



General Faculties Council
Approved Open Session Minutes

Monday, December 07, 2020
Zoom Virtual Meeting
2:00 PM - 5:00 PM

ATTENDEES:

Statutory Members:

Ex-Officio:

Bill Flanagan
Chris Andersen
Dale Askey
Barbara Billingsley
Stanford Blade
Greta Cummings
Neal Davies
Steven Dew
Walter Dixon
Joseph Doucet
Fraser Forbes
Todd Gilchrist
Robert Haennel
Brenda Hemmelgarn
Shanthi Johnson
Matina Kalcounis-Rueppell
Maria Mayan
Brooke Milne
Pierre-Yves Mocquais
Kerry Mummary
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
Pamela Brett-MacLean
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
Jessica Kolopenuk
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
Dan Romanyk
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
Susan Babcock
Samar Barazesh
Paramita Chaudhuri Basu
Chris Beasley
Amlan Bose
Karl Buchanan
Daniela Carbajal
Meijun Chen
Breda Cormack
André Costopoulos
Nicole de Grano
Talia Dixon
Eric Einarson
Shannon Erichsen
Jennifer Fang
Shawn Flynn
Christian Fotang
Simran Ghoman
Jill Hall
Purna Hariharan
Simran Kaur Dhillon
Zaryab Khan
Emily Kimani
Harnoor Kochar
David Konrad
Rahul Korde
Janice Kung
Hollis Lai
Sharonne Lee
Christopher Lupke
Habba Mahal
Angie Mandeville
Adekunle Mofolasayo
Abner Monteiro
Emily Motoska
Gaser Nagah
Ana Oliveira
Yusuf Oliya
Jacob Park
Nicole Patrie
David Ren
Ananya Sarkar

Tyler Saretzky
Sarah Severson
Khandaker Akib Shahriar
Catrina Shellenberg
Aadhavya Sivakumaran
Lee Smith
Andrei Tabirca
Shahed Taghian
Dehaghani
Frederick Tappenden
Edward Tiet
Dilini Vethanayagam
Mansimran Virk
Marc Waddingham
Adan Wang
Adrian Wattamaniuk
Donna Wilson
Adrienne Wright
Ding Xu
Xinxin Zhang
Francine (Yuheng) Zhou

REGRETS:

Adarsh Badesha
Dhir Bid
Marwan Burhani
Yiming Chen
Makboolee Fyith
Shivani Gupta
Rahul Korde
Devshri Lala
Lucas Marques
Kristof Van Assche

Staff:

Brad Hamdon, General
Counsel and University
Secretary
Kate Peters, GFC
Secretary
Heather Richholt, Scribe
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 General Faculties Council (GFC)

Discussion:

The Chair welcomed members and read the territorial acknowledgement:

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 whose histories, languages and cultures continue to influence our community. To acknowledge the territory is to recognize the longer history of these lands. The acknowledgement signifies our commitment to working in Good Relations with First Nations, Métis and Inuit peoples as we engage in our institutional work, uplifting the whole people, for the University for Tomorrow.

The Chair went over the zoom protocols and the following procedural rules for the meeting:

- speakers list and debate
- point of order
- point of privilege
- role of the Chair
- challenges to rulings of the Chair
- calling the question
- voting and how the majority will be calculated
- abstentions
- how the number of members present will be used to establish the majority
- proposing an amendment to a motion
- amendments to amendments

Members asked for clarification on procedural rules and a member proposed an amendment to motion 1 in the academic restructuring proposal.

Provost and Vice-President (Academic) Dew, as the proponent for the Academic Restructuring Proposal, noted that he would accept the proposed amendment to motion 1 as a friendly amendment.

A proposal to amend the agenda through a change to the order of the second and third motions in item 3 was put forward and seconded. Members discussed and debated the following positions:

- that GFC Academic Planning Committee and GFC Executive Committee had agreed on the proposed order of motions because they felt that the grouping of Faculties would differ depending on the recommended leadership structure, and
- that a number of the members of the Academic Restructuring Working Group (ARWG) felt that the composition of the colleges should be decided before the leadership structure was considered.

A member called the question, and the chair requested that the remaining speakers on the list be heard before the vote. When the motion went to a vote, several members indicated that they had not been able to register their vote on the eClicker voting platform and the voting results were unclear. A member moved to reconsider the vote, the motion was seconded and carried. The reconsidered motion carried, and the agenda was approved.

Motion: Doucet/Forbes

THAT the General Faculties Council change the order of the second and third motions in Item 3, Academic Restructuring Proposal.

UNCLEAR

Motion: Draper/Babcock

THAT the General Faculties Council reconsider the previous motion.

CARRIED

Motion: Doucet/Forbes

THAT the General Faculties Council change the order of the second and third motions in Item 3, Academic Restructuring Proposal.

CARRIED

Motion: Doucet/Forbes

THAT the General Faculties Council approve the agenda as amended.

CARRIED

2. Comments from the Chair (no documents)

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

Discussion:

In his comments the Chair spoke about the 31st anniversary of the 14 women who were murdered at the École Polytechnique de Montréal and noted that December 6 was designated the National Day of Remembrance and Action on Violence Against Women.

The Chair acknowledged that this had been a very challenging term for faculty, staff, and students due to the COVID-19 pandemic. He noted that the decision to delay the start of the Winter 2021 term by one week was made in order to support the community as they continued to adjust to the public safety and health guidelines. The Chair noted that many students were facing challenges specific to the remote environment and encouraged any who were struggling to reach out to the Office of the Dean of Students for support.

The Chair announced that the search for the Vice-President (Research and Innovation) had been launched and thanked Walter Dixon for his outstanding service as the interim Vice-President during the transition.

The Chair noted that Dr Michael Houghton would be receiving his Nobel Prize in Medicine from the Swedish Academy on December 10 and invited members to join in a virtual celebration on December 9.

Regarding the decisions before GFC, the Chair noted that his role was to ensure that the recommendations made to the Board reflected the will of GFC and that all members felt that they had a full and fair opportunity to participate in the discussion and debate. He thanked members for their engagement and the amount of work that had gone into preparation for this meeting.

ACTION ITEMS

3. Academic Restructuring Proposal

Materials before members are contained in the official meeting file.

Presenter(s): Steven Dew, Provost and Vice-President (Academic)

Purpose of the Proposal: The Academic Planning Committee has endorsed consideration of a college model by General Faculties Council (GFC) with administrative structure and configuration of the colleges to be discussed by GFC. GFC will now consider a series of motions that include consideration of a college model, the administrative structure of that model, and the component faculties within that model.

Discussion:

Dr Dew observed that the journey to today's meeting and the decisions that were facing GFC had begun at the June 22 meeting of GFC and the launch of University of Alberta for Tomorrow. He spoke about the consultation process and acknowledged that the pressures facing the university were serious. He spoke to the willingness of the community to find creative solutions to ensure the long-term well-being of this great institution and its outstanding student experience, world-class research addressing some of the most pressing problems facing the globe, and deep commitment to community service and community engagement.

During the discussion and debate on the recommendation of a college model, members discussed:

- the importance of the academic vision of excellence;
- academic vision should be set by the academy and not come from the top down;
- a university should not necessarily be "nimble" and able to respond to the latest trends that may not be the best moves in the long run;
- the university was greater than the sum of its parts and vision must be set by the whole community;
- that Faculty autonomy was best maintained in a college model; and
- there were outstanding financial questions that prevented some members from supporting a college model.

During the discussion and debate on the motion and proposed amendments regarding the recommendation of the Faculty groupings in the Colleges, members expressed opinions and asked questions including but not limited to:

- the proposed groupings of Faculties in the original motion reflected the consultation feedback;
- that a College of Applied and Natural Science would bring opportunities for research and with industry and external community partners;
- concern that a College of Applied and Natural Science would align the university too much with commercial and industrial aims;
- that a College of Arts and Science would better support the pure research that was done in those Faculties and help preserve institutional autonomy and academic freedom;
- curiosity based research would continue to be pursued across Faculties and across the University regardless of the College structure;
- professional Faculties educate rather than train their students;
- collaborations across Faculties and Colleges should be fostered and encouraged;
- whether there had been enough consideration and consultation with faculty and students on the proposed groupings of Faculties; and
- academic and research synergies and opportunities for collaboration and progress in the health sciences disciplines.

Dr Dew spoke about the purpose of the College Deans to facilitate collaboration across Faculties and Colleges and to drive the academic mission of the university. He noted that an experienced academic leader was necessary to provide accountability and responsibility at the College level and that a College Manager reporting to all of the Deans in the College would be unworkable.

During the discussion and debate regarding the motion and proposed amendments regarding the recommendation of the Management Structure, members expressed opinions and asked questions including but not limited to:

- that no new administrative roles were needed but instead the new structure should support administrative efficiencies with minimal implementation that did not threaten academic autonomy;
- that leadership of the Colleges should be entrusted to a Council of Faculty Deans with a Chair to lead that Council;
- that there were many diverse groups and visions and the Colleges needed time to develop their vision and mission and put in place a leadership structure that would be most effective;
- whether a review after two years could determine if the leadership structure needed to be revisited;
- that this motion should not create colleges as academic units but should be for the purposes of reducing administrative costs only;
- an opinion that there was no compelling evidence to support the creation of academic colleges and it would make the university look ridiculous and damage our reputation;
- that the budget model was approved and in place and that it should not be revisited right now;
- that some form of leadership structure to support the colleges was necessary;
- a comment that the rotating Dean leadership of the now dissolved Health Sciences Council (HSC) was collegial but not especially effective because Deans were ultimately beholden to their own Faculties and that a clear leader for each College would be more effective;
- that the Council of Deans could work effectively with a new mandate in a new structure and the HSC example was not relevant to the current discussion;
- whether other central administrators could be redirected into the leadership of the Colleges;
- that a shared services model without a College level academic leader would address the financial issues without having to pay for an expensive College Dean;
- an observation that there was fear and suspicion of administration and administrative leadership whose purpose was to enable and advance the work of their academic colleagues; and that trained, skilled, and professional academic leaders with clear lines of authority were imperative to the success of the university;
- that the salary of the College Deans would make the administrative costs too high and take away from front line staff which would not be good for students;
- that Faculty Deans have important jobs and if their responsibilities were divided student experience could suffer;
- that cost comparisons were nuanced and decisions had to be made based on the needs of the university and not purely on job numbers;
- that strong and accountable leadership was needed in order for the university to grow and be successful in the new financial landscape;
- an observation that academic restructuring was about more than the cost savings and that leadership was needed to support the strategic direction of the university;
- concern that administration would interfere with faculty autonomy with regard to academic programming;
- that Deans were already working together quite effectively across Faculties;
- that interdisciplinarity could not be imposed by central administration but had to grow from the academic faculty level; and
- whether this decision could be tabled to allow for more discussion before a recommendation was made to the Board of Governors.

Final motion 1, regarding the approval of a college model, was approved without amendment. Motion 2, regarding the faculty composition of the colleges, was subject to a proposed amendment that was defeated, before the original motion passed. Motion 3, regarding the administrative structure of the colleges, was subject to an amendment, and to a secondary amendment. After some debate, a motion to call the question on the secondary amendment passed, and the secondary amendment was put to a vote and defeated. Debate on the amendment resumed, and two motions from the floor, each to extend the meeting by 30 minutes were approved. A motion to call the question on the amendment passed, and the motion to amend the original motion

carried. An additional motion to extend the meeting by 15 minutes carried, before Motion 3 as amended was put to a vote and passed.

Motion: Dew/Sharman

Final Motion 1

THAT General Faculties Council recommend that the Board of Governors approve a college model as defined in the Executive Summary below, and contingent upon GFC having the opportunity to debate and make recommendations in relation to proposed motions 2 and 3.

CARRIED

Motion: Dew/Kalcounis-Rueppell

Original Motion 2

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

- College of Health Sciences, composed of the Faculty of Medicine and Dentistry, the Faculty of Rehabilitation Medicine, the Faculty of Pharmacy and Pharmaceutical Sciences, the Faculty of Nursing, the School of Public Health, and the Faculty of Kinesiology, Sport, and Recreation.
- College of Natural and Applied Sciences, composed of the Faculty of Science, the Faculty of Engineering, and the Faculty of Agriculture, Life and Environmental Sciences.
- College of Social Science and Humanities, composed of the Faculty of Arts, Faculty of Education, Alberta School of Business, and Faculty of Law.

Motion: Allison/Lupke

Motion 2 Proposed Amendment

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

- College of Health Sciences, composed of the Faculty of Medicine and Dentistry, the Faculty of Rehabilitation Medicine, the Faculty of Pharmacy and Pharmaceutical Sciences, the Faculty of Nursing, the School of Public Health, and the Faculty of Kinesiology, Sport, and Recreation.
- College of Professional and Applied Science, composed of the Faculty of Engineering, the Faculty of Agriculture, Life and Environmental Sciences, Faculty of Education, Alberta School of Business, and Faculty of Law.
- College of Arts and Science, composed of the Faculty of Arts, and the Faculty of Science.

DEFEATED

Motion: Dew/Kalcounis-Rueppell

Final Motion 2

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

- College of Health Sciences, composed of the Faculty of Medicine and Dentistry, the Faculty of Rehabilitation Medicine, the Faculty of Pharmacy and Pharmaceutical Sciences, the Faculty of Nursing, the School of Public Health, and the Faculty of Kinesiology, Sport, and Recreation.
- College of Natural and Applied Sciences, composed of the Faculty of Science, the Faculty of Engineering, and the Faculty of Agriculture, Life and Environmental Sciences.
- College of Social Science and Humanities, composed of the Faculty of Arts, Faculty of Education, Alberta School of Business, and Faculty of Law.

CARRIED

Motion: Dew/Dixon

Original Motion 3

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

- each College be led by a Dean, an academic administrator reporting to the Provost, who is responsible for the administration of the College and fostering interdisciplinary teaching and research within the College; for the first two years one of the Academic Deans from the Faculties within the College will be seconded to serve as the Dean of the College with their Academic Dean role filled on an acting basis;
- each Faculty be led by an Academic Dean, an academic administrator reporting to the Dean of the College, responsible for all matters relating to the academic programming of the Faculty including control of the Faculty budget; and that
- after two years, the President shall undertake a review of the Dean role and report to the Board of Governors and GFC on the question of how future Deans should be selected and whether this leadership role is serving the purpose of maintaining a high level of service with the College, fostering administrative efficiencies and interdisciplinary research and teaching, advancing the university's commitment to equity, diversity and inclusion, and reducing overall costs.

Motion: Doucet/Waddingham

Motion from the floor

THAT the General Faculties Council call the question [Motion 3 proposed secondary amendment].

CARRIED

Motion: Sale/Amaral

Motion 3 Proposed Secondary Amendment

The General Faculties Council recommends that the Board of Governors approve an administrative structure for the college model in which:

- 1 The University's Faculties will be organized into nominal colleges for the purpose of facilitating cost-saving shared services amongst Faculties within these services colleges. Faculties remain the largest academic units at the University.
- 2 Each Faculty is led by a Dean who reports to the Provost, administers the Faculty's budget, and is responsible for all matters relating to the academic programs of the Faculty
- 3 Each of these colleges will be supported by a Services Manager responsible for coordinating shared services amongst the Faculties within the college.
- 4 The Services Manager for each service college reports to the Deans of the Faculties within the college.
- 5 The budget for the shared services in each of these service colleges shall be determined by a committee of the Deans of the Faculties within the college. This committee will also determine the method of allocating the shared services costs amongst the Faculties. The college's shared services budget is administered by the Services Manager.
- 6 After three years, there shall be a review of the college administrative structure under terms to be recommended by GFC.

DEFEATED

Motion: Amaral/Vaidyanathan

Motion from the floor

THAT the General Faculties Council extend the meeting for 30 minutes.

CARRIED

Motion: Draper/Doucet

Motion from the floor

THAT the General Faculties Council extend the meeting for 30 minutes.

CARRIED

Motion: Blade/Forhan

Motion from the floor

THAT the General Faculties Council call the question [Motion 3 proposed amendment].

CARRIED

Motion: Stroulia/Lupke

Motion 3 Proposed Amendment

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

- each college be supported by a Service Manager who is responsible for the administration of the college, and reports collectively to the Deans;
- each Faculty be led by a Dean who reports to the Provost, administers the Faculty budget, and is responsible for all matters relating to the academic program of the Faculty;
- the college be led by a collegial Council of Deans, in consultation with the Provost; and
- after three years, the President shall undertake a review of the college administrative and leadership structure and report to the Board of Governors and GFC.

CARRIED

Motion: Lupke/Vaidyanathan

Motion from the floor

THAT the General Faculties Council extend the meeting for 15 minutes.

CARRIED

Motion: Stroulia/Lupke

Final Motion 3 as amended

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

- each college be supported by a Service Manager who is responsible for the administration of the college, and reports collectively to the Deans;
- each Faculty be led by a Dean who reports to the Provost, administers the Faculty budget, and is responsible for all matters relating to the academic program of the Faculty;
- the college be led by a collegial Council of Deans, in consultation with the Provost; and
- after three years, the President shall undertake a review of the college administrative and leadership structure and report to the Board of Governors and GFC.

CARRIED

INFORMATION REPORTS

Materials before members are contained in the official meeting file.

4. COVID-19 Governance Decision Tracker

5. Information Forwarded to GFC Members Between Meetings
 - A. For distribution on behalf of APC - Invisible College Model
 - B. Communication on Academic Restructuring

CLOSING SESSION

6. Adjournment
 - Next Meeting of General Faculties Council: January 25, 2021

The Chair adjourned the meeting at 6:25 p.m.