



The following Motion and Document were considered by the GFC Academic Planning Committee at its January 16, 2013 meeting:

Agenda Title: **Proposal for Non-Departmentalized Status for the University of Alberta's School of Public Health**

APPROVED MOTION: THAT the GFC Academic Planning Committee recommend to General Faculties Council the proposal for a non-departmentalized structure for the University of Alberta's School of Public Health, as submitted by the Interim Dean of the School of Public Health (on behalf of the School) and as set forth in Attachment 1, to take effect upon final approval.

Final Recommended Item: 4

OUTLINE OF ISSUE

Agenda Title: **Proposal for Non-Departmentalized Status for the University of Alberta’s School of Public Health**

Motion: THAT the GFC Academic Planning Committee recommend to General Faculties Council the proposal for a non-departmentalized structure for the University of Alberta’s School of Public Health, as submitted by the Interim Dean of the School of Public Health (on behalf of the School) and as set forth in Attachment 1, to take effect upon final approval.

Item

Action Requested	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	The School of Public Health Faculty Council
Presenter	Lory Laing, Interim Dean, School of Public Health
Subject	Non-departmentalized structure for the School (Faculty) of Public Health

Details

Responsibility	Provost and Vice-President (Academic)
The Purpose of the Proposal is (please be specific)	To change the School (Faculty) of Public Health from a Faculty organized around two academic units (the Department of Public Health Sciences and the Centre for Health Promotion Studies) to a non-departmentalized structure.
The Impact of the Proposal is	To promote a culture of a collaborative Faculty from a variety of academic disciplines with a common focus on graduate education and research in public health.
Replaces/Revises (eg, policies, resolutions)	This change would eliminate the Department of Public Health Sciences (PHS) and the position of Chair of PHS. It would change the focus of the Centre for Health Promotion Studies (CHPS) and the role of the Director of CHPS to that of a research and engaged scholarship unit within the Faculty (School of Public Health).
Timeline/Implementation Date	Immediately upon final approval.
Estimated Cost	N/A
Sources of Funding	N/A
Notes	N/A

Alignment/Compliance

Alignment with Guiding Documents	<i>Dare to Discover</i> and <i>Dare to Deliver</i>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<p>1. Post-Secondary Learning Act (PSLA): The <i>PSLA</i> gives GFC responsibility, subject to the authority of the Board of Governors, over academic affairs (Section 26(1)). GFC may make recommendations to the Board of Governors on a number of matters including the budget and academic planning (Section 26(1)(o)).</p> <p>2. GFC Academic Planning Committee (APC) Terms of Reference/3. Mandate of the Committee:</p> <p>“1. Planning and Priorities To recommend to GFC and/or the Board of Governors on planning and priorities with respect to the University's longer term academic, financial, and facilities development. (GFC 29 SEP 2003)</p>

2. Units

a. Subject to Article 32 of the Faculty Agreement, to recommend to GFC on the establishment and termination of Faculties, Departments, Schools and divisions, and on mergers involving Faculties, Departments or Schools. (Divisions are defined as academic units with authority over student programs. They may be budgetary units and may or may not be part of an existing Department.)

[...]

14. Other

a. To recommend to the Board of Governors and/or GFC on any other matter deemed by APC to be within the purview of its general responsibility.”

3. General Faculties Council (GFC) Terms of Reference/3. Mandate of the Committee;

“Powers Retained by General Faculties Council

All powers and responsibilities under Section 26 of the PSLA not expressly delegated now or in the future shall be retained by General Faculties Council. (GFC 02 DEC 1966)

The issues which remain with GFC or which would be referred by a Standing Committee to GFC would generally be in the nature of the following: [...] those things which a Standing Committee considers to be of major strategic significance to or long-term impact on the University[.] [...]”

4. Board Learning and Discovery Committee (BLDC) Terms of Reference:

“3. MANDATE OF THE COMMITTEE

Except as provided in paragraph 4 hereof and in the Board’s General Committee Terms of Reference, the Committee shall, in accordance with the Committee’s responsibilities with powers granted under the Post-Secondary Learning Act, monitor, evaluate, advise and make decisions on behalf of the Board with respect to matters concerning the teaching and research affairs of the University, including proposals coming from the administration and from General Faculties Council (the “GFC”), and shall consider future educational expectations and challenges to be faced by the University. The Committee shall also include any other matter delegated to the Committee by the Board.

[...]

4. LIMITATIONS ON DELEGATION BY THE BOARD

This general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 3, the Board shall make all decisions with respect to:

FINAL Item No. 4

	a. the establishment, continuation, reorganization or abolition of faculties, schools and departments[.] [...]”
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Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	<p>An Interim Dean’s task force was formed in July, 2012 and asked to consult with faculty, staff, and students in the School of Public Health and come back to Faculty Council with a recommendation for the best organizational structure fro fulfilling the School’s mission, functions, and responsibilities, taking into account all input received from the School’s community.</p> <p>The Task Force consulted through an on-line communication forum, in-person consultation, meetings, and forums. At the November 23, 2012 Faculty Council meeting, the Interim Dean’s Task Force on the Administrative Structure for the School of Public Health presented the results of their consultation and put forward a recommendation that the School (Faculty) become non-departmentalized. Subsequently, an electronic vote was conducted which concluded at 4:30 pm on November 30, 2012. Thirty-nine people were eligible to vote. The results of the vote were: in favour – 24; opposed - 6, abstaining - 0.</p>
Approval Route (Governance) (including meeting dates)	<p>GFC Academic Planning Committee (January 16, 2013) – for recommendation;</p> <p>General Faculties Council (January 21, 2013) – for recommendation;</p> <p>Board Learning and Discovery Committee (January 28, 2013) – for recommendation;</p> <p>Board of Governors (February 8, 2013) – for final approval</p>
Final Approver	Board of Governors

Attachments (each to be numbered 1 - <>):

1. Attachment 1 (pages 1 – 6): Proposal for the University of Alberta’s School of Public Health to Become a Non-departmentalized Faculty (page(s) 1 - 4)

Prepared by: Lory Laing, Interim Dean, School of Public Health, lory.laing@ualberta.ca

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November 30, 2012

To: Dr. Martin Ferguson-Pell, Acting Provost

From: Dr. Lory Laing, Interim Dean

Re: Request for approval for the School of Public Health to become a non-departmentalized Faculty

As a result of a recommendation made by the Academic Unit Review in its report on the School of Public Health in June 2012, that the School of Public Health consider becoming a non-departmentalized faculty, the SPH has been examining this suggestion through a thorough and inclusive consultation beginning in August 2012. The culmination of the consultation process was a vote on November 30, 2012 that overwhelmingly supported a motion that: The School of Public Health become a non-departmentalized faculty. I am now seeking your approval for this change. If you provide your approval, I understand that the proposed change to our structure will then need to be approved by University of Alberta governance.

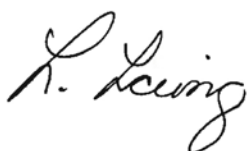
As background information to the final motion approval, I have attached a summary of the process. This began with me forming an interim dean's task force to lead the discussions. The task force was composed of the following people:

Dr. Yutaka Yasui, Professor, Department of Public Health Sciences, chair of the task force
Dr. Dev Menon, Professor, Department of Public Health Sciences
Dr. Kim Raine, Professor, Centre for Health Promotion Studies
Mr. Bob Sadler, Assistant dean (administration)
Ms. Karyn Gibbons, School administrator
Ms. Krystina Kongats, SPH student
Professor John Law, Vice-dean, Faculty of Law

The task force held extensive discussions with faculty, staff and students. They presented their recommendation and rationale at the Nov. 23, 2012 SPH Town Hall. After the Town Hall discussion, a motion was proposed and seconded. Rather than vote at the Faculty Council on Nov. 23, we chose to conduct an electronic vote so that all members of faculty council would be able to vote (even those unable to attend the Nov.23 meeting).

Attachments

Cc School of Public Health Executive Management Committee





Office of the Dean

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Date: December 20, 2012

To: Mr. Garry Bodnar

From: Lory Laing, Interim Dean

Cc: Ms. Marion Haggarty-France
Von Whiting

Re: Request for University of Alberta governance approval to change the School of Public Health to a nondepartmentalized faculty

AS a result of a recommendation from the School of Public Health Academic Unit Review, and a subsequent Interim Dean's task force consultation, the Faculty Council of the School of Public Health approved the following motion on November 30, 2012:

That the School of Public Health become a nondepartmentalized faculty:

We are now seeking GFC APC approval for this change.

Attachments:

Memo to the Provost from the interim dean
Background to the request

Background to the Request for the School of Public Health to Become a Non-departmentalized Faculty

The School of Public Health is the newest faculty at the University of Alberta, established in 2006. It has spent the past 6 years working to develop as a cohesive academic unit dedicated to promoting and protecting health, preventing disease and injury across Alberta, Canada and around the world. Between 2009 and 2012 the faculty worked hard to document how we meet or exceed the requirements for accreditation by the Council on Education for Public Health (CEPH- the only accrediting body for schools and programs of public health in the world). The faculty has recently achieved the distinction of becoming the first accredited School of Public Health in Canada, the second outside of the US and the 50th in the world.

The School of Public Health, as faculty solely devoted to public health, is now poised to take a leadership role in public health education, research and engaged scholarship in Alberta and Canada.

Context:

- The SPH is a relatively small faculty, with about 40 faculty members (although there are numerous adjunct faculty). The faculty members have a wide variety of disciplinary backgrounds (including social scientists, natural scientists, and statisticians) The faculty complement includes people engaged in community participatory research as well as laboratory scientists. Despite the diversity of backgrounds, all are committed to improving and protecting the health of the population.
- The SPH has one department (Public Health Sciences with 35 faculty members) and two centres (Centre for Health Promotion Studies with 5 faculty members and Alberta Centre for Injury Control and Research with a single faculty director). The two centres are treated quite differently. The ACICR is part of the SPH and reports operationally to the dean of the SPH, but is funded by public funds through a grant from Alberta Health and Wellness and is accountable to the injury stakeholders and the citizens of Alberta.
- The CHPS has been considered as an 'academic unit' similar to the department of PHS, based on the history of having two masters degrees in health promotion. The CHPS was formed in 1996 and prior to being brought under the administrative structure of the SPH was accountable to the Health Sciences Council (HSC).
- The two academic units are imbalanced in size (one has 35 members the other 5). Both units have numerous adjunct faculty members who make important contributions to the SPH, but who do not have the same investment in SPH governance.
- When the SPH was formed in 2006 the department of PHS offered two masters degrees (MPH and MSc) as well as a PhD. The CHPS offered two masters degrees (MPH and MSC).
- Since 2006 the SPH has chosen to offer the degrees, MPH, MSC, and PhD (not the departments)
- The SPH has a single budget that resources all of the activities of the faculty. When the SPH was formed budget allocations were made initially to 'offset' some of the costs of doing business by the CHPS¹.

¹ Initially, the CHPS was permitted to charge higher fees on both campus and distance courses as either an alternative delivery fee or a "new program fee"? (*not sure of the wording here*) Once all students in the

- The SPH was formed by bringing together two 'academic units' that both had a focus on public health. One of these units was a department, as recognized by the University governance with a chair who conducted faculty evaluations of faculty members for the FEC process mandated by the faculty agreement. The other was a 'centre' that had reported to the health sciences council. While the CHPS was under the jurisdiction of the HSC, the director did not conduct FEC evaluations. Faculty members in the CHPS were evaluated by a 'home' faculty FEC processes.
- The decision to function with administrative heads of the two units as part of the School management team initially served to recognize the teaching, research and engaged scholarship approaches historically taken by each unit. This approach preserved the historical practices of each unit; including how applicants were reviewed, how students were mentored, how teaching was assigned, how research was supported, and partnerships with key external partners were maintained.
- As the SPH evolved new procedures and policies (student services were centralized), education committees were established, research services and oversight were centralized) there was some progress made towards the SPH as a faculty focus on teaching, research and engaged scholarship.
- Each academic unit has been responsible for determining student enrollment each year. There has been no faculty wide principles or procedures for determining student enrollment that is tied to teaching capacity.
- As the SPH has evolved and matured, maintaining separate administrative roles that essentially duplicate each other, in relation to curriculum review, admission decisions, student services, and faculty development has become problematic. For example, finding faculty from the smaller CHPS to sit on faculty committees is difficult/impossible. It has become increasingly clear that the CHPS faculty and students represent one area of substantive specialization amongst 6 within the SPH.
- While the common culture and organization of the SPH has developed, the maintenance of two unbalanced academic units becomes less supportable.
- The Academic Unit Review report submitted in June, 2012 recommended that the School of Public Health consider:
 - "Alternatives to revise the current organizational structure should be considered to promote a culture of a collaborative UASPH including the possibility of having non-departmentalized faculty.
 - The UASPH should eliminate the departmental structure (CHPS and PHS) to unify faculty, increase opportunities for teaching and research collaboration, and align degree requirements across specializations."

The decision to become non-departmentalized:

In July, 2012 the interim dean formed a task force to consult with faculty, staff and students in the SPH, and come back to faculty council with a recommendation for the best organizational structure for fulfilling our mission, functions, and responsibilities, taking into account all input received from the SPH community.

The task force included the following people:

SPH were taking the same courses no differential fee was charged based on what program the students were enrolled in. This led to a shortfall in how the CHPS was supporting itself.

- Yutaka Yasui, professor, Department of Public Health Sciences (task force chair)
- Karyn Gibbons, school administrator, Office of the Dean
- John Law, vice-dean, Faculty of Law
- Dev Menon, professor, Department of Public Health Sciences
- Kim Raine, professor, Centre for Health Promotion Studies
- Bob Sadler, assistant dean (administration), Office of the Dean
- Natalie Zacchia, president, School of Public Health Students' Association

The task force sought input through town hall meetings, survey monkeys (followed by an expert content analysis of the responses), many emails including some detailed thoughtful notes on many in-person meetings, and some phone calls. The task force also collected information from other faculties with a non-departmental structure (Physical Education and recreation and Law). The task force then held numerous meetings and communication back to the SPH community (through town halls, emails, and taped recordings of meetings and discussions).

On the basis of this extensive consultation, the task force came back with a recommendation that the SPH become non-departmentalized. The rationale for this recommendation was that the SPH could better work together for common public health goals including public health education/training and engaged research and practice. They determined that the SPH could build synergy on the strengths of the two current departments (members and procedures), and unify to improve education and student experiences (evaluating and adopting best practices across the School).

At the November 23 Faculty Council meeting, the interim dean's task force on the administrative structure for the SPH presented the results of their consultation and put forward a recommendation that the School become non-departmentalized. This motion was put forward by Dr. Y. Yasui and seconded by Dr. D. Menon. Subsequently, an electronic vote was conducted, which concluded at 4:30 on November 30, 2012. Thirty-nine people were eligible to vote. The results of the vote were:

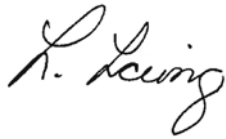
Motion: That the School of Public Health become a non-departmentalized faculty:

- In Favour: 24
- Opposed: 6
- Abstaining: 0

The task force also recommended that the interim dean create a Transition Logistics Committee (TLC) to evaluate specific functions of the SPH and clarify mandates of the existing and new positions/offices/committees, which may need to be formed to carry out key functions within the SPH. They recommended that existing centres (CHPS and ACICR) remain as centres. These would include a group of faculty members, staff, and trainees with similar interest (research and other activities). As a new structure of vice/associate deans is developed it will be important to ensure the effectiveness, consistency, and efficiency of SPH functions, including SPH-wide Curriculum review Committee, MPH admissions and advising issues (currently handled by several faculty wide committees), and continual accreditation functions.

As the SPH moves forward to improve its administrative structure, we are committed to

- Ensuring fair treatment of everyone in the SPH, especially those who are greatly affected by the structure change such as the current chair of PHS and the director of the CHPS.
- Further discussions of issues and addressing them with common Public Health goals and collegiality: some key issues identified include:
 - Student/Education Functions, specifically where procedures currently differ between the two departments, such as student care/support, MPH admission & advising, student progress/monitoring (includes data collection/management): need to discuss and develop/adopt most effective/efficient procedures
 - Curriculum Review: an exciting opportunity for creating innovative curriculums for training the next generation of PH researchers/practitioners (includes methodological training issues)
 - Promoting collegiality, sense of community, trust, open communications and discussion.



Lory Laing, PhD
Interim Dean, School of Public Health