

General Faculties Council  
Academic Planning Committee (APC)  
Approved Open Session Minutes

Wednesday, December 7, 2022  
South Academic Building (SAB) 2-31  
2:00 PM - 4:00 PM

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**ATTENDEES:**

Verna Yiu, Chair  
Heather Bruce  
Martin Coutts (delegate)  
Chetan Dave  
Anas Fassih  
Tammy Hopper  
Vadim Kravchinsky

Jacqueline Leighton  
Abner Monteiro  
Milan Regmi  
Norma Rodenburg  
Aminah Robinson Fayek  
Kent Rondeau  
Chris Sprysak

*non-voting:*  
Kate Peters

**REGRETS:**  
Sandeep Agrawal  
Todd Gilchrist  
Brad Hamdon

**OPENING SESSION**

1. Approval of the Agenda

Materials before members are contained in the official meeting file.

*Presenter(s):* Verna Yiu, Interim Provost and Vice-President (Academic), and Chair of APC

*Discussion:*

Before calling the meeting to order the Chair acknowledged, "We are located on Treaty 6 territory. We respect the histories, languages, and cultures of First Nations, Métis, Inuit, and all First Peoples of Canada, whose presence continues to enrich our vibrant community."

The motion was moved and seconded.

THAT the GFC Academic Planning Committee approve the agenda.
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**CARRIED**

2. Comments from the Chair (no documents)

*Presenter(s):* Verna Yiu, Interim Provost and Vice-President (Academic), and Chair of APC

*Discussion:*

The chair encouraged members to support the Campus Food Bank.

**CONSENT AGENDA**

Materials before members are contained in the official meeting file.

The motion to approve items in the consent agenda was moved and seconded.

3. Approval of the Open Session Minutes of November 16, 2022

THAT the GFC Academic Planning Committee approve the open session minutes of November 16, 2022.

**CARRIED**

#### **DISCUSSION ITEMS**

##### 4. Introducing Vice-Provost Equity, Diversity and Inclusivity

Materials before members are contained in the official meeting file.

*Presenter(s):* Verna Yiu, Interim Provost and Vice-President (Academic), and Chair of APC; Carrie Smith, Vice-Provost (Equity, Diversity and Inclusivity (EDI));

*Discussion:* V Yiu expressed her excitement about the first Vice-Provost (EDI) and noted that the creation of the role had been a priority for her since she began as Interim Provost. C Smith acknowledged the expertise at the University on EDI and expressed a hope that she would be able to draw from the work of individuals across campus. She invited members to reach out for a conversation, both as members of APC and in their work across the University.

V Yiu emphasized the importance of having champions in the community to help build a culture of EDI and the opportunity of refreshing the strategic plan for EDI. She encouraged members to identify priorities on Campus for the next year.

Members discussed:

- the work to support inclusivity in research and research supports at the University;
- the value of data sets on faculty, staff, and students at the University to guide decision making;
- the desire to see action in EDI work and to set ambitious targets for the University;
- the need to focus on impact and the “so what” for individuals and for the University beyond accountability targets;
- the goals of the Students’ Union including safe spaces and supports for students; and
- the forthcoming EDI plan for the Graduate Students’ Association which sets out goals and strategies.

In closing, C Smith acknowledged the challenges faced by students and the innovative solutions typically put forward by students and committed to returning to APC to provide an update.

##### 5. Teachings from the Institute of Prairie Indigenous Archaeology

*Presenter(s):* Kisha Supernant, Professor, Faculty of Arts, Director of the Institute of Prairie and Indigenous Archaeology

*Discussion:* The Chair began by expressing pride in *Braiding Past, Present, and Future*, the Indigenous Strategic Plan for the University. She thanked K Supernant for making the time to speak to APC about her work at the Institute of Prairie Indigenous Archaeology (IPIA). She noted that her research with Indigenous communities explores how archaeologists and communities can build collaborative research relationships.

K Supernant began by situating herself and providing information about her identity. She shared the mandate of IPIA and the aspiration of moving the discipline of archaeology towards restorative justice in ways that can redress harm, serve community needs, and tell stories that help to undo histories of harm.

K Supernant described the impact of western frameworks that lead to categorization that does not align with Indigenous knowledge systems. She presented the concept of Métis kinscapes, which describe specific visions

of relations, mobility, geography, daily life and economies as a methodology to weave stories together to create new knowledge. She described work at the Chimney Coulee, a site of Métis wintering, where researchers used historical research, remote sensory, and very limited and respectful excavation to understand the story of the place. She shared information on how beads can tell a story of the connectedness of Métis peoples and the concept of *Wahkohtowin*, that denotes the interconnected nature of relationships, communities, and natural systems. She asked the question of whether artifacts, which represent relations, are being stored in appropriate ways in Western institutions.

K Supernant went on to discuss the direct relationship between the Truth and Reconciliation Commission (TRC) Calls to Action and the work of APC. As a past member of APC, she provided connections to the mandate of the committee, noted that reconciliation is relationship building, and reminded members of the TRC Calls to Action and the use of the United Nations Declaration on the Rights of Indigenous Peoples. She described the changes in the University since the 94 Calls to Action were published and how her work has contributed to them.

K Supernant described her work to find unmarked graves and noted that because of the unique intersection between her Indigenous identity, her specific expertise as an archeologist, and her experience looking for gravesites, she has been solicited to support this work by communities from across the country. She noted that her work on finding gravesites in relation to the Residential School System is service-oriented, rather than being a central part of her research. She described the facts about the Residential School System and the complexity of finding grave sites across the country. She described her work since the *Tk'emlúps te Secwépemc* grave sites were found and noted the importance of communications including with the media, relationship building with Nations across the country, and engagement through the National Advisory Council.

K Supernant summarised the importance of community-driven research that supports policy change and emphasized the importance of training the next generation of scientists with an understanding of the value of integrating Indigenous ways of knowing. She spoke to the importance of creating supportive environments for Indigenous students and learning the history of the interactions between the University and Indigenous communities. She encouraged members to think about their role when proposals come through, to ask themselves what they mean for Truth and Reconciliation and for *Braiding*. She emphasized that APC should do this both when there are Indigenous people in the room and when there are not. She also hoped that research would centre both on the past trauma but also the resilience of Indigenous peoples.

Members asked about the IPIA, where it was situated, and who the researchers were. They heard about the scholars, students, and associates across the University that acts as a network that connects researchers from across the country. Members expressed gratitude for the content of the presentation and the need to keep this work front of mind.

#### 6. Space Survey: Update

Materials before members are contained in the official meeting file.

*Presenter(s)*: Lara McClelland, Associate Vice-President, Facilities and Operations; Shannon Loughran Director, Strategic Infrastructure, Vice-President Facilities & Operations

*Discussion*: L McClelland introduced S Loughran and explained the three areas of focus: the space optimization strategy; the Space survey; and the next steps. The Space Optimization survey was initiated to provide evidence for strategic decision making. She reminded members that the survey had been conducted by KPMG and had compared the University to partners in the U15. She summarized the areas where the University was an outlier, including labs, administrative and classroom space. The Space Survey was deployed in Spring, 2022 to examine more closely some of the findings of the space optimization survey. She provided some of the possible impacts

including the possibility of a billion dollar deferred maintenance liability. In conclusion, she noted that collaboration, transparency and communication are key to discussions on space and utilization.

S Loughran added that the University was fortunate to have a database of space and that the University was aware that they needed to update the information on space usage. The Space Optimization strategy has been an opportunity to collectively work with different groups across campus to optimize space. The survey results show the need to update some data on usage, the amount of unused space on Campus, and the percent of space used by external groups including both community and corporate partners.

L McClelland concluded by noting that governance had been established in the form of an oversight committee chaired by the Provost. They were looking at how to ensure that people within the university are supported by space and infrastructure but to do so in a sustainable way going forward.

Members discussed:

- the frustration expressed by members working in the Humanities and Tory buildings;
- an opportunity to reimagine space in terms of how faculty interact and collaborate within spaces while reducing footprints;
- that space is often a historically limiting factor in terms of expansion, and that space usage may have changed since COVID;
- an observation that strategy should drive goals and whether it was appropriate to set a goal for a 15% reduction without strategy in place; and
- how student facing space needs were being considered.

Given the time restraints, the Chair requested that additional questions be added to the chat. Members expressed:

- the need to collaborate to reconceptualise innovation-related space, especially in Enterprise Square; and
- that when we are referring to colleges and standalone faculties, it is important to carefully consider who is included in those conversations and to ensure that faculty councils are consulted

#### 7. Proposed Future Enrolment Expansion

*Presenter(s):* Melissa Padfield, Deputy Provost (Students and Enrolment); Norma Rodenburg, Acting Vice-Provost and Registrar

*Discussion:* M Padfield noted that this conversation builds on conversations in EDI, facilities and operations. She shared that the University had shared a communication with government concerning enrolment expansion and the need for funding to continue to support the seats that have already been funded. She noted that there would likely be a call sent out to faculties for expansion and expressed hope there would be subsequent calls. She committed to sharing details with APC as they became available.

There was no discussion.

#### 8. Tuition Briefing / Assumptions / Scenarios

Materials before members are contained in the official meeting file.

*Presenter(s):* Melissa Padfield, Deputy Provost (Students and Enrolment); Norma Rodenburg, Acting Vice-Provost and Registrar

*Discussion:* M Padfield shared that tuition consultations, especially with students, had been positive and thanked student representatives for their support. The final TBAC meeting in January will close the consultation cycle and a "what we heard" document will accompany proposals on their way to APC and the Board.

Both M Padfield and V Yiu commented on the engagement of students and the quality of feedback received.

Members discussed:

- How undergraduate programs were conceptualised in the materials and the variation in tuition levels;
- That differences in tuition may be justified by graduate outcomes but that if EDI is a goal for the University, considering how to preserve access should remain a priority;
- The cost of delivery and the required infrastructure and resources for different programs;
- The consideration of cost as a differentiator that has reputational impacts; and
- A commitment to preserving access, including for international students, and the careful balancing act required to ensure success.

#### 9. College Model Review

Materials before members are contained in the official meeting file.

*Presenter(s):* Verna Yiu, Interim Provost and Vice-President (Academic) and Chair of APC

*Discussion:* The Provost noted that D Marshall, former Provost from the University of Calgary had been invited to lead a review of the College Model. She shared that D Marshall had an initial visit to UA with plans for a second visit in early 2023. She shared the goals that had been articulated for the review, including providing recommendations on how to advance the College model into the future. She pointed members to the four questions set out in the GES and asked for feedback on how to engage GFC.

Members discussed:

- The questions that had been formulated to guide the review and whether they captured the intention that was set out in the final motion approved in 2020;
- Whether it would be possible to ask members of GFC to formulate their own questions;
- That answers to questions will be dependent on respondents having sufficient knowledge about the college model, which may not be the case;
- That consulting “boots-on-the-ground” faculty members was essential, including both researchers and educators; and
- Whether the framing of the question will focus too heavily on opportunities without leaving space for challenges.

In closing, the Chair noted she also welcomed feedback in writing.

#### 10. Budget Update

*Presenter(s):* Verna Yiu, Interim Provost and Vice-President (Academic) and Chair of APC; Martin Coutts, Associate Vice-President Finance, Procurement and Planning

*Discussion:* The Chair confirmed that there was no new information on the provincial budget and that the University was currently assuming no change in their budget. The budget process for 2023-2024 will be focused on incremental budgeting with the aim to keep faculties ‘whole’ based on 2023 base budget. At the same time, central portfolio budget pressures have been identified including utility cost increases, building out the Vice-President (Research and Innovation) research partner network and a correction for a structural deficit within the University Services and Finance portfolio.

The Chair also provided an update on the Budget model 2.0 noting that preparation is happening concurrently with the 2024 budgeting process. Five working groups will be created to address key areas within Budget Model 2.0. These groups will be chaired by the Provost or the Vice-President (University Services and Finance) and will address tuition revenue; central services & functional efficiency; strategic initiatives & subvention; research

support & growth; and multi-year mechanisms. She explained that expert groups will be engaged January - March 2023 to provide input to the budget model design.

She concluded by stating that the final budget model 2.0 and supporting policies is planned to be complete by the summer for implementation for October 2023.

11. Question Period

*Presenter(s):* Verna Yiu, Interim Provost and Vice-President (Academic) and Chair of APC

Members asked about communications with government and advocacy efforts to ensure stability. The Provost noted that there will continue to be uncertainty given the forthcoming election. The Provost shared that our latest information was that deconsolidation was not on the legislative agenda for the Winter and explained the university was proposing a plan for using carry-forwards.

**CLOSING SESSION**

10. Adjournment

- Next Meeting of APC: January 11, 2023
- Next Meeting of GFC: January 30, 2023