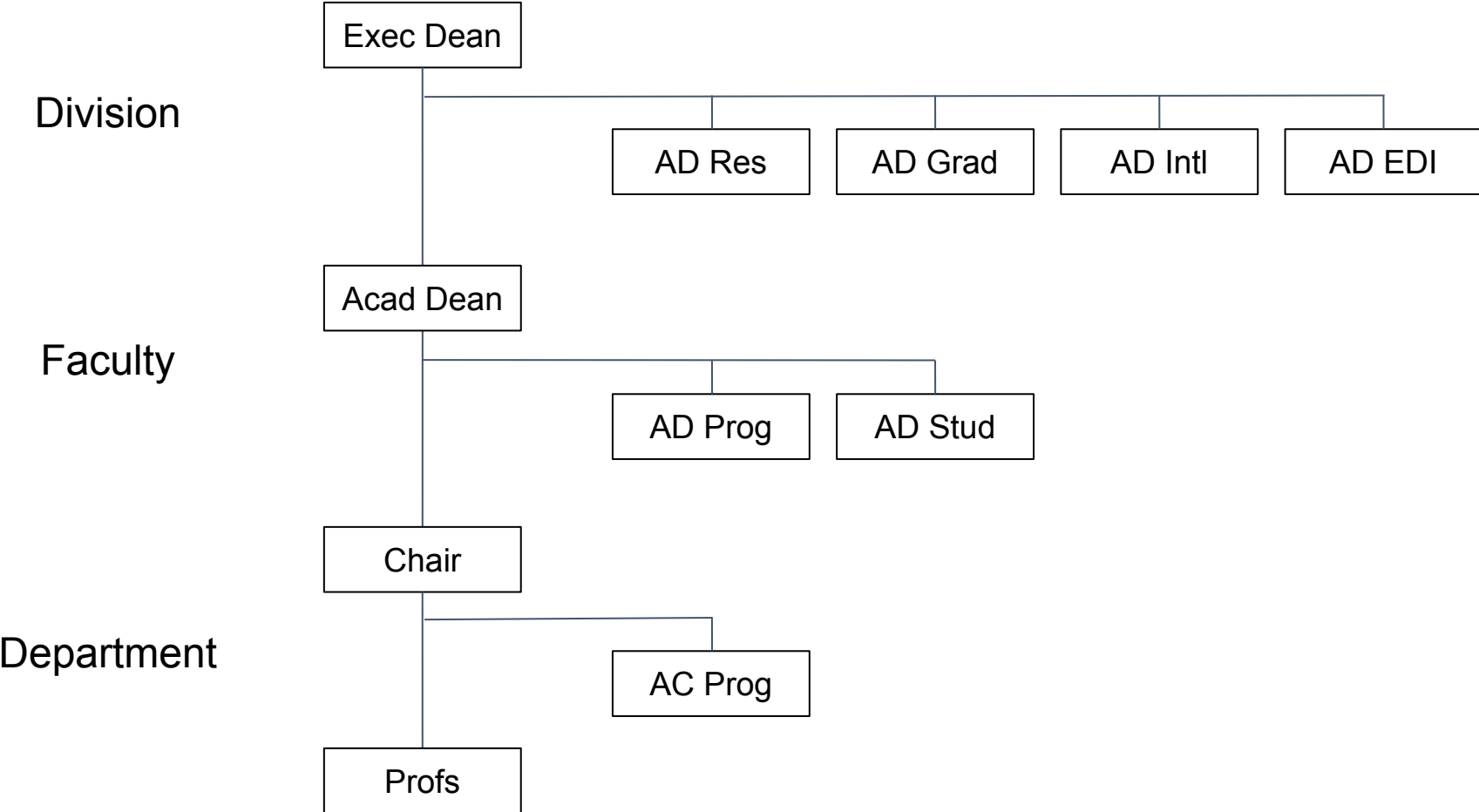
How will a new divisional layer lead to savings?

- A Division consolidates administrative functions into a larger unit and are delivered by more specialized, more standardized and more efficient teams.
- A Division also consolidates academic functions and roles so fewer academic leaders are needed and those academic functions can be better supported by a specialized professional staff.

Academic Leaders - Current Structure

Faculty	Dean	Vice D	AD Res	AD Grad	AD Acad	AD Stud	AD Int'l	AD EDI	AD Other	Chair	AC Grad	AC Ugrad	AC Res	AC Other	Grad Co	Director
ALES	1	1	1	1	1					4	2	1	2		2	3
Business	1	1	1	2	1			1		4						
Arts	1	1	1	1	2	1				15	15	15	1			4
Augustana	1	1	1		1	1				4		2				2
CSJ	1	1	1	1	2											
Education	1	1	1	1	1				1	5	4	4			2	
Engineering	1	1	1			2			1	4	4	5	3			6
FGSR	1	1		4												
KSR	1	1	1	1	1											
Law	1	1	1		1											
FoMD	1	6		1	4		1	1	9	21	4	3	1	7	15	7
Native Studies	1		1	1	1											
Nursing	1	1	1	1	1				1							
Pharmacy	1		1		4		1									2
Rehab Med	1	1		1	1					3				3	1	
SPH	1	1	1		1											
Science	1	1	1	1	1	1		1		6	6	7	6			4
Grand Total	17	20	14	16	23	5	2	3	12	66	35	37	13	10	20	28

Example of possible academic leadership roles



Academic Leaders - Example Scenario

Division	ExDean	AD Res	AD Grad	AD Int'l	AD EDI	Faculty	Dean	Vice D	AD Prog	AD Stud	AD Other	Chair	AC Prog	Director
NSE	1	1	1	1	1	Science	1	1	1	1		6	6	4
						Engg	1	1	1	1	1	4	4	6
						ALES	1	1	1	1		4	4	3
HMS	1	1	1	1	1	FoMD	1	4	1	1	6	21	11	7
						Nursing	1	1	1	1				
						SPH	1	1	1	1				
						Rehab	1	1	1	1		3		
						Pharmacy	1		1	1				2
						KSR	1	1	1	1				
SSH	1	1	1	1	1	Arts	1	1	1	1		15	15	4
						Education	1	1	1	1	1	5	4	
						Law	1	1	1	1				
						Business	1	1	1	1	1	4	4	
						CSJ	1	1	1	1				
						Augustana	1	1	1	1		3	2	2
NS	1		1	1										
Grand Tot	3	3	3	3	3		16	17	16	16	9	65	50	28
232														

83 fewer leadership positions (excl. FGSR)

We need to hear from you

- Questions and concerns
- Advice on scenarios and the current direction
- Suggestions for alternative scenarios
- Help to identify gaps and missed opportunities

Opportunities for Input

Town halls:

- Sept 30 - ARWG
- Oct 6 - SET
- Oct 20 - Alumni
- Nov 19
- Nov 25
- Dec 15

Faculty Roundtables

- 16 scheduled (Oct 1 - Nov 3)

Numerous committees and stakeholders

- APC, COSA, SAT, Chairs' Council, Deans' Council, SU, GSA, etc.



Online feedback options:

- Feedback link available on uab.ca/uat
- Email: uat@ualberta.ca

Online feedback will be forwarded to ARWG and SESC

Engagement with GFC:

- October 19th: Update on consultation on Interim Report (what have we heard, how are we responding)
- November 23rd: Draft final proposal for input and discussion
- December 7th [Special Meeting to be confirmed]: Motion on final proposal

Questions and Discussion