

# Leadership Roles Working Group

Proposed for July 1, 2023  
For Feedback

## TOWN HALL PRESENTATIONS

Minor edits for clarification were made based on feedback  
from the Town Halls.

We appreciate not everyone was able to attend a Town Hall  
and our hope is that the slides provide adequate  
information.



**UNIVERSITY  
OF ALBERTA**

Faculty of Education

# Leadership Roles Working Group Members

Blythe Knapczyk (student representative)

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Kenneth Gariepy (September 2022)

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Acknowledgements:

Vanessa Grabia (January 2022)

Kathleen DeLong (August 2022)

Noella Steinhauer (August 2022)

# Introduction - Guiding Principles

- **Student Centered**
- **Equity, Diversity, Inclusivity, Decolonization (EDID) & Indigeneity**
- *mâmahohkamâtowin*

# Introduction

- A **challenge** we have encountered is the **strong tension** between an **existing, mostly hierarchical** leadership structure supported by UAlberta policy and functioning in relation to the current arrangement of work in the Faculty on one hand, and the desire to **flatten that structure**, on the other. The hope for a flatter structure is related to the possibility that it might address some issues of equity, power, and privilege.

# Introduction cont'd

- We do have an interest in **innovation and creativity**, but it is difficult to do so, given the limits of policy, the Collective Agreement (CA), AASUA, etc., and the pre-existing arrangement of the Faculty's work.
- *"In many Indigenous cultures, the **braid** also represents mind, body and spirit and the balance between the three for good health and harmony in individuals and communities."* (UoA, *Indigenous Strategic Plan, 2022.*) We are going to use a **braid** metaphor.
- We know that **mind, body and spirit are essential** and must be carefully considered if we are going to achieve harmony and truly honour the principle of *mâmahohkamâtowin*.

# Introduction cont'd

- It is difficult to do this work in relation to a **complex situation that does not have a simple solution**, especially in a time when there are "other moving parts" on our campus such as FGSR and the College offices of Education and Research.
- There will be ongoing reviews and refinements of the Leadership Structure after July 1, 2023, especially as the Colleges continue to be actualized and questions about FGSR are resolved through the Unit Review process.
- We trust that the individuals in the roles/positions will move forward with creating and living in the roles/positions in the best interest of our Faculty.

# Positions Allocated by Central Administration

Thirteen positions (n=13) are available and each position counts as one/1 regardless of the percentage of time, for example:

- 25% or 50% or 100% of work time for a position will count as one/1 position.
- a position may require 50% to complete the tasks and responsibilities whereas another position may required 100% - both are counted as one position.

Leadership positions are entitled to stipends and administrative leave.

# To accomplish the core business of our Faculty 2 non-negotiable positions are allocated

The two positions are:

1. Dean (n=1)
2. Vice Dean (n=1)

Eleven positions remain ( $n = 13 - 2 = 11$ ). Not all will be appointed by our Dean. A selection process will be used for any position, other than the Dean / Vice Dean, that has responsibilities and tasks related to annual review / FEC / ATSEC.



# Option 1 for Remaining 11 Positions

1. SLIS Director (for accreditation) (n=1)

2. SLIS Graduate Coordinator (n=1)

(Non-negotiable.)

3. + 4. Senior Leadership Roles/Positions (n=2) for Indigenous Ed & Initiatives  
Indigenization education to align with work underway by the Indigenous  
Education Council in the Faculty of Education. (Non-negotiable.)

(4 positions or  $11-4=7$  remaining)

# Option 1 for Remaining Positions cont'd

3. + 4. Senior Leadership Roles/Positions for Indigenous Ed & Initiatives Indigenization education in our Faculty may include cont'd

- Indigenization education in our Faculty may include:
  - ATEP
    - BEd program including various delivery modes e.g. online, in person
    - BEd program including various types e.g. part time, full time
    - BEd program including various locations e.g. community based, campus based
  - Other within Faculty
    - Education 211
    - Indigenous graduate programs and courses
    - Undergraduate and graduate students

# Option 1 for Remaining Positions cont'd

3. + 4. Senior Leadership Roles/Positions for Indigenous Ed & Initiatives & Indigenization education in our Faculty may include cont'd

- Lead and provide counsel to the Indigenous Education Council (ICE)
- Maintain and enhance relationships within University of Alberta *Braiding Past, Present and Future*
- Maintain and enhance relationships with external stakeholders e.g. government, other postsecondary institutions
- Maintain and enhance relationships with communities

# Option 1 for Remaining Positions cont'd

5. to 11. (n=7/13 available) Other Senior Leadership Roles/Positions (currently n=9) cont'd

LRWG's

- Recommendation (e.g.=2) for how many and
- numbers (e.g. 5. + 6. indicate 5. + 6. out of the 1. to 13.)

# Option 1 for Remaining Positions cont'd

- Title options Faculty Chair or Associate Dean. Recommendation=2 or 5 remaining.
- Students BEd + Undergraduate – currently n=1 position. Recommendation=1 or 4 remaining.
- Students + Programs Graduate – currently n=1 position (FGSR and College evolving structures will impact and may be revised). Recommendation=1 or 3 remaining.
- Programs overseeing undergraduate & graduate programs including calendar changes, course additions & deletions, grade approvals – currently n=4 positions as Interim Faculty Associate Chairs Undergraduate n=2 and Graduate n=2. Recommendation=2 or 1 remaining.
- Research – currently n=1 position (FGSR and College evolving structures will impact and may be revised.). Recommendation=1 or for the last position and none remaining.

# Option 1 for Remaining Positions cont'd

5. to 11. (n=7) Other Senior Leadership Roles/Positions (currently n=9) cont'd  
Faculty Chair or Associate Dean – currently n=2 positions. Recommendation=2

- Equity, Diversity, Inclusion and Decolonization initiatives
- Wellbeing Faculty-wide initiatives
- Relationship building, maintaining and enhancing internal Faculty communities and other initiatives that enhance belonging
- Faculty development through initiating and supporting teaching, research and service professional learning opportunities
- Hiring ATS and Chairing Academic Advisory Selection Committees
- Workload assignments, FEC & ATSEC packages and presentation
- Mentoring by informing and facilitating faculty and ATS career journeys
- Visioning
  - Faculty structure and māmawohkamâtowin culture and being
  - Innovative pedagogy
  - Innovative courses and programs

# Option 1 for Remaining Positions cont'd

5. to 11. (n=7) Other Senior Leadership Roles/Positions (currently n=9) cont'd

- Students + BEd Undergraduate – currently n=1 position. Recommendation=1.
- Faculty advisor to Education Students' Association (ESA)
- Undergraduate student concerns
- Lead and implement EDID initiatives
- Oversee and collaborate with undergrad program position(s)
- Collaborate with other leadership positions
- Chair Undergraduate Academic Affairs Council (UAAC)
- Chair Field Experiences Policy Advisory Committee (FEPAC) front facing
- Oversee Field Experiences Team including pre-service teacher placements
- Oversee Undergraduate Student Services Team in Education Student Services (ESS)
- Participate in college and university undergraduate related initiatives including meetings
- Participate in Alberta Teachers' Association undergraduate related initiatives

# Option 1 for Remaining Positions cont'd

5. to 11. (n=7) Other Senior Leadership Roles/Positions (currently n=9) cont'd

- Students Graduate + Programs – currently n=1 position (FGSR and College evolving structures will impact and may be revised). **Recommendation=1.**
- Faculty advisor to faculty graduate student groups
- Graduate student concerns
  - Oversee and collaborate with graduate program position(s)
  - Oversee graduate awards and admissions
- Collaborate with other leadership positions
- Chair Graduate Academic Affairs Council (GAAC)
- Oversee Graduate Student Services Team in Education Student Services (ESS)
- Engage with and participate in Faculty of Graduate Studies (FGSR) initiatives
- Participate in college graduate related initiatives



# Option 1 for Remaining Positions cont'd

5. to 11. (n=7) Other Senior Leadership Roles/Positions (currently n=9) cont'd

- Programs positions – currently n=4 positions as Interim Faculty Associate Chairs  
Graduate n=2 and Undergraduate n=2. Recommendation=2 or one Graduate and one Undergraduate and 1 position remaining.

Graduate (n=1) - overseeing graduate programs matters including:

- admissions and awards
- course templates and reviews
- calendar changes including course additions and deletions
- grade approvals (optional)
- coordinate and chair collaborative groups as required bringing together all individuals who have a stake such as students, faculty, ATS, support staff, course coordinators and/or other leadership people
- *Faculty Instructor Manual*
- initiate and support innovative pedagogy
- initiate and support program revitalization

# Option 1 for Remaining Positions cont'd

5. to 11. (n=7) Other Senior Leadership Roles/Positions (currently n=9) cont'd

- Programs positions – currently n=4 positions as Interim Faculty Associate Chairs Graduate n=2 and Undergraduate n=2. Recommendation=2 or one Graduate and one Undergraduate and 1 position remaining.

Undergraduate (n=1) - overseeing undergraduate programs matters including:

- assist with admissions
- scheduling courses and monitoring enrolments
- course templates and reviews
- calendar changes including course additions and deletions
- grade approvals (optional)
- coordinate and chair collaborative groups as required bringing together all individuals who have a stake such as students, faculty, ATS, support staff, course coordinators and/or other leadership people
- *Faculty Instructor Manual*
- initiate and support innovative pedagogy
- initiate and support program revitalization

# Option 1 for Remaining Positions cont'd

5. to 11. (n=7) Other Senior Leadership Roles/Positions (currently n=9) cont'd

- Research – currently n=1 position (FGSR and College evolving structures will impact and may be revised.). Recommendation=1 or for the last position: thus, no positions remaining.
- Teaching & Learning – currently n= 0. Recommendation is to include explicitly across all other roles/positions.
- External Communities Engagement – currently n=0. Recommendation is to include explicitly across all other roles/positions.

# Option 1 for Remaining Positions cont'd

## 5. to 11. (n=7) Other Senior Leadership Roles/Positions (currently n=9) cont'd

- Research – currently n=1 position (FGSR and College evolving structures will impact and may be revised.) **Recommendation=1 or 11.**
- Member of government and university-level research committees
- Works closely with RSO Research Facilitators and various OVPRI leaders
- Faculty chair of Scholarship and Research Awards Committee (SARAC)
- Cooperative Activities Program administration and review - facilitate institutional relationships
- Support for Education faculty member research
- Oversee Faculty Centres and Institutes
- Faculty review and approval of applications to Health Research Ethics Board
- Broker research relationships

# Option 2 for Senior Leadership Positions

Vice Dean/Associate Dean Academic is responsible for all faculty and ATSEC member workload assignments & FEC packages and presentations to FEC and ATSEC.

- No other role(s)/position(s) would have these responsibilities. The Vice Dean/Associate Dean would be the only person with these responsibilities.
- Current responsibilities of Vice Dean would be assumed by the remaining 7 leadership positions.
- All other roles/positions and responsibilities for Option 2 would remain as they are in Option 1.

# FEC in Non-departmentalized Faculties at the University of Alberta

## Departmentalized Faculties

- FEC Composition: **the Dean (as Chair), all Department Chairs**, and at least two tenured Academic Faculty members from the Faculty selected by Faculty Council. Faculty Council shall determine the number of selected members, if more than two, and the terms of office of those members.
- Increment Recommendations: The (Annual) Reports shall be used by the Department Chair in preparing recommendations to FEC and by FEC in evaluating those recommendations.

Note: Within the Faculty of Education, the School of Library and Information Studies is treated in the same manner as a department.

## Non-departmentalized Faculties

- FEC Composition: the Dean, **a tenured Academic Faculty member from the Faculty elected by Faculty Council as Chair**, and at least 3 other tenured Academic Faculty members from the Faculty selected by Faculty Council. Faculty Council shall determine the number of selected members, if more than three, and the terms of office of selected members as well as the term of office of the Chair.
- IR: In the case of a non-departmentalized Faculty, the term “Department Chair” is replaced by “Dean and the term “Department” is replaced by “Faculty”.

# Translation!....according to our collective agreement....

- Previously -
  - Department Chairs were elected by faculty.
  - Chair reviewed annual reports and provided increment recommendations, supported tenure and sabbatical applications.

- In a non-departmentalized faculty
  - The Chair of FEC is elected by faculty.
  - The Dean (or designate) is responsible for increment recommendations, support for tenure applications etc.



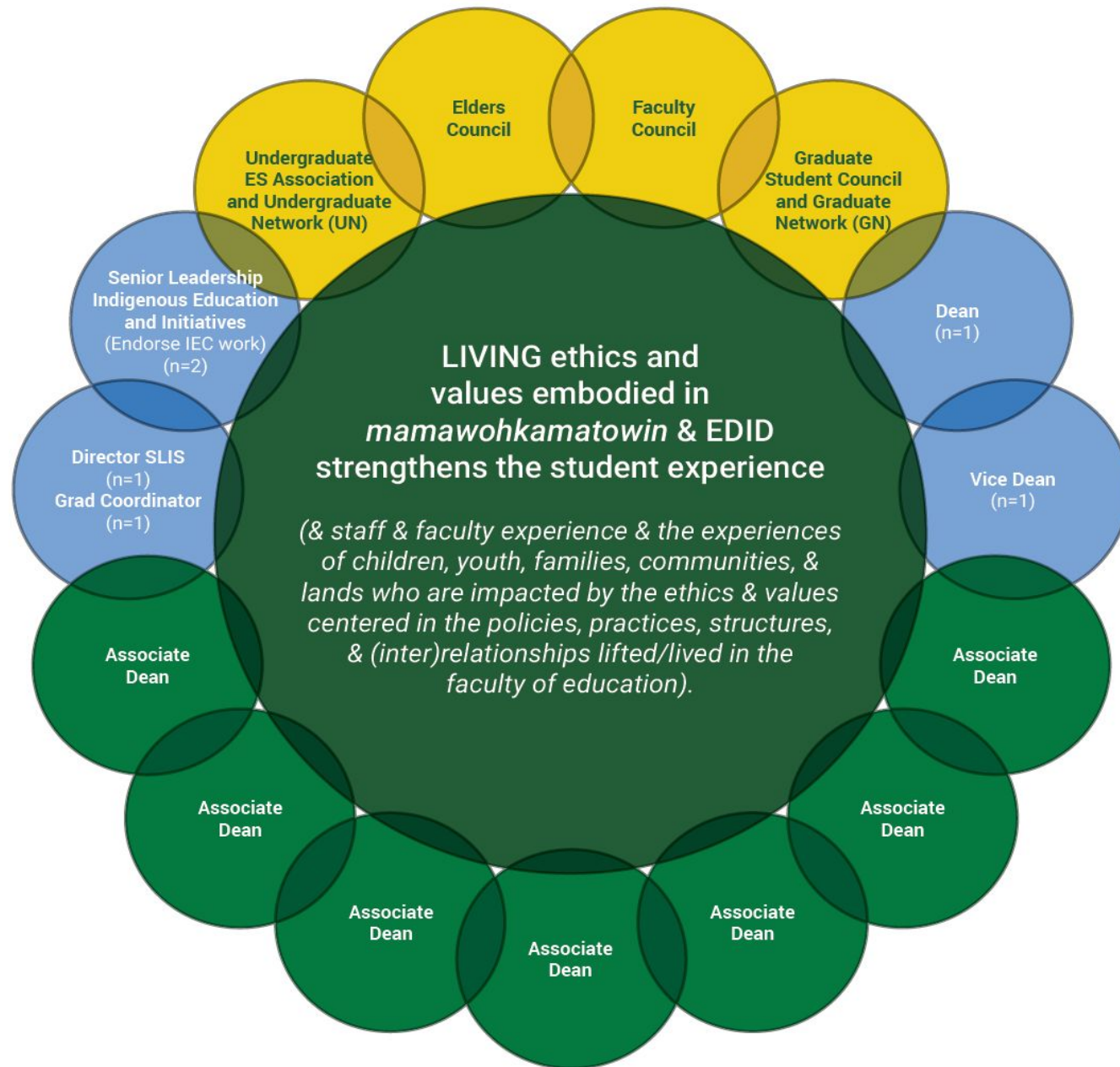
# Leadership Options

- Option 1
  - Will require agreement from AASUA and Faculty Relations (because it differs from our current collective agreement).
- Option 2
  - Resembles 'non-departmentalized' faculties in the UofA.



# Work/Decision Making: *mâmahohkamâtowin*

- The organizational chart for Options 1 and 2 are illustrated by a circle with roles/positions around the circle rather than horizontally and vertically. The next 2 slides show the circle. The first slide has all titles as Associate Deans and the next has 2 of these as Faculty Chairs.
- All individuals in the roles/positions would intentionally focus on student experience, EDID & Indigeneity, wellbeing, relationships, mentoring, and visioning. And others in our Faculty community would be provided with educational opportunities and encouraged to focus.
- There will be established milestones/check-ins to evaluate the integration of *mâmahohkamâtowin* and make appropriate changes.



**NOTES**

**Yellow** = Not included in 13 Leadership Positions

**Blue** = Allocated/Taken n=6 positions

**Green** = Roles/Responsibilities to be decided



# Faculty of Education Matters & Decision Making



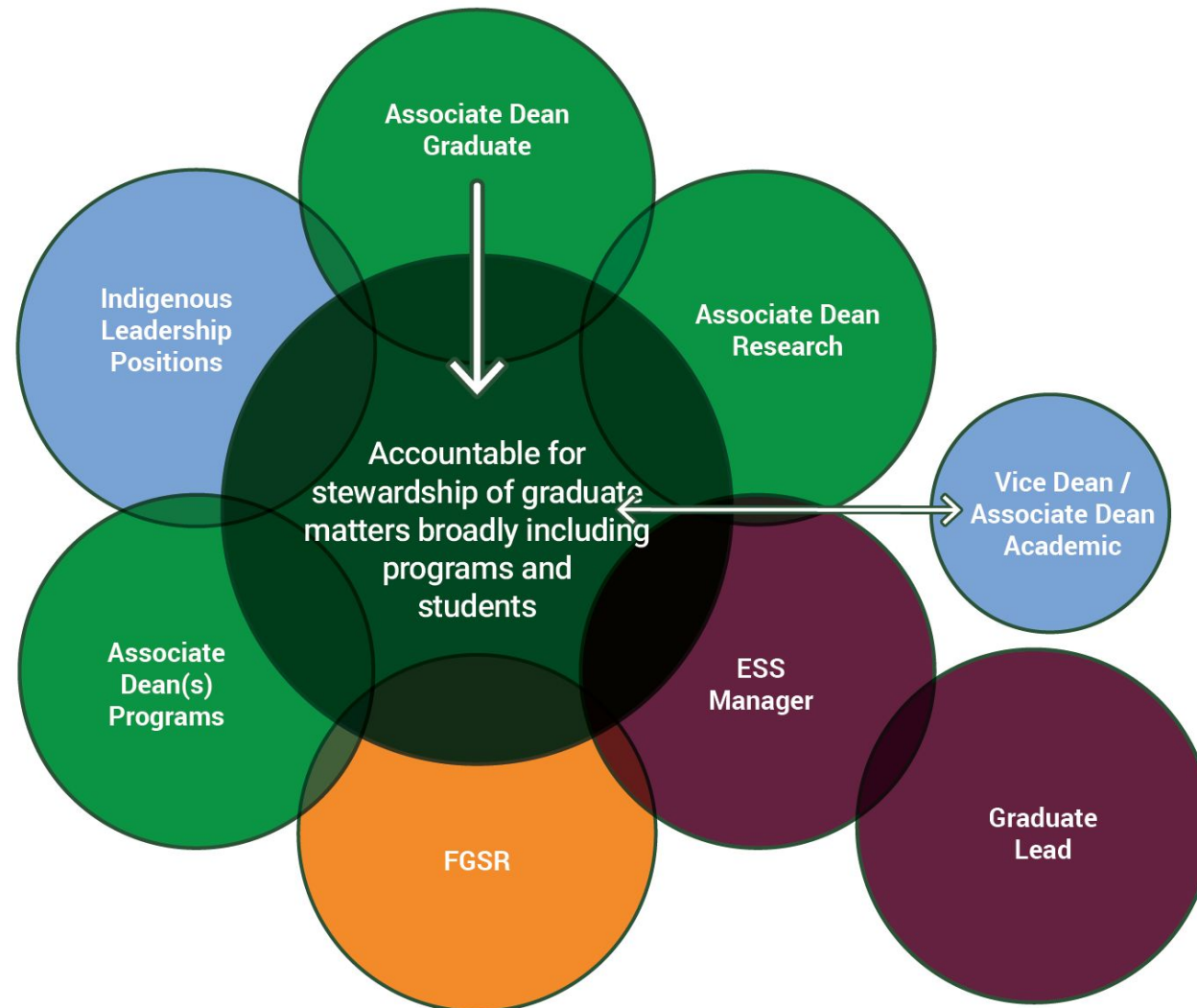
## NOTES

**Yellow** = Not included in 13 Leadership Positions

**Blue** = Allocated/Taken n=6 positions

**Green** = 5 Positions TBD

# Graduate Business and Matters & Decision Making



# Undergraduate Business and Matters & Decision Making



# Feedback Welcomed and Appreciated

**Town Hall** questions for discussion (dependent on number of attendees breakout rooms or not) and responses recorded on *Notetaker*:

1. What resonates with you or makes sense to you?
2. What questions or concerns have emerged for you?
3. You may require additional information. If yes, what would be helpful?
4. Do you have an alternative vision of the leadership structure?

Selected sharing (due to time constraints).

A SurveyMonkey form to be disseminated with same questions and a few more.

# Next Steps

- Recommendation(s) to Restructuring Steering Committee for February 23 meeting.
- Recommendation(s) to Education Faculty Council (EFC) meeting, if possible, on February 28, 2023 for Discussion / Consideration / Support.
  - Any position other than the Dean / Vice-Dean with responsibilities for annual review, FEC and ATSEC must be approved by Faculty Relations & the AASUA and requires the support of EFC.
  - If approval is received, a selection process will be undertaken.
  - All other positions are appointed by the Dean and a process for determining these appointments will be shared in advance.
  - EFC members must know - *What they are voting for? What they are not voting for?*



# Questions, Comments and/or Concerns

[moherty@ualberta.ca](mailto:moherty@ualberta.ca) (Please put LRWG Feedback in subject line.)

**Complete the feedback form before midnight Wednesday, February 8, 2023.**

**THANK YOU !**

Faculty of Education



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We are and will continue to be  
**Leading with Purpose...**



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