

Leadership Roles Working Group: Summary Document Faculty and ATS Members February 14, 2023

Introduction: The Leadership Roles Working Group's (LRWG) guiding principles include the following: being student centered; equity, diversity, inclusivity, decolonization (EDID) & Indigeneity, and *mâdawokkamâtowin*. To honor and align its work with these principles, and in light of the tension between existing university processes and structures such as the collective agreement, AASUA, Faculty Relations *and* more innovative, creative leadership processes and structure for our Faculty for July 1, 2023, the LRWG was presented with a complex challenge. The LRWG gave considerable thought and discussion to UAPPOL selection procedures, hiring processes, the Faculty Evaluation Committee (FEC) terms of reference, the FGSR unit review, and the establishment of, and continued work to define, the College offices of Education and Research.

We are working on using the metaphor of a braid that brings together mind, body and spirit, which are essential to achieve harmony and honor *mâdawokkamâtowin*, to represent the future leadership of our Faculty, in accordance with *Braiding Past, Present and Future*.

In early winter 2020, Central Administration allocated 13 leadership positions for our Faculty, as part of the institutional Academic Restructuring initiative. Each leadership position counts as one/1 regardless of the percentage of time it takes to accomplish the tasks associated with it. In addition, per University policies, certain leadership positions are entitled to a stipend (Associate Chairs / Graduate Coordinators) and both a stipend and administrative leave (Dean, Vice Dean, Associate Deans, Chairs). In addition, there are course release provisions for each leadership position.

In 2017, there were 21 Leadership positions in our Faculty. Two Associate Dean roles (International, Teacher Education) were eliminated and the duties redistributed across the portfolios of the Dean, Vice Dean, and Associate Dean Undergraduate. In Fall 2021, there were 19 leadership positions in our Faculty, as follows.

- Dean and Vice Dean/Associate Dean Academic
- Associate Deans Graduate, Undergraduate, and Research
- 4 Department Chairs, 4 Associate Chairs Grad and 4 Associate Chairs Undergrad
- SLIS Director
- SLIS Associate Chair Graduate

As of September, 2022, there are 13 leadership positions:

- Dean
- Vice Dean/Associate Dean Academic
- 3 Associate Deans: Graduate, Undergraduate, and Research
- 2 interim Faculty Chairs
- SLIS Director
- 3 interim Graduate Coordinators

- 2 interim Associate Faculty Chairs Undergraduate.

Given accreditation considerations, alignment with similar administrative structures for American Library Association (ALA)-accredited MLIS programs in Canada, and the size of the on-line and on-campus cohorts, the SLIS Director and Graduate Coordinator roles will continue as part of the renewed leadership.

Our Faculty is committed to *Braiding Past, Present and Future* initiatives that are currently being reviewed and discussed by our Indigenous Education Council (IEC), especially in relation to ways of Indigenizing our Faculty, which includes the undergraduate Bachelor of Education and our many graduate programs. The Aboriginal Teacher Education Program (ATEP), which offers a Bachelor of Education, has more than doubled in size over the last three years, from 70 students to approximately 210 students, and enrolment continues to increase. ATEP offers a variety of options to students including online cohorts, on campus, and in community, full time and part-time.

The Leadership Roles Working Group notes the following positions as necessary and non-negotiable in the proposed models.

- Dean
- Vice Dean/Associate Dean Academic
- SLIS Director and SLIS Graduate Coordinator
- 2 Senior Leadership positions for Indigenous Education and Initiatives for the Indigenization of our Faculty (being worked on by Indigenous faculty members).

Recommendations for Feedback: There are 7 remaining leadership positions of the 13 allocated for our Faculty. These positions were considered alongside the work that is required to support students, programs, and instructors. Not all positions will be appointed by our Dean. A selection process will be used for any position, other than the Dean, that has responsibilities and tasks related to workload assignments, annual reviews, FEC and ATSEC. For the remaining positions, a process will be established that could include calling for expressions of interest, having a committee review them, and then make recommendations to our Dean.

It is important to note that the leadership structure will continue to evolve and be refined as the role of the College is further defined and clarified, and the future of FGSR in relation to the Colleges and Faculties is determined following the Unit Review.

Thus, for the Faculty of Education, effective July 1, 2023, it is recommended that:

- 2 positions be allocated for title options Faculty Chair *or* Associate Dean for hiring ATS, chairing Academic Advisory Selection Committees, workload assignments, annual reviews, FEC & ATSEC packages and presentation, mentoring by informing and facilitating faculty and ATS academic development, visioning, and other duties as assigned.

- 1 Associate Dean position for graduate students and graduate programs oversight (currently 1 position Associate Dean Graduate and evolving FGSR and College structures will impact and this may be revised).
- 1 Associate Dean position for undergraduate students and the BEd oversight
- 1 Associate Dean position for working alongside the Associate Dean Graduate with graduate programs matters including admissions, awards, calendar changes, course additions and deletions, coordinating and chairing 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*, etc.
- 1 Associate Dean position for working alongside the Associate Dean Undergraduate with undergraduate programs matters including scheduling courses, monitoring course enrolments, recommending ATS hires, calendar changes, course additions and deletions, grade approvals, coordinating and chairing 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*, etc.
- 1 Associate Dean Research for supporting faculty members' research, Cooperative Activities Program (CAPS) administration and review, chair of Scholarship and Research Awards Committee (SARAC), oversight of Faculty Centres and Institutes, etc.
- Consideration was given to positions for Teaching & Learning and External Communities Engagement; however, there were no additional positions available.

Feedback was requested from Faculty and ATS members for Option 1 or Option 2 and in Option 1 for a preference of title:

1. Option 1: Position with title of Associate Dean *or* Faculty Chairs is responsible for hiring ATS, chairing Academic Advisory Selection Committees, workload assignments, annual reviews, FEC & ATSEC packages and presentation, mentoring by informing and facilitating faculty and ATS academic development, visioning and other duties as assigned.
 - a. Title of preference ?
 - i. Associate Dean *or*
 - ii. Faculty Chair
2. Option 2: Vice Dean/Associate Dean Academic is responsible for all faculty and ATSEC member workload assignments, annual reviews, FEC & ATSEC packages and presentation. Title may change. No other role(s)/position(s) would have these responsibilities and the current responsibilities of Vice Dean would be assumed by the

remaining leadership positions.

All other roles/positions and responsibilities for Option 2 would remain as they are in Option 1.

Notes:

- In a non-departmentalized faculty such as our Faculty of Education, the Chair of FEC is elected by faculty members when the Dean (or designate) is responsible for increment recommendations, support for tenure applications etc.
- Option 1 will require the support of EFC and approval from AASUA and Faculty Relations because it differs from what is articulated in our current collective agreement.
- Option 2 resembles 'non- departmentalized' faculties in the UofA.