

Report of the Ad Hoc Committee on Academic Governance Including Delegated Authority

General Faculties Council

April 21, 2017

12 April 2017

Members of General Faculties Council:

I am looking forward to the Special Meeting of General Faculties Council on April 21st and encourage you to prioritize this in your schedule. As you know, on September 26, 2016, GFC approved the establishment of an ad hoc Committee on Academic Governance including Delegated Authority. The approved terms of reference call for recommendations to come forward to GFC by April 30, 2017.

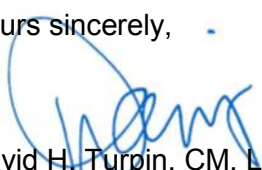
The matters considered by the committee are critical to the future of academic governance at the University of Alberta and will set the framework for good governance for years to come. The *Report of the Ad Hoc Committee on Academic Governance Including Delegated Authority* has focused on GFC's mission, that being to act on its responsibility for the academic affairs of the university within a framework structured on principles of collegial governance. This work also addresses one of the objectives in *For the Public Good*: Objective 21—Encourage continuous improvement in administrative, governance, planning and stewardship systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole to achieve shared strategic goals.

Given the importance of this report and the work of the ad hoc committee, this special meeting on April 21st has been called so that all current members of GFC can consider the report together. The deadline for the report of the ad hoc committee (April 30, 2017) was selected purposefully as the term end date for current GFC graduate and undergraduate student members is April 30. This special meeting ensures that they can contribute to this process before their 2016-2017 term on GFC ends. My thanks to all members of GFC for adding this extra meeting into your calendars.

The report and other meeting materials are now posted. I look forward to an engaging, well-informed discussion:

Friday, April 21, 2017
2:00 pm – 4:00 pm
University of Alberta Council Chamber

Yours sincerely, .



David H. Turpin, CM, LLD, FRSC
President and Vice-Chancellor
Chair, General Faculties Council

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INTRODUCTION

The Alberta Post-Secondary Learning Act (PSLA) assigns to General Faculties Council (GFC) responsibility for the “academic affairs” of the university. The fulfillment of this responsibility is essential to realizing the University of Alberta’s core mission. Together, GFC’s 158 members – including elected faculty and students, administrative leaders, and representatives of other constituencies – form one of two governing bodies that comprise the university’s bicameral system of governance. The other governing body is the Board of Governors, which has primary responsibility for the business affairs of the institution. The proper functioning of the Board and GFC are essential to the university’s institutional autonomy and the processes of collegial academic governance.

The ad hoc committee on Academic Governance including Delegated Authority was established by General Faculties Council on September 26, 2016 and was tasked with reviewing academic governance at the institutional level, with a focus on the operations of GFC and its standing committees (including the delegation of authority from GFC to its committees, the mandate and structure of those committees, and related matters).

The establishment of the ad hoc committee arose out of concerns regarding the extent to which GFC was engaged in and exercising its authority over matters of academic importance, and questions around how decisions were made. Both the effectiveness and the usefulness of GFC as a governance body were being questioned.

The ad hoc committee began its work by establishing principles to guide its deliberations; these were brought to GFC and endorsed on November 21, 2016. The committee then identified the core problems that should be addressed by its recommendations:

- Lack of engagement on substantive issues
- Lack of transparency and easy access to information
- Limited clarity regarding the role and powers of GFC and its committees
- The general sense that GFC has felt disempowered
- Limited opportunities for committee participation

With these concerns in mind, the committee concluded that the task of reforming academic governance required clear principles and guidelines regarding the responsibilities of GFC members, the delegation of powers, the composition of GFC committees, and the procedural rules for meetings of GFC and its committees. Four documents were developed, for immediate approval by GFC. These documents are intended to guide the implementation of the committee’s recommendations, including revisions to standing committees and terms of reference, and also serve as a basis for future efforts to evaluate and improve academic governance at the University of Alberta. The four documents to be presented for approval address the following matters:

Guiding Principles

Commitment to the principles of ‘collegial academic governance’:

- A desire to build mutual understanding of common goals and shared purpose – operationalized in numerous ways, including the adoption of an institutional strategic plan.
- A commitment to inclusive and participatory governance decision-making.
- A desire to facilitate meaningful individual-level engagement in governance processes.
- A commitment to openness, transparency, and respectful communication.
- A commitment to responsiveness, respect, and reciprocity between governing bodies and between governing bodies and university administration.

- Principles for Delegation of Authority
- Principles for Standing Committee Composition
- Roles and Responsibilities of Members
- Meeting Procedural Rules for GFC and its standing committees

The ad hoc committee also noted during its work that the effectiveness of GFC is dependent upon structure, culture, and people. This report speaks to the structure of GFC, including standing committees and delegated authority; and it speaks to the culture of GFC, including shared commitments to collegial governance, transparency and respectful communication. But, when addressing the culture of collegial governance, the committee was clear that the vitality of GFC depends on an active commitment on the part of the university’s administrative leaders. The final piece – people – is dependent on the broader university community and those who choose to participate. The structures can create opportunities for those who are engaged, but it is up to each individual to participate in the processes of collegial governance and thus contribute to the important academic mission of the university.

BACKGROUND

General Faculties Council derives its legislative authority from the PSLA; Sections 26, 31 and 32 outline the powers of GFC in a detailed fashion but the powers can be summed by the statement that, “Subject to the authority of the board, a general faculties council is responsible for the **academic affairs** of the university...” Section 26(3) stipulates that GFC may delegate any of its powers, duties and functions under the PSLA as it sees fit. On this basis, GFC established its structure of standing committees and delegated various authorities to these committees.

Current GFC Standing Committees

Executive Committee / Nominating Committee
 Academic Planning Committee
 Academic Standards Committee
 Facilities Development Committee
 Committee on the Learning Environment
 Campus Law Review Committee
 Undergraduate Awards and Scholarship Committee
 University Teaching Awards Committee
 Replenishment Committee

HISTORICAL CONTEXT

The University Act of 1942 granted General Faculties Council authority over academic matters. At that time, this academic governance body was comprised of Deans and the President and considered a wide breadth of matters. By the early 1960s, membership of GFC had expanded and now included the Vice-President, professors, associate professors and assistant professors. By 1966, a standing committee structure was established and GFC began delegating its authority to these committees.

Over the next fifty years, the university grew in size and complexity and GFC, in response, continued the process of delegating authority to standing committees, Faculty Councils, and senior administrators. Through delegation, some matters could be approved at the committee level and thus allow GFC the time to operate as a deliberative body focused on larger issues.

One of the basic principles of good governance is for a governing body to engage in regular reviews of its structures and operations to ensure it is fulfilling its mission and meeting its needs and goals, and does so in a manner that responds to current contexts. Since the current standing committees were

established in 1966 and the delegations of authority began, GFC has struck many ad hoc committees and received numerous reports looking to make changes.

A review of current terms of reference provides ample evidence of this historic legacy illustrated by the many revisions made over the years. Indeed, the accumulated complexity of existing committee terms of reference suggests the time has come for a systematic and coordinated review of the current committee structure and an evaluation of the delegations of authority which have accumulated in committee terms of reference over the last fifty years.

Past GFC Reviews:

Between 1974 and 2004, GFC engaged in a number of internal reviews. Some were initiated as part of a renewal process, while others were spurred by the changing post-secondary landscape, including financial constraints. The majority of these were structured to look at specific concerns.

More recently, three discrete initiatives resulted in documents addressing issues of academic governance:

- 2013 – Academic Governance: Moving Forward – White Paper on General Faculties Council Reforms
- 2014 – Students’ Union Discussion Paper on General Faculties Council
- 2014 – Report of Task Force on GFC Reforms

In addition, in response to calls for increased discussion at GFC meetings, in January/February 2015 the GFC Executive Committee developed guidelines for discussion topics for GFC.

A number of themes are identified in these documents including: the lack of substantive discussion at GFC; questions regarding delegation of authority; committee structure, including role, size, number, membership, overlap, gaps (IT, research), and information flow between committees; the slow pace with which proposals go through governance pathways; and online records, particularly archives.

In 2015/16 the GFC Executive Committee established an Academic Governance Working Group (AGWG) to review these items and report back. Over the course of the year, the AGWG implemented changes aimed at increasing engagement and educating the community on availability of documents. At the end of the year, the AGWG recommended a new ad hoc committee be established with a formal mandate to address the issues further.

AD HOC COMMITTEE

The ad hoc committee began meeting in October of 2016 and met frequently over the next six months to develop the recommendations presented here. Some of the committee’s initial observations include:

- Changes that have occurred at GFC since 2015 have served to increase the number of broad discussion items and strategic priorities coming forward
- Several changes related to enhancing engagement that were suggested by the AGWG have already been implemented
- The evolving culture of GFC and experiments with innovations such as a joint meeting involving GFC, the Board, Senate and Alumni Association were already having some positive impact on the operations of GFC
- Some of the concerns raised regarding transparency are, in part, a matter of perception and can be addressed by further education

- There is a pressing need for some broad foundational work regarding core principles that would guide GFC reforms, including to committee structures and delegations of authority
- A comprehensive look at GFC and its standing committees was, indeed, overdue

The ad hoc committee thus proceeded with a process of research and consultation that included review of the committee structures at other Canadian universities and consultation with each of the standing committees and other stakeholders.

This process has informed the foundational work that, in turn, informs a set of principles, guidelines, and procedural rules that are being put before GFC for approval, and a set of recommendations that, if endorsed, will guide ongoing reform initiatives to be approved, in stages, by GFC committees and GFC itself.

There are four core elements to the ad hoc committee’s recommendations and calls for action by GFC. These are outlined in more detail later in this report, and its appendices:

1. Approval of four documents outlining core guidelines, principles and procedures
2. Approval in principle of new draft Standing Committee Terms of Reference. These draft terms of reference reflect the guiding documents but, in the spirit of collegiality, will need to go to the standing committees for refinement before coming back to GFC for final approval
3. Endorsement of a series of recommendations that can be refined and implemented under the direction of GFC Executive with the necessary approval of GFC. As the reporting deadline approached, the ad hoc committee recognized that there were some areas that were going to require further work and consultation before a firm plan could come forward for approval. Recommendations are offered on these items, some of which are more fully developed than others. It is anticipated that GFC Executive Committee will provide the oversight for GFC to ensure that these items continue to develop and return to GFC on or before April 2019.
4. Finally, there are other outstanding issues that have been identified by the ad hoc committee that are brought to the attention of GFC for further consideration and future action.

The ad hoc committee recognizes that GFC exists in an ever-changing world and it is not possible to identify all of the new challenges and opportunities that will come forward in the next decades. Therefore, and in accordance with good governance principles, the terms of reference and delegations should be considered as living documents and subject to regular review. It is written into the delegations that they should be reviewed least every three years. It is anticipated that the terms would be looked at more frequently.

RECOMMENDATIONS

The ad hoc committee has provided a series of recommendations that will require various timelines for final approval and implementation; this process should be continued under the direction of the GFC Executive Committee on behalf of GFC with proposals coming forward for approval as they are fully developed. The work of implementing recommendations will begin in the fall of 2017 and should be completed on or before April 2019.

The recommendations below are organized under a number of titles; however, it is important to remember that few of these recommendations stand alone. The components of GFC and academic

governance are complex and inter-related and should be viewed as an entire system with pieces in one section speaking to other sections.

The recommendations are organized under the following headings:

- General Faculties Council
- Delegated Authority
- Committee Composition
- Free-standing Nomination Committee / Disbanding of Replenishment Committee
- Research Governance and the Academic Planning Committee
- Program Approval and Regulations
- GFC / Board of Governors Relations
- Orientation and Education
- Task Oriented Committees
- Areas and committees requiring further work and consultation

GENERAL FACULTIES COUNCIL

Many of the recommendations in this report will have an impact on GFC members' understanding of academic governance and their level of engagement in General Faculties Council and its committees. There are, for example, recommendations to increase the number of GFC members on standing committees, improve orientation processes and clarify the responsibilities of GFC members, and provide clear principles to guide delegations of authority from GFC to its committees.

Two of the ad hoc committee's recommendations aim to improve opportunities for early and meaningful debate on important issues. The committee is aware that GFC members have been concerned about the lack of opportunity for fulsome debate on significant and strategic matters. Some members have complained that GFC seemed to be 'rubber stamping' proposals rather than shaping their content. In order to ensure GFC has opportunities to contribute to the content of significant proposals and shape the direction of policy, it is recommended that matters of significant academic importance or interest be brought to GFC for early consultation before proceeding through the regular approval pathway.

Recommendation: THAT opportunities be created to allow agenda items that are in the development stage to come before GFC for early consultation and discussion, and that this shall include items that will be considered for approval by standing committees as well as items that will eventually be decided upon by GFC.

A reinvigorated GFC that is making important contributions to policies and initiatives that are critical to the academic mission of the university will require additional meetings and more time for discussion and debate.

Recommendation: THAT GFC schedule eight meetings per year between September and June.

DELEGATED AUTHORITY

General Faculties Council delegates some of its provincially-mandated authorities to its standing committees, individuals and other campus bodies. Delegation is essential to efficient and timely

decision-making and allows GFC to focus on substantive and strategic issues of broad relevance to the university community. The ad hoc committee's specific recommendations relating to delegated authority are as follows:

Recommendation: THAT substantive and strategic issues of broad relevance to the university community should be brought to GFC for early consultation regardless of whether authority for those issues has been delegated to another body or individual

Recommendation: THAT the GFC Executive Committee be responsible for ensuring that all delegations of authority are reviewed at a minimum once every three years

Recommendation: THAT delegations of authority to GFC standing committees and any sub-delegations be clearly articulated in the terms of reference of each affected standing committee

Recommendation: THAT a comprehensive record of all delegations and sub-delegations of GFC authority be compiled and curated by the GFC Secretary

Recommendation: THAT when individuals, standing committees and other bodies are uncertain as to whether an item falls within the intended delegation or whether the significance of an issue and the division of opinion on the issue suggest that it is an issue that should be considered by the full GFC, that individual, committee or body should err on the side of caution and refer the matter to full GFC

These recommendations are contained in the Principles of Delegation that should be used to inform the regular review of delegations and to consider proposals to create, remove or change delegations.

COMMITTEE COMPOSITION

The standing committees of GFC should be organized to reflect the composition of GFC including ex-officio, elected and appointed members. In some cases, the membership has been expanded to include members from outside of GFC who bring specific expertise or perspectives that allow committees to make the best decisions for the university.

When considering committee composition, the ad hoc committee discussed how to decide who would be eligible to be voting members of the committees, and the balance between ex-officio, appointed and elected members, among other issues. The ad hoc committee is of the opinion that to accomplish the work delegated to them, and to increase the engagement of GFC members in the business of committees, it is important that a significant number of members of GFC committees be GFC members. The ad hoc committee also concluded that it is useful to require, whenever possible, that each committee elect a faculty member who is a member of GFC to serve as the Committee Vice-Chair. These initiatives will help strengthen the link between GFC and its committees.

The ad hoc committee also discussed the importance of deepening the engagement of student members of GFC. Committee members believe that having student members of GFC populate student positions on GFC committees will provide insights into the work conducted by GFC's committees, and provide students with productive opportunities to work on issues with greater depth.

With regard to the voting rights of GFC committee members, the ad hoc committee has accepted the Ombuds Office's request that it be viewed as a service unit and hold only non-voting positions on committees where it has representation. Of more broad significance, the ad hoc committee

recommends that the voting status of ex-officio members of standing committees be determined by their voting status on GFC – ex-officio members of committees who currently sit as voting members of GFC will also be voting members of any committees they are on; those who do not vote at GFC will be restricted from voting on GFC committees.

When considering relationships between committees, the ad hoc committee considered where formal cross-appointments between committees would be useful. In cases where it was decided that cross-appointments are productive – including between GFC Executive and APC, between APC and ASC, and between APC and FDC – it is recommended that these members have voting status at both committees.

Principles of Committee Composition were developed to guide decisions regarding the composition of committees. These are fleshed out in the Principles of Committee Composition document, but include the principles recommended here:

Recommendation: THAT elected positions on GFC standing committees be filled, as much as possible, by members of GFC

Recommendation: THAT each committee should elect an academic staff member who, whenever possible, is a member of GFC, as Vice-Chair

Recommendation: THAT ex-officio members on standing committees vote in accordance with their voting status on GFC

FREE-STANDING NOMINATING COMMITTEE / DISBANDING OF REPLENISHMENT COMMITTEE

Currently the Nominating Committee is a sub-committee of the Executive Committee. Its members include the elected members and ex-officio student members of the Executive Committee and a non-academic staff member of GFC. While this structure has been effective in the past, members of the Nominating Committee believe their effectiveness as a committee is constrained by the fact that its role in managing the nomination process is an additional duty rather than their primary focus. Some GFC members have also noted that having the Executive Committee be responsible for nominations contributes to perceptions of concentration of authority and lack of transparency.

The ad hoc committee is recommending the establishment of a free-standing Nominating Committee charged with responsibility for encouraging, identifying, and securing a diverse group of individuals who are prepared to be active and engaged members of GFC committees. Once the new Nominating Committee is established, the existing Replenishment Committee – which currently replenishes the Nominating Committee – could be disbanded.

A move in this direction will need to be implemented in stages to ensure time to transition from the old to the new committee structure, and to review and revise processes and timelines for replenishment and nomination.

Recommendation: THAT a free-standing Nominating Committee be established

Recommendation: THAT the Replenishment Committee remain in place in the interim and be disbanded when no longer needed

RESEARCH GOVERNANCE AND THE ACADEMIC PLANNING COMMITTEE

GFC is responsible for the academic affairs of the university, which should be understood to include setting and overseeing policies that have broad consequences for the facilitation, conduct, and management of research. In practice, some aspects of decision-making authority regarding research-related issues are delegated to executive and administrative decision makers, including to researchers themselves. This is consistent with good governance, effective administration, and academic freedom. However, consistent with the principles of collegial academic governance, GFC maintains authority over core, framework-defining research policies. The question the ad hoc committee considered was where, within the GFC committee structure, responsibility for research policy should be delegated. Consideration of this question is motivated, in part, by a desire to ensure sufficient attention and priority is dedicated to an area of policy that is central to the university's success and stature as a major research-intensive university.

Background

GFC has not had a stand-alone research committee since 1976, when the Research Committee was disbanded and its responsibilities were transferred to the Council of the Faculty of Graduate Studies. At some point, however, GFC committees reassumed authority over research policy, but in the context of committees with broader responsibilities for academic development and planning. Currently, the Academic Planning Committee (APC) has primary responsibility for research. As a senior GFC committee, APC is empowered to consider or recommend to GFC on any academic issue, including "any research-related issue." APC is, moreover, specifically empowered to make recommendations concerning policy matters and actions respecting research-related matters such as establishing or terminating endowed and funded chairs and academic centres and institutes.

Despite the fact that APC has a mandate that extends to the full range of research policies and issues, the 2014 Task Force on GFC Reforms reported that research matters are "seldom addressed in GFC committees." Research and research policy do not receive extensive or sustained attention by GFC or any of its committees.

At present, the committee that deals most directly with research and research policy is the University Research Policy Committee (URPC). URPC is an advisory committee to the Vice-President Research, makes recommendations on research policy and decision-making, and serves as a conduit through which administrative policies are transmitted to faculty members. It does not make recommendations directly to GFC or any of its committees – it is a committee of 'administration', not 'governance'.

Many Canadian universities have standalone research committees as a part of their governance structure. A number of university Senates (Note: outside Alberta the university Senate is equivalent to our General Faculties Council) have standing Research Committees, including: UBC, Calgary, Saskatchewan, Manitoba, Western, and Queen's. Some of these committees have broad responsibility that, like the University of Alberta's APC, includes 'learning and research' or 'academic programs and research'. But, others have more narrow mandates focused specifically on research. The key commonalities in the terms of reference for these committees include responsibility for advising on research policy, promoting institutional research, governing centres and institutes, and receiving and reviewing reports related to matters such as funding by granting agencies and human and animal ethics. The University of Calgary's Research and Scholarship Committee is characterized as GFC's "primary advisory group on research and scholarly initiatives, issues, and activities." The ad hoc committee

believes it is essential that a research-intensive institution, such as the University of Alberta, have an academic governance committee mandated to consider high-level research issues as a part of its governance structure.

Options and Recommendations

The 2014 Task Force on GFC reforms pointed out that it is not inconsistent with good governance to delegate most or all decision-making authority regarding research-related issues to well-chosen executives such as the Vice-President (Research) and administrative decision-making bodies like URPC. But, such delegation limits GFC's active responsibility for an area of policy that is central to academic affairs and reduces opportunities for collegial self-governance. Thus, the ad hoc committee was quick to reject more explicit administrative delegation and focused, instead, on two options for clarifying and focusing renewed attention on research policy within the structures of GFC.

1.) Amend APC's terms of reference to clarify in more detail its delegated authority with regard to research-related issues:

This option would clarify (for GFC and the university community) the place of research policy in governance, and enhance the extent to which the committee would be more proactive in taking up research-related issues. It would likely result in research issues being addressed more regularly in the context of a senior GFC committee, while not negatively impacting the productive role that URPC has come to play as an advisory committee to the Vice-President (Research). It would, however, be important to ensure that any amendments to APC's terms of reference did not leave the committee over stretched. APC already meets very frequently and has a wide variety of concerns to address.

2.) Delegate authority over research-related issues to a new research-focused committee – the GFC Research Committee:

Rather than leave responsibility for research policy and research-related issues with APC, which is currently the GFC committee with the broadest mandate and responsibilities, GFC could establish a new committee with new terms of reference focused specifically on research policy and related issues. To avoid creating a new 'layer' of governance decision-making, this committee would have to assume full responsibility for research matters currently delegated to APC, as well as for providing strategic advice to GFC on a broad range of research-related issues. The primary benefit of this option would be the renewed focus on research policy and issues; it would create a dedicated space within the structures of collegial governance for proactive research policy initiatives. It would be important, however, for this committee to avoid duplicating or undermining the value-added advisory role currently played by URPC. Some individuals consulted by the ad hoc committee wondered if, given the currently limited volume of research-related issues on the agendas of existing GFC committees, a new stand-alone GFC Research Committee might find itself without a sufficiently full agenda. This could undermine the goal of increasing the visibility and perceived importance of research to GFC.

Initially, the ad hoc committee was predisposed to recommend the creation of a new stand-alone GFC committee with responsibility for research policy and research-related issues. However, when the committee's deliberations shifted from the place of research in academic governance to the question of the future of APC, opinions shifted. The committee agreed that APC's role requires clarification. The existing APC terms of reference identify a long list of responsibilities, but those do not seem to be organized around a clear perspective on the meaning of 'academic planning'. Work on APC's terms of

reference identified matters that are more properly the purview of the Executive or Academic Standards Committee, as well as issues that could be addressed by a reinvigorated Committee on the Learning Environment (CLE) that is empowered to recommend directly to full GFC. In time, the committee was convinced that its goals related to the profile of research issues and policy could be achieved in concert with clarifying the role and cleaning up the terms of reference for APC. A decision was taken to recommend transforming APC into a new Academic and Research Planning Committee (ARPC).

Recommendation: THAT GFC's Academic Planning Committee be replaced by an Academic and Research Planning Committee (ARPC)

Recommendation: THAT the new Academic and Research Planning Committee assume the academic planning responsibilities of APC, as well as responsibility for research and research policy, including Academic Centres and Institutes, research ethics, copyright and intellectual property, postdoctoral fellows, field research policy, and funded and endowed chairs

PROGRAM APPROVAL AND REGULATIONS

A fundamental role of GFC in academic governance is to set university-wide academic regulations, and approve new programs and changes to existing programs. The role of GFC is distinct from the role of the Office of the Provost and Vice-President (Academic) in overseeing the development of new programs and changes to existing programs and their alignment with institutional goals and the procedures set out by the Ministry of Advanced Education.

The approval pathways related to programs and regulations can be convoluted and burdensome for those proposing them. The current standing committee structure does not appear to provide a cohesive approach to these activities as portions of proposals can follow different approval pathways; this results in the appearance of a confusing, slow and cumbersome pathway for approval of new programs, program changes and course changes.

The recommendations in this section seek to ensure that the governance oversight expected by GFC is in place and that proposals follow pathways that are clear and add value at each step. Some changes are proposed which add value to the proposal and some provide a more transparent and seamless pathway to approval. The changes will ensure: approval processes are streamlined yet rigorous; that necessary consultations occur; that there is clarity with regard to which bodies have authority for particular approvals; that value is added at each step; and that resources are used efficiently.

Once the university's internal processes have approved proposed programs, proposals must often be forwarded to the provincial government and the Campus Alberta Quality Council (CAQC) for approval. This step often adds significant time to the final approval and should be taken into consideration by proposers.

The Role of the Academic Standards Committee

ASC plays an integral role in reviewing and approving matters related to programs, courses, and regulations. The recommendations that follow include utilizing the expertise of this committee even further by expanding its role in reviewing and providing advice on program proposals.

Past reviews of GFC have called into question the high proportion of ex-officio members on this committee and the very few elected GFC members. The ad hoc committee also struggled with this issue

as the principles of committee composition were being drafted with a clear intention of greater GFC representation on its committees.

The current composition of ASC includes the Dean of every Faculty. In practice, the Associate Dean sits as the Dean's delegate. These individuals arguably have the most hands-on experience of program issues of anyone at the university. The Associate Deans who sit on ASC are all experienced academics many of whom continue to teach during their time as Associate Deans. They are not mere bureaucrats, but academic staff members who have been chosen by their Deans for their willingness to work hard to administer and improve academic programs within their own Faculties. They are necessarily student-oriented and keep student issues top of mind when reviewing proposed changes. Their Deans rely on them to both represent their Faculty and work in the best interests of the university overall.

It is a collegial group that attempts both in meetings and through other informal means to share best practices in both program administration and student issues. The individuals who appear before ASC as proposers or presenters often come away from an ASC meeting with a fuller understanding of how the university operates, and how other units handle the inevitable problems and issues that can arise.

The presence of every Faculty (including Extension and FGSR) on ASC ensures there is an inclusive and participatory process to assist proposers to craft the best proposal possible. The presence of every Faculty also ensures that the whole University community becomes aware of the innovation or changes that are taking place in another Faculty and often spurs changes in their own areas. All Faculties benefit from seeing well-designed proposals.

ASC is a hard-working and well-functioning committee of knowledgeable and committed members. The ad hoc committee considered that ASC should be an exception to the committee composition principle as the level of expertise brought to this committee, and the value that it added to proposals approved at that level or recommended to APC was essential to the university.

Recommendation: THAT the ex-officio membership on ASC remain unchanged; and that the membership be expanded to include two additional elected GFC members and the Associate Dean of Students as a non-voting member

Course and minor program changes

Currently the process for course and minor program changes is governed by section 37 of the GFC policy manual – this process is commonly referred to as 'course circulation'. The delegated authority for approving course changes and minor program changes rests with Faculty Councils; the limitation on this authority is that the proposed changes are subject to 'challenge' by the university community following circulation. This policy also empowers GFC Executive to ratify new course designators and course re-numbering, and to resolve challenges arising from the circulation that cannot be resolved between Faculties. This system has been in place since the 1970s. It was meant to reduce the workload of the GFC standing committee that had responsibility for these matters. It is evident, however, that the current process remains inefficient and requires significant resources. The ad hoc committee proposes that the Academic Standards Committee Subcommittee on Standards be charged with conducting a thorough review of the current policy to develop a process that is transparent, easy to understand, and streamlined.

Furthermore, given that ASC includes representation from all Faculties and the Registrar's Office, and the membership normally includes those involved in reviewing proposals under section 37, the ad hoc committee believes that ASC would be better placed than the Executive Committee to be responsible for ratifying new course designators and approving course re-numbering proposals.

Recommendation: THAT, over the next year, the ASC Subcommittee on Standards be charged with reviewing and revising the policy on course and minor program changes

Recommendation: THAT the delegated authority to ratify new course designators and to approve re-numbering of courses move from the Executive Committee to the Academic Standards Committee

New Programs

Proposals for new programs go through many stages of internal approval the majority of which require ultimate submission to the government. Once approved by Faculty Council and prior to submission to APC, the proposal goes to ASC-SOS and ASC for approval of admission, transfer, and academic standing regulations; new courses are approved through course circulation; and final program approval occurs at APC (except in the cases of new credentials which are approved by the Board).

To contribute to a cohesive and robust process, it is recommended that ASC could play an additional advisory role with new program proposals. Currently, ASC is restricted to admissions, transfer and academic standing. Allowing ASC to comment on other components of the program would provide a tighter proposal going forward to APC and fewer revisions. Not making change is a lost opportunity for improving the quality of proposals that are submitted to the Ministry of Advanced Education and CAQC for approval and resolving issues when new policies of a program impact students in other Faculties.

ASC's powers would be limited where proposed new programs or certificates or changes to existing programs or certificates involved cooperation with other post-secondary institutions, requirements for new or renovated facilities, additional funding or space, program changes that represent a definite departure from current policy or articulate a new academic concept, or where the changes would require government approval. In these cases, ASC would provide a recommendation to APC which would continue to hold the delegated authority to approve.

ASC should be given greater authority over content matters in new program proposals or in changes to existing programs. ASC should be mandated to recommend to APC on all academic aspects including the structure of new programs and changes to existing programs. New course proposals that accompany new programs or changes to existing programs should be reviewed at the same time, and approval permitted pending the circulation process. Should the circulation process raise concerns, the matter would be referred back to ASC for resolution.

Recommendation: THAT the role of Academic Standards Committee be expanded to allow the committee to comment on all academic portions of program proposals including program structure of new programs and changes to programs

Recommendation: THAT the Academic Standards Committee review and approve courses associated with new programs, subject to challenge through the normal course circulation process

Suspension and Termination of Programs

Currently, program terminations are considered and recommended by APC to GFC for recommendation to the Board of Governors. The Academic Standards Committee, on the other hand, has the delegated authority to approve program suspensions. This creates a situation where APC may receive a proposal to terminate a program that has been suspended for five years and would be difficult to re-establish if the termination was not approved. In addition, when a program renewal is being proposed, it is not unusual that some programs are suspended to allow current students to complete while new programs are being introduced to replace the suspended programs. Having these two processes handled by different committees makes the process unwieldy for the proposers without giving the committees a full picture of the proposal. As APC is recommending to GFC on terminations, it is reasonable for that committee to also approve suspensions. ASC should be given authority to recommend to APC on both suspension and termination of programs and be responsible for vetting the Calendar language for such proposals; final approval would rest with APC.

Recommendation: THAT the delegated authority to approve the suspension of a program move from Academic Standards Committee to the Academic Planning Committee

Recommendation: THAT the Academic Standards Committee recommend to the Academic Planning Committee on program terminations and suspensions and vet the Calendar language for such proposals

Program Changes

Given the recommendation above to alter the role of ASC with regard to reviewing and recommending on new programs and termination of proposals, the ad hoc committee believes adjustments should be made with regard to ASC's authority to make recommendations regarding program changes. A move in this direction will add to system coherence, while ensuring issues that might arise in other units are identified prior to final approval by APC.

Recommendation: THAT the Academic Standards Committee recommend to the Academic Planning Committee on program changes

Certificate Programs

ASC has the delegated authority to approve establishment, termination, and changes to credit and non-credit certificates from all Faculties except where new funding or space is needed or the certificate requires government approval. At this point in time, all free-standing for-credit certificates require approval by government; embedded certificates are approved internally. While it makes sense for certificates with resource implications to be further considered by APC, it seems incongruous that certificates requiring government approval must be approved through APC and the Board Learning and Discovery Committee when degree programs (which are not new credentials) are approved by APC. It would make sense that certificates with no resource requirements be approved by ASC unless they contravene the principles of delegated authority approved by GFC by, for example, involving multiple Faculties or large numbers of students.

Recommendation: THAT the Academic Standards Committee be given the delegated authority to approve establishment, termination and changes to certificates for all Faculties; those requiring additional funding and/or space would be recommended to the Academic Planning Committee for approval

Proposals from the Centre collégial de l'Alberta (CCA)

The first college level diploma program to be offered by CCA was approved by the Board of Governors in June 2011. This represented a new level of programming for the University of Alberta and an appropriate governance pathway needed to be developed. In December 2012, the GFC Executive Committee, on behalf of GFC, approved the motion to delegate authority to approve the establishment and termination of diploma programs offered by CCA to the Academic Planning Committee (APC) except in cases where a new funding model is proposed. The ad hoc committee noted that the Academic Standards Committee (ASC) has delegated authority with respect to credit and non-credit certificates regardless of the proposing academic unit (except where there is no funding or space requirements, or government approval required) and is thus experienced in reviewing program proposals. It is felt that ASC would provide an added value to proposals and it is recommended that this delegated authority be changed.

Recommendation: THAT the Academic Standards Committee be given delegated authority to approve the establishment, termination and changes to college level diploma and certificate programs from the Centre collégial de l'Alberta; those requiring additional funding and/or space would be recommended to the Academic Planning Committee for approval

GFC / BOARD OF GOVERNORS RELATIONS

For the university's bicameral governance system to work efficiently, it is important to recognize the Board's role as steward of physical, financial and human assets, and GFC's mandate over academic issues. Interaction and overlap of these roles is unavoidable and it is important to use these as opportunities to understand each other and benefit from the expertise of each body.

The ad hoc committee noted that currently the primary formal interaction of these two bodies occurs in the context of an annual joint briefing of the Academic Planning Committee (APC) and the Board on the university's Comprehensive Institutional Plan (CIP). This event provides a valuable opportunity for the two bodies to exchange views on the budget, institutional priorities, and strategic directions, while providing important feedback to administration. With greater awareness of the value of this opportunity, members of APC could do more to take advantage of this annual briefing.

There is also regular interaction between the Board and GFC by way of representation and reporting. There are seven members of GFC who also serve on the Board, one of which is the GFC elected representative on the Board; the others are the President and Chair of GFC, the Presidents of both the Students' Union and the Graduate Students' Association, appointed members of the AASUA and NASA, and an elected undergraduate student. The elected GFC representative provides written reports of activities and decisions to both GFC and the Board. These are included on the agendas as information items and members may ask for the report to be brought to the discussion part of the agenda. The ad hoc committee noted that this is a passive flow of information and suggested that the GFC representative may wish to give a verbal report to GFC upon occasion, as this would provide a more interactive form of reporting. Further, the Chair of GFC may use the regular report of the Chair to provide updates to GFC on the activities of the Board. The ad hoc committee concluded, however, that the most valuable opportunity for creating inter-body dialogue in the context of reporting would take the form of an invitation to the Chair of the Board to attend and report verbally to a meeting of GFC.

This initiative, and the others suggested above, would deepen the relationship of understanding between GFC and the Board.

Recommendation: THAT the Chair of the Board of Governors be invited annually to speak at a GFC meeting

The value of holding an annual joint Board/GFC meeting is well supported and would provide a forum to discuss large issues such as strategic directions, budget, facilities, or other pressing issues that would benefit from having the multiple perspectives of both groups present. The topic and timing of the session would, ideally, be set through a process of consultation involving the President, GFC Executive, and the Board.

Recommendation: THAT an annual joint meeting between the Board and GFC be established

Recommendation: THAT the Chair of GFC Executive Committee consult annually with GFC Executive and the Board on the focus and goals the annual joint meeting of the Board and GFC

In considering approaches to improving GFC-Board relations, the ad hoc committee considered a number of options, ranging from planning joint orientation sessions to establishing a joint Board/GFC committee focused on strategic issues of relevance to both GFC and the Board. The committee concluded that facilitating interactions was, at this stage, preferable to institutionalizing joint structures. As such, these sorts of proposals are not put forward as recommendations at this time.

ORIENTATION AND EDUCATION

Orientation and Education are key components of a well-functioning GFC. If done well, it can provide members of the university community with opportunities to become familiar with the structures and processes of governance, while also ensuring GFC members understand their roles and responsibilities. Effective orientation helps set expectations regarding participation, and this supports individuals who wish to be effective members of GFC. After reviewing the current orientation and education processes, the ad hoc committee concluded that a more robust orientation and education effort is important to addressing weaknesses in GFC and strengthening academic governance. The committee believes enhanced education and orientation will empower GFC members, strengthen their engagement in GFC and its committees, clarify roles and responsibilities, and help address perceived and real power imbalances between members of the academy.

General GFC and GFC Committee Orientation

Orientation sessions should provide both high level governance information and detailed information on the responsibilities of members, voting protocol, seating, how meetings are structured, question period procedures, how members can report back to their constituencies, and how to get items on the agenda. It is important to recognize that committee orientation must be designed in light of the fact that those at-large members who do not sit on GFC may require additional attention. The ad hoc committee recommends that orientation and orientation materials should be provided in a number of modes and formats, including stand-alone orientation workshops, briefings at meetings, and through widely available written and online materials. A GFC member handbook or guidebook would be an ideal reference tool.

In light of the unique character of collegial academic governance, GFC members should be encouraged

to use orientation sessions to meet and get to know their fellow members and create networks which can provide informal support and community building opportunities. The following recommendations focus on improving orientation to prepare GFC and committee members to be informed and active participants in academic governance.

Recommendation: THAT a variety of orientation sessions be offered including a general orientation to governance (Governance 101), followed by orientations more specific to GFC and GFC standing committees, and follow up sessions through the year

Recommendation: THAT the responsibilities of members be clearly outlined in a core GFC document

Recommendation: THAT a comprehensive GFC and committee member guidebook be made widely available to members wanting a single reference for all the information they require to be effective in their roles

Committee Chair and Vice-Chair Orientation

Orientation for Committee Chairs and Vice-Chairs should include a discussion of delegated authority, responsibilities regarding reporting to GFC, and meeting procedures, including issues such as when Chairs vote and how to step out of the Chair to participate in debates and discussions. The ad hoc committee is particularly insistent that Chair and Vice-Chair orientations should examine the responsibility of GFC Committees to refer matters to full GFC if they are uncertain whether the item falls within their delegated authority or the significance of the issue and division of opinion on the issues suggest it should be discussed and debated by GFC itself. These orientations should also include the elected Vice-Chairs of GFC committees. As this orientation is normally held early in September, some changes may be required to accommodate the timing of the Vice-Chair election.

Recommendation: THAT orientation for Chairs and Vice-Chairs include a focus on delegated authority and reporting to GFC, including the responsibility of GFC Committees to refer matters to full GFC if they are uncertain whether the item falls within their delegated authority or the significance of the issue and division of opinion on the issues suggest it should be discussed and debated by GFC itself

Ongoing Governance Education

Education is also a necessary component that should not be restricted only to members of GFC and GFC committees. Governance has an impact on the work of many in the university community and an understanding of the governance system will serve to increase engagement, while also deepening the understanding that those who make proposals to governance have of the processes, requirements, and time lines associated with submitting proposals and securing approval of submissions. This can be accomplished in a variety of ways including adding governance sessions to the new staff and the senior administration orientations and greater visibility through *The Quad*, President's communique, and at Faculty Councils.

Recommendation: THAT governance sessions be included with new staff and senior administration orientations

Recommendation: THAT measures be taken to increase the profile and relevance of GFC, through the promotion of education sessions further to Governance 101 that are aimed at the wider university community

TASK ORIENTED COMMITTEES

A number of the committees of GFC can be referred to as task oriented in that they have very specific roles and timelines to operate under. The ad hoc committee considered that the following committees would fit under this category:

- Campus Law Review Committee (CLRC)
- University Teaching Awards Committee (UTAC)
- Undergraduate Awards and Scholarship Committee (UASC)
- Replenishment Committee (RC)

In general, these committees were seen to be working well and no major changes were recommended at this time. Both CLRC and UTAC have very well defined mandates and the delegated authority given to these committees is also well defined.

No significant issues have been noted with CLRC. Based on the work of this committee and the matters that have come before it in recent years, it was emphasized that having a Chair with legal training who would have a full understanding of these matters is highly advantageous. The terms were revised to express a strong preference for this training rather than as a requirement as it may not always be possible to find such a person willing and able to serve as Chair and there may be others in the university community who have the expertise that would also qualify them even if they are not legally trained.

Recommendation: THAT a strong preference be given to appointing a member with legal training as Chair of the Campus Law Review Committee

UASC is also operating within its mandate which does not overlap with other standing committees, however there were a number of items that the committee indicated may no longer be relevant to its work, such as minimum award values. An expanded mandate should be explored for this committee in the medium term and further details on this appear later in the report.

Recommendation: THAT no major changes be made to the Campus Law Review Committee, the University Teaching Awards Committee or the Undergraduate Awards and Scholarship Committee at this time

The only task assigned to the Replenishment Committee is to provide recommendations to GFC for members to serve on the Executive Committee and the Nominating Committee. Should GFC move to a free-standing Nominating Committee, there will no longer be the need for a Replenishment Committee and it would be disbanded. In the meantime, no changes are recommended for this committee.

Recommendation: THAT no changes be made to the Replenishment Committee and that it be disbanded once the Nominating Committee is established and appropriate processes are in place to do its tasks.

AREAS AND COMMITTEE REQUIRING ONGOING WORK AND CONSULTATION

Council on Student Affairs (COSA)

In developing the guiding principles presented in this report, the ad hoc committee discussed the commitment to providing a structure that allows for the active and engaged participation of all

members. Through the review process, it was apparent that there was frustration on the part of students, administration and other GFC members in a perceived lack of discussion on issues involving students at GFC. It was also noted that students feel that better student consultation and input is needed, rather than more student consultation and input.

Under the PSLA, “A general faculties council **may** establish a council on student affairs to exercise immediate jurisdiction over student affairs with respect to any matters and in any manner the general faculties council determines and to exercise or perform any other powers, duties and functions the general faculties council determines”. At the University of Alberta, a Council on Student Affairs (COSA) was first established in 1966. Since that time, COSA has gone through active periods where it dealt with matters aimed at improving the quality of student life (student life, student services and programming, forum for discussion, and communication and cooperation among all offices and organizations), and other times where it has laid dormant. COSA’s terms of reference are approved by GFC and it is called upon to report to GFC annually on its activities but it does not exist under the governance structure that GFC and its standing committees do.

A review of the current status of COSA, including meeting materials and discussions, indicated that COSA is not viewed as serving a valuable purpose but is limited to information sharing, infrequent meetings and limited records of discussion. There is a lack of clarity on the mandate and role of COSA and how it fits into academic governance. This has led to a period of inactivity for this group and led to questions about its viability and usefulness.

The ad hoc committee is recommending that COSA be re-imagined to become a more formal part of the governance system. This would involve a re-structuring of COSA to align it with the guiding principles presented in this report with a GFC member as Chair and support provided by University Governance; the meeting schedule and support would then mirror that of the GFC standing committees. This formalization of its status would also provide for improved linkages between COSA and GFC and its standing committees. This change would contribute to an improved sense of commitment on the part COSA members and allow issues affecting students to be presented, discussed and carried to a vote. Documentation would then form part of proposals proceeding to GFC or its standing committees and assure these bodies that a substantial discussion had occurred at COSA and student perspectives were included. This would not, however, replace those targeted consultations necessary with specific groups of students on certain issues.

The ad hoc committee recommends that GFC Executive establish a working group to revise COSA terms of reference in alignment with the guiding principles for GFC and its committees. The revision should consider giving COSA responsibility to recommend and provide advice to GFC, its Executive Committee, and/or the GFC Academic Planning Committee (APC) on the matters which:

- focus on the quality of co-curricular student life on all campuses (student services, residence life, athletics, etc)
- focus on quality of life for groups of students on campuses (aboriginal students, international students, etc)
- focus on curricular issues that impact a majority of students (Academic schedule, etc)

COSA could be the first mechanism through which the above issues are raised; particular issues may be delegated to more appropriate bodies. In addition, COSA may hear reports from administrative committees that are not part of the governance process, but are the key first step in the consultation process.

Recommendation: THAT COSA be brought under the governance umbrella and be supported by University Governance

Recommendation: THAT the GFC Executive Committee establish a working group to revise the COSA terms of reference in accordance with the principles of GFC and its standing committees and reflect a role and mandate that gives student issues a well-defined venue for discussion and a clear pathway for comments to reach GFC

Recommendation: THAT the current COSA remain in place in the interim and be disbanded when no longer needed

Committee on the Learning Environment (CLE)

CLE is engaged in work that speaks to a core mission of the University – teaching and learning. The committee, however, holds no delegated authority, reports to two other standing committees (Executive and APC), may be perceived to be informational rather than action driven, and is guided by vague words such as fostering, nurturing, and promoting in its terms of reference. The committee is populated by well qualified, committed individuals who could contribute in a more focused manner with a clearer mandate.

The ad hoc committee recommends that CLE be directed to do further work toward revising its terms of reference. This effort should consider the following:

- Could the terms of reference use language that is clearer and stronger than ‘nurturing, promoting, and fostering’?
- Should CLE have a reporting structure that has the committee submit reports to and engaging in ongoing dialogue on those reports with GFC Executive?
- Should CLE have responsibility to recommend to GFC on broad policy directions, including with regard to policy directions for excellence in teaching and learning and making recommendations regarding the learning environment, both of which are currently matters included in APC’s terms of reference?
- Could CLE clarify and potentially expand its mandate with respect to Learning Services and the Centre for Teaching and Learning?
- Should there be changes to composition of CLE? For example: remove Vice-President (Research), add a Librarian (A 1.4) to boost linkage between GFC and Learning Services, add a sessional staff member (A2.1), elect rather than appoint a Dean, and reduce the number of appointed Associate Deans from two to one.

Recommendation: THAT the responsibility to “recommend to GFC on broad policy directions for excellence in teaching and learning in a manner that ensures accountability of all Faculties in this matter” be moved to the Committee on the Learning Environment from the Academic Planning Committee

Recommendation: THAT committee composition be changed as follows: remove Vice-President (Research) and one Associate Dean, add a Librarian (A 1.4) to boost linkage between GFC and Learning Services, add a sessional staff member (A2.1), elect rather than appoint a Dean

Undergraduate Awards and Scholarship Committee (UASC)

This standing committee continues to provide a valuable service to GFC in approving undergraduate awards; however, input received during this review point to the potential of this committee to play a strategic role in the awards process to ensure alignment with institutional goals. The committee could also play a more defined role in monitoring the awards process. Alignment between undergraduate and graduate awards could be explored further by the committee and the Faculty of Graduate Studies and Research (FGSR) Graduate Scholarship Committee.

The Student Financial Support Office should provide an Annual Report to UASC on the previous year's award cycle, highlighting issues in the application process or where awards are not given out. UASC should have a role in monitoring awards, with particular attention being paid to issues or problems in the application process, or with awards that are not given out due to problems with award criteria.

UASC's role in policy development should be strengthened with an explicit reference to how awards policy can assist in the implementation of the Institutional Strategic Plan, *For the Public Good*. Policy recommendations should continue to be sent to GFC Executive Committee. UASC should provide an Annual Report to GFC, highlighting the number and value of new awards, any changes to existing awards or awards policy, and any discussion which has taken place on any proposals within UASC's mandate. This would provide GFC members insight as to the direction that the awards process is taking within the university, and potential problems and issues.

Recommendation: THAT the Undergraduate Awards and Scholarship Committee work with relevant stakeholders to propose revisions to the committee's terms of reference to provide a more strategic and comprehensive mandate and role

Proposals from the Faculty of Graduate Studies and Research (FGSR)

Further work should be conducted to articulate more explicitly the unique nature of FGSR Council in developing policies that apply to all graduate students and what the approval route should be for these changes. Due to the breadth of representation at FGSR Council, and considering that graduate students exist across the university, the question of whether FGSR Council should be recommending directly to GFC as opposed to ASC and/or APC on some matters should be explored.

Recommendation: THAT further work and consultation occur with FGSR and Governance to develop a proposal for approval pathways that recognizes the unique nature of the Faculty

Faculty Councils

Within the structure of academic governance, there is an apparent disconnect between Faculty Councils and GFC. The PSLA lays out GFC's authority with respect to Faculty Councils but it is unclear how these bodies relate to each other in practice.

The ad hoc committee recommends that further work occur on this item including:

- Delegated authority from GFC to Faculty Councils, and subsequent sub-delegations, should be identified and curated

- Ensure membership, quorum requirements, and terms of reference are easily accessible on the University Governance website and that GFC's role in approving these is clear
- Provide links on the University Governance website to Faculty Council information for each Faculty
- Develop a clear reporting/communication structure from GFC members to their respective Faculties

Recommendation: That the link between GFC and Faculty Council be more clearly defined and delegated authority be identified and curated

Other Delegations

GFC's delegations to standing committees have become clearer through this process. It is abundantly clear, however, that there are many places where GFC has delegated authority for approval to other bodies and officers.

Recommendation: That the Governance staff continue to work to identify and curate the list of GFC delegated authorities to other bodies and officers, and report the results of these efforts to GFC Executive Committee for consideration in the context of ongoing evaluations and reforms to academic governance

TERMS OF REFERENCE

To ensure consistency across the terms of reference, the ad hoc committee developed a standard template that contains the following:

1. Mandate and Role – the new terms state clearly and concisely the role of the committee
2. Areas of Responsibility – provides a general list of what types of matters are considered by the committee
3. Committee Composition – now specified in accordance with Principles of Committee Composition document that accompanies this report
4. Delegated Authority from General Faculties Council – provides a quick list of matters that the committee has authority to approve
5. Responsibilities Additional to Delegated Authority – provides an overview of those matters on which the committee considers and/or recommends, but does not have the authority to approve
6. Sub-delegations from Committee – provides a quick list of those delegated authorities which have been sub-delegated by the committee to other bodies or officers
7. Limitations to Authority – provides a list of the limits to the delegated authorities listed in section 4
8. Reporting to GFC – committees are required to regularly report to GFC on their activities and decisions
9. Definitions – provided as required
10. Links – to other documents which are related to the committee such as policy and procedures, and other committees

GFC and all committee terms of reference must be approved by GFC. The draft terms of reference prepared by the ad hoc committee will need to be reviewed, amended or completed, and approved by the relevant committee, prior to being forwarded to full GFC for consideration and approval. The ad hoc

committee recommends that a review of each committee's terms of reference occur every three years, or more often if required.

MAJOR CHANGES TO TERMS OF REFERENCE

In addition to the new format, there are a number of changes that are reflected in most or all committee terms of reference:

- Inclusion of a Vice-Chair elected by the committee from the academic staff members, ideally a GFC member
- Addition of more GFC elected members and fewer at large and appointed members
- Procedural matters have been removed from terms of reference and included in a separate document on Procedural Rules for GFC and its Standing Committees
- Sections which were outdated or covered in policies or other documents have been removed (eg matters covered by FOIP legislation and references to residence codes)

In addition, the attached terms of reference will reflect the recommendations included in the report. Some of the major changes are:

- The Academic Planning Committee be replaced by the Academic and Research Planning Committee with a higher profile to the research responsibilities of the committee
- There was extensive discussion about the 'routine and urgent' mandate of the Executive Committee. The terms of reference now articulate what falls under the authority of Executive Committee and delineates how that committee should approach matters to which it is acting on behalf of GFC which cannot wait until the next GFC meetings
- Oversight of governance rules and procedures was added to the responsibilities of the Executive Committee
- Establishment of a free-standing Nominating Committee
- Moving approval authority for program suspensions from Academic Standards Committee to Academic Planning Committee
- Ratification of course designators and course renumbering moved from Executive to Academic Standards Committee
- Allowing Academic Standards Committee to provide comments on new program proposals beyond admission, transfer and academic standing. Recognizing that the expertise and breadth of experience of that committee, this will provide a value-added component to the proposal before it moved onto Academic Planning Committee.

FUTURE WORK TO BE DONE

COMPOSITION OF GENERAL FACULTIES COUNCIL

Through this review, the ad hoc committee recognized that it had not tackled the important issue of the size of GFC itself. A decision-making body of 158 members composed of administration, faculty, students, and other constituencies is not ideally suited for the sorts of meaningful conversations and debates that should animate collegial academic governance. Over the years, the challenges associated with handling the many decisions and approvals originally envisioned as the responsibility of GFC have

been dealt with by moving much of its work to the committees where smaller, more agile groups can accomplish this in a streamlined fashion. This should free up full GFC to engage in substantive discussions of the most significant and pressing issues. As part of the renewal process, the ad hoc committee believes the composition of GFC should be examined to ensure that the body is achieving its mandate and capable of informed and meaningful debate. Ideally, once the recommendations in this report have been implemented or initiated, GFC Executive will lead an effort to once again address the issue of the composition of GFC.

Recommendation: THAT the composition of General Faculties Council be reviewed on or before April 2019 with the intention of decreasing its size, keeping in mind the parameters of the PSLA

TRANSITIONING

All of these recommendations cannot, of course, be implemented immediately or at once. After GFC approval of the four guiding documents, and the terms of reference in principle, the detail work and consultation will occur.

The first step will be for the draft terms of reference to return to the committees for refinement. It is anticipated that there will be discussion and consultation related to specific recommendations and an evaluation of how some of the recommendations can be operationalized. Once the terms of reference are complete and endorsed by the committee, they will proceed to the Executive Committee and to GFC for approval. A November 2017 target for these to come back to GFC for approval will be achievable for some committees. Others will take longer but should be complete by April 2019. The current delegated authorities and committee terms of reference will remain in place until such time as the new terms of reference are approved.

At the same time, further work will occur to develop direction and documents for the Council on Student Affairs and matters related to Faculty Councils. Again, these should return to GFC on or before April 2019.

As of April 30, 2017, the ad hoc committee will have completed its work. It is recommended that GFC Executive establish a transition committee to complete the implementation phase of this project.

Recommendation: THAT the GFC Executive Committee establish a Transition Committee with representatives from GFC Executive and the Ad Hoc Committee on Academic Governance Including Delegated Authority to advise and guide the implementation of the recommendations to be completed on or before April 2019

Recommendation: THAT the current delegated authorities and committee terms of reference remain in place until such time as the new terms of reference are approved by GFC

FINAL WORD

The work ahead will improve academic governance for years to come; but it will not be the end of the reform. GFC exists in an ever-changing world and it is not possible to identify all of the new challenges and opportunities that will come forward in the next decades. Therefore, and in accordance with good

governance principles, the terms of reference and delegations should be considered as living documents and subject to regular review. GFC Executive will play an important leadership role in this but not the only role. This is the ongoing responsibility of every standing committee and every member of GFC.

At the beginning of the report we noted that the effectiveness of GFC is dependent upon structure, culture, and people.

The recommendations contained here are designed to ensure that the structure of GFC and its standing committees provides an environment that is clear, easy to understand and to participate in, and workable on a day to day basis.

The principles that form the foundation for the structural changes proposed reflect the culture of GFC and how it can operate with a common commitment to collegial governance, transparency and respectful communication.

But finally, it is up to you as a member of the university community to choose to engage in the processes of collegial governance and make your contribution to the academic mission of this university.

Respectfully submitted:

Mark Loewen, Chair
Steve Patten, Vice-Chair
Marina Banister
Deborah Burshtyn
Marc de Montigny
Elaine Geddes
Julie Naylor
Frank Robinson
Leigh Spanner
Betty-jo Werthmann

APPENDICES

APPENDIX 1: PRINCIPLES AND GUIDELINES

Principles for GFC Delegation of Authority

Principles for GFC Standing Committee Composition

Roles and Responsibilities of Members

Meeting Procedural Rules for GFC and its standing committees

APPENDIX 2: DRAFT TERMS OF REFERENCE

APPENDIX 3: AD HOC COMMITTEE ON ACADEMIC GOVERNANCE AND DELEGATED AUTHORITY

Terms of Reference

Membership

GFC Motion May 30, 2016 to create ad hoc committee

APPENDIX 4: GUIDING PRINCIPLES OF THE AD HOC COMMITTEE ON ACADEMIC GOVERNANCE INCLUDING DELEGATED AUTHORITY

APPENDIX 5: LIST OF PAST GFC REVIEWS

APPENDIX 6: LIST OF CONSULTATIONS

APPENDIX 7: SOURCES



Principles for General Faculties Council Delegation of Authority

Introduction

Governance is understood as the process through which an organization defines and achieves its mandate, which includes making decisions with regard to the structures, policies, and practices of decision-making; the exercise of authority; and the mechanisms of accountability. General Faculties Council (GFC) has employed a structure that relies upon the delegation of its provincially-mandated authorities to its standing committees, individuals on campus and other campus bodies. Delegation is essential to ensure timely and efficient decision-making in smaller forums with access to appropriate resource people, while allowing GFC to focus on substantive and strategic issues of broad relevance to the university community. The following offers guidance to this delegation structure and helps maintain accountability, transparency, and collegiality in the academic governance system at the University of Alberta.

Retained Authority

General Faculties Council shall pursue major policy and strategic issues that include:

- significant strategic and policy issues related to the academic affairs of the university;
- any matter involving the alteration of the mandate, terms of reference, membership, or structure of a GFC standing committee; and
- those matters that a standing committee, body, or officer holding delegated authority from GFC considers to be of major strategic significance or long-term impact on the university.

Principles

1. Delegations of authority must be reasonable in scope and appropriate to the character and capacity of the body (e.g. council or committee) or officer receiving the delegated authority.
2. An officer or body acting with delegated authority is accountable to the body which delegated the authority and must report to that body in a timely and sufficiently detailed fashion on actions taken under the delegated authority.
3. An officer or body is responsible to be alert to situations where, for example, there is uncertainty as to whether an item falls within the intended delegation or the significance of an issue and the division of opinion on the issue suggest it is prudent to refer the issue or decision to the delegating body for consideration. When there is uncertainty as to whether an item falls within the intended delegated authority, or if there is clear division of opinion, the officer or body with delegated authority will refer the item to the body that delegated the authority along with a recommendation.
4. Delegations should be recorded in written form and curated in a transparent manner.

5. A body delegating authority may impose restrictions on that authority -- including restrictions on the authority to sub-delegate -- so long as the restrictions allow sufficient authority for the delegation to be meaningful.
6. All delegations of authority should be reviewed at regular intervals (ideally once every three years) to ensure they remain appropriate.
7. Withdrawal of delegated authority should be considered judiciously based on the best interest of the institution and cannot be done retroactively.
8. An officer or body is not compelled to exercise delegations. The fact that a delegation is held does not oblige the officer or body to exercise the delegation if, in the opinion of the delegate, some special or unusual circumstances are involved which make it sensible that the issue should receive consideration at a more senior level.

Approved by General Faculties Council: <insert date>



Principles for General Faculties Council Standing Committee Composition

Introduction

Governance at the University of Alberta relies upon a structure wherein the General Faculties Council has delegated many of its provincially-mandated authorities to its standing committees. As such, the composition of those standing committees is crucial to ensuring that decisions are made in an informed manner that takes into account the breadth of issues, perspectives and opinions on campus. The following principles provide a framework to create committee compositions which are reflective of the membership of GFC and appropriate to the role and mandate of those committees.

Principles

1. Wherever possible, the majority of elected members of each standing committee should be drawn from the membership of GFC to provide tangible links between GFC and its standing committees and increase engagement of the greater GFC community.
2. Wherever possible, the number of elected members of a standing committee should exceed the number of ex-officio members.
3. The voting status of ex-officio members of standing committees should be consistent with their voting status on GFC and should extend to their delegates.
4. Ex-officio members should be included in the membership of a standing committee only when their portfolio is directly relevant to the mandate and role of the standing committee.
5. Wherever possible, the Vice-Chair of a standing committee should be elected by the committee from its elected academic staff members and ideally be a member of GFC.
6. Standing Committees should be populated with a commitment to diversity and broad representation from across the university.
7. When cross-appointment of members on standing committees is appropriate, this should be outlined in the terms of reference of each committee and such members shall have voting status on both committees.

Approved by General Faculties Council: <insert date>



Roles and Responsibilities of Members

Introduction

General Faculties Council (GFC) is the principal academic decision-making body of the university. It is established in the Post-Secondary Learning Act (PSLA) and given authority, subject to the Board of Governors, over the academic affairs of the university.

For GFC to be successful in fulfilling its terms of reference and meeting its responsibilities to the university it depends on the active engagement of its members. GFC has delegated much of its authority for routine matters to standing committees allowing GFC to engage in high level strategic and stewardship policy issues. GFC members have the opportunity to serve on the standing committees that approve matters with the delegated authority from GFC.

GFC operates under the principle of collegial academic governance including:

- A commitment to inclusive and participatory governance decision-making
- A desire to facilitate meaningful individual-level engagement in governance processes
- A commitment to openness, transparency, and respectful communication
- A commitment to responsiveness, respect, and reciprocity between governing bodies and between governing bodies and university administration

Roles and Responsibilities of Members

1. Understand GFC

- 1.1 Members should understand that not all matters under GFC jurisdiction will come before that body for approval. Some decisions are made at the standing committee level as GFC has delegated authority to approve and report on actions taken on certain matters.
- 1.2 The university operates in a bicameral governance system. Members should understand the distinction between the role and responsibilities of GFC and the Board of Governors.

2. Meeting Attendance

- 2.1 Members have a responsibility to attend GFC meetings.
 - a. If a student misses two consecutive meetings, or more than three meetings in one academic year, the Students' Union or the Graduate Students' Association may request that the Chair declare the position vacant.
 - b. If a Faculty representative or a non-student member misses two consecutive meetings or more than three meetings in one academic year without a reason satisfactory to the members of the GFC Executive Committee, the Executive Committee shall declare the position vacant.
- 2.2 Members have a responsibility to serve on GFC committees as appropriate and attend committee meetings.
 - a. If an elected member is absent from three consecutive meetings or is frequently absent without a reason satisfactory to the remaining members of the committee, the Chair shall declare the position vacant.

2.3 Members should advise the GFC Secretary or committee coordinator if they are unable to attend a meeting.

3. Participate in GFC Business

3.1 Members should prepare for meetings by reviewing agenda materials in advance that, for open sessions, are publicly available at governance.ualberta.ca

3.2 Members should engage in candid and respectful discussion of matters which are brought before GFC and its various bodies

3.3 When voting on motions:

a. Members must act in good faith with the view to the best interests of the university as a whole. While members may be informed by matters raised by various constituencies, it is the duty of a member to ensure that all constituencies are fairly considered in the process of decision making.

b. When notified of an e-vote, members should vote in a timely manner in order to ensure that quorum requirements are met.

4. Manage Conflict of Interest and Act Ethically

4.1 Comply with the university's policies and procedures regarding both [ethical conduct](#) and [conflict of interest](#). Members must declare conflicts when they arise.

4.2 Maintain confidentiality of all information included in closed session meetings.

5. Ask Questions

5.1 Information requests may be made of the University Governance office, should members require more information than is provided with the meeting agenda.

5.2 If a member wishes to raise a question at GFC within the jurisdiction of the body, a question may be submitted in writing to the GFC Secretary up to six working days before the next GFC meeting to receive a written response.

5.3 Every GFC meeting has Question Period as a standing item wherein members may raise a question during the time set aside for this item. Procedures for Question Period are available at governance.ualberta.ca

5.4 If a member has a question with regard to an item on the agenda, it may be raised during consideration of that item at the GFC meeting.

5.5 If a member wishes to add an item to the agenda for debate, the member should contact the Chair or GFC Secretary for assistance.

6. Communicate Information to Constituents

6.1 Members should communicate with their Faculty or constituency regarding agenda items coming before GFC.

6.2 Members should communicate with their Faculty or constituency on matters which were discussed/approved at GFC in Open Session.

Approved at General Faculties Council <insert date>



Meeting Procedural Rules

Introduction

General Faculties Council (GFC) has on many occasions confirmed its commitment to having a set of rules that assist rather than impede the conduct of business. GFC rules are not meant to unduly restrict debate or limit opportunities for participation. Their purpose is to facilitate inclusive and respectful dialogue, while ensuring efficient decision-making. It is the responsibility of the Chair, with the support of GFC, to employ the rules governing general meetings in a manner consistent with these principles. Substantive motions should be handled with considerable formality, but whenever possible the Chair should deal with matters of procedure by general agreement.

The following rules and procedures are based on a number of fundamental principles that encourage participation and engagement of members. These principles include:

- A commitment to inclusive and participatory decision-making.
- A commitment to openness, transparency and respectful communication.

1. Procedural Rules

- 1.1 GFC and its standing committees are governed by the procedural rules set out below. For matters not covered by these rules, or by the Post Secondary Learning Act (PSLA) reference shall be made to the current edition of *Robert's Rules of Order*. If this does not provide clear direction regarding a point in question, then the Chair shall decide how to proceed. However, such rulings by the Chair may be overruled via a motion supported by a vote of the majority of those present.
- 1.2 The chairs of GFC and its standing committees will be responsible for guiding meetings of GFC and its standing committees, enforcing rules, and deciding questions pertaining to those rules. Any decisions of the chair are subject to challenge (see 10.3).
- 1.3 The Chair will not participate actively in debate regarding a motion before GFC without passing the role of the Chair to the Vice-Chair for the duration of the debate and the subsequent vote.

2. Meetings

- 2.1 GFC and its standing committees shall meet regularly during the academic year, the schedule of which will be published on the governance website at least one month before the beginning of each academic year. GFC meetings will not be scheduled during the period set aside for final examinations or Reading Week, however committee meetings may occur during this time.
- 2.2 Cancellation - GFC Executive Committee may cancel a meeting of GFC if it determines that the number and nature of the agenda items make it reasonable to defer consideration, and provided that notice of such cancellation is given to members at least one week prior to the date of the meeting. The Chair of a GFC standing committee may cancel a meeting if the agenda items make it reasonable to defer

consideration, and provided that notice of such cancellation is given to members as early as possible.

- 2.3 From time to time, the Chair of GFC may call special meetings of GFC, provided that notice of such meetings is given to members at least one month in advance.
- 2.4 GFC meetings shall normally be scheduled and planned to end two hours after being called to order.
- 2.5 Debate on new items of business will not be entertained after GFC has been sitting for three hours.
- 2.6 No audio or video recording of meetings shall be permitted unless by express authority of the Chair.

3. Open Sessions

- 3.1 Meetings of GFC and its standing committees are normally held in open session, with the exception of those dealing with nominations and adjudication which are always held in closed session.
- 3.2 Subject to the limitations of space and orderly conduct as determined by the chair, members of the university community and the general public may attend open meetings as observers. Observers may only speak if expressly invited to do so by the Chair.

4. Closed Sessions

- 4.1 From time to time, GFC or its committees may hold meetings or portions of meetings as closed meetings; at that point, proceedings will be confidential and all non-members, except those specifically invited, will be asked to withdraw.

5. Questions

- 5.1 If more information than is provided as part of the meeting agenda is required, information requests may be made of the University Governance office.
- 5.2 Questions on an issue within GFC's jurisdiction may be submitted in writing to the GFC Secretary up to six working days before the next GFC meeting to receive a written response.
- 5.3 Every GFC meeting has Question Period as a standing item wherein members may raise a question during the time set aside for this item (see 6.5). Procedures for Question Period are available at governance.ualberta.ca
- 5.4 Questions with regard to a specific item on an agenda may be raised during consideration of that item at the GFC meeting.

6. Agendas

- 6.1 The agenda of each GFC meeting will be proposed by the GFC Executive Committee and approved by GFC. The GFC Executive Committee will ensure that items put before GFC are complete and ready for discussion and published in advance of the meeting.

- 6.2 If GFC members want to have an issue debated, they are asked to submit the issue to the GFC Executive Committee. Whenever possible, members wishing to add items to the agenda should contact the Chair or GFC Secretary two weeks in advance of the GFC Executive Committee meeting to allow time for the item to be added to the agenda.
- 6.3 Should a member wish to add an item to the agenda at a meeting of GFC, a two-thirds vote of those present is required; the Chair will then determine where the item appears on the agenda. In cases where the Chair or GFC Secretary has been informed in advance of a planned request to add a new item, but after the agenda has been published, the proposal shall be circulated to members through the normal means.
- 6.4 When the Agenda is being approved, the Chair will entertain a request to change the order of items, for specified reasons.
- 6.5 Each agenda of GFC and its standing committees will include Question Period of one half hour in length that may be extended with the approval of members.
 - a. Question period is comprised of both written questions and, time permitting, questions from the floor.
 - b. The Chair will rule on whether a question from the floor can be answered expeditiously; if not, it will be referred to the appropriate officer for response at the next meeting.
- 6.6 Reports from standing committees are included on the GFC agenda for information only. Questions may be asked for clarification, but no debate may take place on such items.
- 6.7 Reports for Information may be moved to the discussion part of the agenda if a member gives two days notice to the GFC Secretary to ensure that an appropriate person is present to answer questions that may arise during discussion.
- 6.8 Agendas and materials for open session meetings are posted at governance.ualberta.ca

7. Quorum

- 7.1 General Faculties Council - The quorum for a GFC meeting is one-third of the total membership, except in the months of May through August when the quorum shall be one-quarter of the total membership.
- 7.2 GFC Standing Committees – The quorum for standing committee meetings is one-half of the voting members or, in the case where this is an even number, one-half plus 1 member.
- 7.3 Vacancies on committees are not included when establishing quorum.
- 7.4 Maintaining quorum - A duly-called meeting which starts with a quorum present shall be deemed to have a continuing quorum, notwithstanding the departure of voting members, unless the quorum is challenged by a voting member. In the event of a challenge, the remaining members may choose to adjourn or continue the meeting. In

the event of a decision to continue a meeting without quorum, the minutes shall record this fact and any decisions taken must be ratified at the next meeting.

8. Motions

- 8.1 Normally, all motions concerning substantive matters shall be published in the agenda materials.
- 8.2 All motions must be moved and seconded by members of GFC. Motions to appoint new members may only be moved and seconded by statutory members of GFC.
- 8.3 Motions pass with a majority vote, except for the following: (1) motions to add an item to the agenda require a two-thirds majority of those present; (2) motions to rescind a motion require a two-thirds majority of total members.
- 8.4 To make a motion, a member must be recognized by the Chair. (In the interest of clarity and to expedite business, it is advisable to provide a written motion to the GFC Secretary). The person making a motion will be invited by the Chair to speak first in any ensuing debate.
- 8.5 **Amendments to Motions** - A member may make a motion to amend the wording – and within certain limits the meaning – of a pending motion before the pending motion itself is voted upon. The amendment must be germane and cannot be used to introduce a new subject. An amendment is debatable.
- 8.6 **Motion to Adjourn** - A motion to adjourn is a motion to close the meeting. It must be seconded, is not debatable or amendable, and typically requires a simple majority vote. During the months of March and April, motions to adjourn require a two-thirds majority if substantive items of business remain on the agenda.
- 8.7 During the course of a GFC meeting, members may make a Notice of Motion for debate at the next GFC meeting. In such cases GFC Executive will be responsible for placement of the motion on the next GFC agenda.

9. Motions for Specific Purposes

- 9.1 **Motion to Table** – Enables the pending question to be laid aside until some future time. The motion cannot be debated. The mover may make a statement regarding what information they believe would be required to remove the item from the table, and the proposer of the item may make a brief comment on the impact of tabling the motion.
- 9.2 **Motion to Take From the Table** – Brings the motion back before GFC and cannot be debated.
- 9.3 **Motion to Reconsider** an item which was voted upon at the current or the last meeting. If passed, proceedings are restored to the point immediately prior to the vote to which it applies.
- 9.4 **Motion to Rescind a Motion** is only used when a Motion to Reconsider is out of time. Motions to Rescind require support of two-thirds of the total membership if no Notice of Motion was given, but only a simple majority if Notice was given.

10. Debate

- 10.1 Normally, a member may not speak for a second time until the Chair is satisfied that all members wishing to speak for their first time have done so.
- 10.2 A member who has the floor may not normally be interrupted. However, the Chair may interrupt a speaker if the speaker is out of order by using unacceptable language, is abusive of other members, or is not speaking to the motion. If the Chair does not do so, a member may raise this as a point of order.
- 10.3 **Point of Order** - It is the right of any member who notices a breach of the rules of Council to insist on their enforcement. If the Chair fails to notice such a breach, any member may make the appropriate Point of Order, calling on the Chair for a ruling. A Point of Order does not require a seconder, it is not debatable or amendable, and cannot be reconsidered.
- 10.4 **Calling the Question** - Upon hearing a member call the question, the Chair will ask members if they are ready to vote on the motion being discussed. If there appears to be opposition to closing the debate, the Chair may ask for a motion to close debate. If seconded, members will then vote on this motion and proceed accordingly.

11. Debates without Motions

- 11.1 When discussion of an issue and the formal rules pertaining to making motions, debate, and voting seem to be a hindrance to thoughtful discussion, the GFC agenda can allow for a less structured discussion guided by the Chair and the consensus of the members in attendance.

12. Attendance

- 12.1 Delegates – members who serve on GFC or its standing committees by virtue of their office may send a delegate; such delegates shall act with all the rights of membership. There shall be no alternates for other members.
- 12.2 GFC attendance - If a student misses two consecutive meetings or more than three meetings, the Students' Union or the Graduate Students' Association may request that the Chair declare the position vacant. If a faculty representative or a non-student appointed member misses two consecutive meetings or more than three meetings in one academic year without a reason satisfactory to the members of the GFC Executive Committee, the Executive Committee may declare the position vacant.
- 12.3 Standing committee attendance - If an elected member is absent from three consecutive meetings or is frequently absent without a reason satisfactory to the remaining members of the Committee, the Chair shall declare the position vacant.

13. Voting

- 13.1 All members of GFC are charged with the responsibility of examining issues before Council and voting as they judge fit on such issues. No member of GFC, regardless of how that person gains membership on Council, is an instructed delegate.
- 13.2 Motions shall normally be adopted on a simple majority of members present except to add items to the agenda which requires a two-thirds majority of those present, or for a Motion to Rescind which requires a two-thirds majority vote of total membership.

- 13.3 An abstention is not considered to be a vote cast.
- 13.4 The Chair votes only in the instance of a tie. When there is a tie vote, the motion is lost if the Chair abstains.
- 13.5 All members may participate in discussions; only voting members may move, second and vote on motions.
- 13.6 Electronic Votes by Committees – In cases where extensive deliberation is not essential to determining a course of action and it is necessary for a business item to be decided before the next scheduled meeting, the Chair and Secretary of a GFC standing committee may hold an electronic vote. The motion will be duly moved and seconded and all normal procedures will be followed in conducting the e-mail ballot. However, upon receiving the item of business and ballot, any committee member may request that the matter be debated at the next meeting or at a special meeting and the vote delayed until after that debate, with the Chair determining the appropriate course of action.
- 13.7 Electronic Votes by GFC – In cases where GFC is the electing body to populate certain selection committees and other bodies, the election process may use e-vote mechanisms.
- 13.8 Electronic Approval of Committee Reports by GFC – Reports from the Nominating and Replenishment Committees may be distributed electronically to GFC members and are considered approved by the deadlines indicated on the report subject to receipt of additional nominations.

14. Records of Proceedings

- 14.1 Official Record – The official record of meetings of GFC shall be the minutes taken by the Secretary and approved by GFC.
- 14.2 Minutes – The minutes shall reflect the decisions made and reasons for the decision.

15. Amendment of these Rules and Procedures

Rules and procedures governing meetings of General Faculties Council may be amended by a majority vote of those present and voting at a duly constituted meeting of GFC, provided that notice of the proposed amendment has been given and that a quorum is present at the time the vote is taken. Rules are reviewed every three years.

16. Links

GFC terms of reference
Question period procedures

Approved by General Faculties Council: [date]



1. Mandate and Role of the Committee – The XXXX Committee (xxxx) is a standing committee of GFC charged with

2. Areas of Responsibility

- a.
- b.

3. Composition

Voting Members (#)

***Ex-officio* (#)**

Indicate who is chair in brackets beside listing in membership

***Appointed* (#)**

***Cross Appointed* (#)**

NOTE: # <<type>> member(s) of XXX Committee to be cross appointed to YYY Committee

***Elected by GFC* (#)**

Vice Chair– ideally will be elected by the committee to serve as Vice Chair

Non-voting Members

4. Delegated Authority from General Faculties Council

Should be reviewed at least every three years and reported to GFC.

4.1

5. Responsibilities Additional to Delegated Authority

5.1

6. Sub-delegations from XXXX Committee

Should be reviewed at least every three years and reported to GFC.

6.1

7. Limitations to Authority

The following further refines or places limitations on authorities held by or delegated to XXXX:

7.1

8. Reporting to GFC

The Committee should regulary report to GFC with respect to its activities and decisions.

9. Definitions

10. Links

Approved by General Faculties Council: [date]



1. Mandate and Role of the Committee

General Faculties Council (GFC) is the University's senior academic governing body defined in the *Post-Secondary Learning Act (PSLA)*. GFC is responsible for the **academic affairs** of the University, subject to the authority of the Board of Governors.

Members of GFC – including elected faculty and students, administrative leaders, and representatives of other constituencies – form one of two governing bodies that comprise the university's bicameral system of governance. The other governing body is the Board of Governors, which has primary responsibility for the business affairs of the institution. The proper functioning of the Board and GFC are essential to the university's institutional autonomy and the processes of collegial academic governance.

2. Areas of Responsibility

General Faculties Council (GFC) operates by authority of the Post-Secondary Learning Act (PSLA). The PSLA allows GFC to delegate its responsibilities to GFC standing committees and other persons.

GFC has delegated authority on many matters to GFC standing committees, faculty councils, officials of the University, and other bodies (see Section 6), thus allowing it to focus on high level strategic items of academic significance which include, but are not limited to:

- high level strategic and academic stewardship policy issues or matters of significant academic consequence to the University;
- alterations to the mandate, terms of reference, composition, or structure of a Standing Committee;
- those things which a Standing Committee considers to be of major strategic significance to or long-term impact on the University;
- those matters on which, in the opinion of a Standing Committee chair, there has been a strong division of opinion within the Standing Committee; and
- issues in which there is a lack of clarity as to which Standing Committee is responsible.

3. Composition

Voting Members (158)

Ex-officio (27) – PSLA, Sec 23(a)

- President, Chair
- Vice-Presidents (6)
- Dean of each Faculty (18)
- Vice-Provost and Chief Librarian
- Vice-Provost and University Registrar

Statutory Student Members (3) – PSLA, Sec 23(c)

- 2 students nominated by the Students' Union
- 1 student nominated by the Graduate Students' Association

Elected members (54) – PSLA, Sec 23(b)

- full-time academic staff (A1.1 and A1.6) elected by Faculty/School Council in the numbers assigned by GFC

Appointed (20) in addition to statutory members – PSLA, Sec 23 (d)

- Vice-Provost and Dean of Students
- President of AASUA
- 1 representative from St. Joseph's College
- 1 representative from Chairs' Council
- Board of Governors Representatives (6)
 - 1 academic staff member, nominated to the Board by GFC
 - 1 academic staff member, nominated to the Board by AASUA
 - 2 undergraduate students, nominated to the Board by the Students' Union
 - 1 graduate student, nominated to the Board by the Graduate Students' Association
 - 1 non-academic staff, nominated to the Board by NASA
- 3 non-academic staff; two nominees provided by NASA
- 2 APOs/FSOs elected from the APO and FSO groups, election shall be run by AASUA
- 2 sessional and other temporary academic staff elected from the sessional groups, election shall be run by AASUA
- 3 library academic staff elected by the academic staff of the University Library

Appointed (54) students in addition to statutory members – PSLA, Sec 23 (d)

- undergraduate student members – apportioned on a Faculty basis with at least one student per Faculty, elected in accordance with the principles approved by GFC February 3, 1971 (40)
- graduate student members – apportioned on a Faculty basis with at least one student per Faculty, elected in accordance with the principles approved by GFC February 3, 1971 (14)

Reapportionment of elected faculty and student members takes place every three years.

Non-voting Members

- University Secretary
- GFC Secretary

4. Delegated Authority from the Board of Governors

Should be reviewed at least every three years and reported to GFC and the Board.

4.1 Physical Testing and Immunization of Students - individual Faculty regulations (sub-delegated to GFC Academic Standards Committee)

4.2 FDC ToR , later subdelegated (to be added)

5. Responsibilities Additional to Delegated Authority

From ARPC – Budget Matters

On February 12, 1996, General Faculties Council agreed that:

- a. An information session on the proposed budget take place at GFC each year just prior to being introduced to the [ARPC] and Board approval process; and
- b. Information, however 'soft,' be provided to GFC at its first meeting in September.

6. Delegations from General Faculties Council

Should be reviewed at least every three years and reported to GFC.

- 6.1 The PSLA allows GFC to delegate its responsibilities to GFC standing committees and other persons. Specific delegations from GFC are outlined in the following:
- a. GFC standing committees
 - b. Faculty Councils
 - c. Other Bodies
 - i. Appeal bodies
 - d. Officials
- 6.2 Reapportionment
- a. The PSLA allows for the reapportionment of GFC and the delegation is outlined as follows:
 - i. The GFC Secretary is responsible for the reapportionment of GFC. The total number of elected members on GFC will be twice the number of persons who are members of GFC by virtue of their office
 - ii. The GFC Secretary will determine and assign to each Faculty and School the number of members that may be elected by that Faculty or School, which so far as is reasonably possible shall be in the same proportion to the total number of elected members as the number of full time members of the academic staff of the Faculty or School is to the total number of full time members of the academic staff of all Faculties and Schools.
- 6.3 Appointment of Members
- a. The PSLA allows for the election of academic staff members for three years. Elected individuals may serve more than one term. Faculties may elect members to serve one- or two-year terms in order to provide overlapping terms. Persons on leave normally do not serve. (PSLA 24(3), 24(4) and 24(5))
 - b. The PSLA allows for each Faculty Council to elect from the full time academic staff the number of members to GFC that has been assigned to each Faculty.

7. Limitations to Authority

GFC is subject to the authority of the Board of Governors

8. Reporting

GFC reports regularly to the Board of Governors with respect to its activities and decisions through the GFC nominee to the Board of Governors.

9. Definitions

Academic staff – as defined by the [Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Administrators and Colleagues](#) in UAPPOL

Non-Academic staff – as defined by the [Recruitment Policy \(Appendix B\) Definition and Categories of Support Staff](#) in UAPPOL

AASUA – [Association of Academic Staff University of Alberta](#)

NASA – [Non-Academic Staff Association](#)

10. Links

[Post-Secondary Learning Act \(2003\)](#)

Approved by General Faculties Council: [date]



1. Mandate and Role of the Committee

The Executive Committee is the executive body of General Faculties Council (GFC). It is charged with preparing the GFC agenda and carrying out the functions delegated to it by GFC. The Committee acts on behalf of GFC in areas as defined in the terms of reference. The Chair may bring forward items for advice from the committee.

2. Areas of Responsibility

- a. Act on behalf of General Faculties Council as defined in section 4.1 below
- b. Preparation of agendas for GFC
- c. Faculty Councils – membership, quorum, control function, sub-delegations
- d. Student Judiciary matters
- e. Academic procedural matters
 - approval of the academic schedule, publication of the University Calendar, and resolutions of unresolved new course challenges
- f. Academic Awards
- g. Governance rules and procedures oversight

3. Composition

Voting Members (14)

Ex-officio (5)

- President, Chair
- Provost and Vice-President (Academic)
- Vice-Provost and University Registrar
- Vice-President (Academic), Graduate Students' Association
- Vice-President (Academic), Students' Union

Elected from and by GFC (9)

- 8 academic staff (A1.1, 1.5, 1.6, 1.7) – with a maximum of two members from any Faculty, one of which will be elected by the committee to serve as Vice-Chair.
- 1 undergraduate student

NOTE: One academic staff member of the GFC Executive Committee will be elected by the Committee for cross appointment to the GFC Academic and Research Planning Committee (ARPC).

Non-Voting Members

- University Secretary
- GFC Secretary

4. Delegated Authority from General Faculties Council

Should be reviewed at least every three years and reported to GFC.

- 4.1 Act on behalf of General Faculties Council on matters that must be decided before the next regularly scheduled GFC meeting and where it is not feasible to call a special meeting of GFC. The committee will first determine if the matter cannot wait and, if so determined, will proceed to consider it and act on behalf of GFC and report on the decision at the next GFC meeting.

- 4.2 Prepare the agenda for all regular and special meetings of General Faculties Council, ensuring items are ready to be presented to GFC and are ordered and timed appropriately. The committee will receive items from the Academic Planning Committee for placement on the GFC agenda. The committee will receive items from:
- a. The Academic and Research Planning Committee (ARPC) for placement on the GFC agenda
 - b. GFC Standing Committees
 - c. GFC members as per the outline procedures [link procedures]
 - d. Members of the University Administration

The committee may choose to provide comments to GFC on any agenda items.

4.3 Faculty Councils

- a. Approve recommended appointments to Faculty Councils
- b. Exercise supervision of control functions regarding Faculty Councils (section 29 and 30 of PSLA), with recommendations to GFC when appropriate
- c. Approve quorum provisions established by Faculty Councils

4.4 Student Judiciary Matters

- a. Consider changes to Code of Student Behaviour, Code of Applicant Behaviour, Practicum Intervention Policy for approval or placement on GFC agenda
- b. Receive annual report on student discipline cases to be placed on the GFC agenda for information
- c. Receive annual report on Residence Discipline Statistics to be placed on the GFC agenda for information

4.5 Academic Procedures

- a. Approve the Academic Schedule
- b. Provide advice to the University Registrar regarding the preparation and publication of the University Calendar (technical matters sub-delegated)
- c. Make final decisions on course challenges that cannot be resolved through other means
- d. Approve changes to wording on Parchments

4.6 Academic Awards

- a. Make rules and regulations respecting academic awards for undergraduate students

4.7 Governance Procedural Oversight

- a. Make recommendations to GFC regarding terms of reference, composition, and procedures for GFC and its standing committees

5. Responsibilities Additional to Delegated Authority

- 5.1 Examine and debate items proposed for the GFC agenda, except for items from ARCP which are not debated

6. Sub-delegations from GFC Executive Committee

Should be reviewed at least every three years and reported to GFC.

Sub-delegations - the following items have been delegated by this committee as noted:

- 6.1 Special arrangements regarding final examinations (sub-delegated to Faculty Councils subject to challenge by GFC)

6.2 Technical matters relating to the publication of the University Calendar (sub-delegated to the Registrar)

7. Limitations to Authority

The following further refines or places limitations on authorities held by or delegated to EXEC:

7.1 Decisions made on behalf of GFC under section 4.1 must be reported at the next GFC meeting.

7.2 Reports and recommendations from the GFC Academic and Research Planning Committee (ARPC) submitted for placement on the GFC agenda are not debated

8. Reporting to GFC

The committee should regularly report to GFC with respect to its activities and decisions.

9. Definitions

Academic staff – as defined by the [Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Administrators and Colleagues](#)

10. Related Links

Academic Schedule Policy
Academic Schedule Procedure

Assessment and Grading Policy
Access to Evaluative Course Material Procedure
Consolidated Exams Procedure
Grading Procedure
Grading Procedure Appendix

Awards and Bursaries for Students Policy
Awards for Undergraduate Students Procedure
Bursaries for Students Procedure
Creation of New Awards and Bursaries for Undergraduate Students Procedure
University Medal Requirements Procedure

Degrees Policy
Convocation Procedure
Degrees Procedure
Parchment Procedure
Posthumous Degrees Procedure

Approved by General Faculties Council: [date]



1. Mandate and Role of the Committee

The GFC Academic and Research Planning Committee (APRC) is a standing committee of GFC charged with academic and research planning issues. The Committee may be called upon to consider or recommend to GFC on any academic or research issue within its mandate. The President, Provost and Vice-President (Academic), Vice-President (Research), or other Vice-Presidents may refer any academic or research related matter to APC for consideration or recommendation to GFC.

2. Areas of Responsibility

- a. Academic programs
- b. Research and research policy, including research ethics
- c. Quality assurance
- d. Re-structuring of academic and research units
- e. Budget principles, fees, and the annual budget submission
- f. Enrolment oversight
- g. Academic and research input on facilities planning issues
- h. Academic service units that have significant academic impact
- i. Internationalization policies and initiatives
- j. Admissions, transfers, and academic standing regulations beyond ASC mandate

3. Composition

Voting Members (18)

Ex-officio (5)

- Provost and Vice-President (Academic), Chair
- Vice-President (Research)
- Vice-Provost and University Registrar
- President, Students' Union
- President, Graduate Students' Association

Elected by GFC (11)

- 7 academic staff elected by GFC (A1.1, 1.5, 1.6, 1.7), at least five of which are members of GFC. One member, ideally a member of GFC, will be elected by the committee to serve as Vice-Chair.
- 1 Dean
- 1 non-academic staff at-large (S1.0)
- 1 undergraduate student from GFC
- 1 graduate student from GFC

NOTE: One academic staff member of the GFC Academic and Research Planning Committee will be elected by the committee for cross appointment to the GFC Facilities Development Committee

Appointed (1)

- ~~One Dean~~ (move to elected position)
- 1 Department Chair-at-large, appointed by Chairs' Council

Cross Appointed (1)

- 1 academic staff member of the GFC Executive Committee, elected by the GFC Executive Committee

Non-voting Members

- University Secretary
- GFC Secretary

4. Delegated Authority from General Faculties Council

Should be reviewed at least every three years and reported to GFC.

4.1 Academic Programs

- a. To approve the Establishment of Academic Programs including those administered in cooperation with other post-secondary institutions
- b. To approve the Suspension of Academic Programs (from ASC ToR)
- c. To approve the Extension and/or Substantive Revision of Existing Programs (eg, new degree designation, new curriculum)
- d. To approve the Establishment/Termination of diploma programs (including admission/transfer, academic standing) offered by Centre collegial de l'Alberta de l'University of Alberta (CCA) MOVED TO ASC
- e. To approve certificates from all Faculties, and new non-credit programs and program expansions in the Faculty of Extension, as recommended by ASC, where additional funding and/or space is required.

4.2 Research

- a. To establish or terminate endowed and funded chairs
- b. Academic Centres and Institutes
 - Approve the establishment of academic centres and institutes in accordance with University policy and procedure as set out in the University of Alberta Policies and Procedures Online (UAPPOL).
 - Receive notification of the suspension or termination of academic centres and institutes from the Provost and Vice-President (Academic)
- c. Research Policy
 - Review and recommend to GFC on research policy issues and proposals emanating from the Vice-President (Research), the University Research Policy Committee (URPC), or other sources.
- d. Research Ethics
 - Animal and human ethics policy
- e. Copyright and intellectual property
- f. Postdoctoral fellows policy

4.3 Quality Assurance

[to be developed]

4.4 Restructuring of Academic Units

- a. To approve name changes to Departments, Divisions, and *Schools*, and recommend to GFC on name changes of Faculties
- b. To receive and discuss recommendations from the President or the appropriate Vice-President concerning reviews of campus units and to take appropriate action.

4.5 Budget

- a. To recommend to the Board of Governors on the academic and research implications of the annual budget, excluding budgets for ancillary units.

- b. To recommend to the Board of Governors any new fee that will be levied upon a substantial group of students, after seeking the recommendation of GFC. (~~A substantial group of students is defined as any one (or more) of the following three classes of students: (a) undergraduate students, (b) doctoral level students, and/or (c) graduate students pursuing studies other than those at doctoral level.~~) MOVED TO 9. DEFINITIONS

4.6 Enrolment Planning

- a. To review enrolment reports on an annual basis.

4.7 Facilities

- a. To receive advice and comment from FDC on any facilities-related matter including requests for additional space or major new construction projects which may affect academic programs.
- b. To recommend to the Board of Governors on policy matters regarding the planning and use of physical facilities.
- c. To recommend to the Board of Governors on policy matters regarding the use of land owned or leased by the University.
- d. To recommend to the Board of Governors on policy matters regarding standards, systems and procedures for planning and designing physical facilities.
- e. To recommend to the Board of Governors on matters regarding planning and use of physical facilities where these facilities are deemed to have a significant academic or research implications or financial impact on the University.

4.8 International

[to be developed]

5. Responsibilities Additional to Delegated Authority

- 5.1 To recommend to GFC on the Termination of Academic Programs including those administered in cooperation with other post-secondary institutions
- 5.2 To recommend to GFC on the establishment of or change to general University admission or transfer policies affecting students, including policies affecting Open Studies students, as recommended by ASC.
- 5.3 Recommend to GFC on proposals involving major or substantial changes to admission and transfer regulations or to academic standing regulations.
- 5.4 To recommend to GFC on enrolment management processes

6. Sub-delegations from Academic Planning Committee

Should be reviewed at least every three years and reported to GFC.

6.1 Programs – Graduate Degree Specializations

All proposals for establishment of graduate degree specializations shall be submitted to the Dean of the Faculty of Graduate Studies and Research. The Dean, after consultation, may approve proposals which do not involve base operating or capital funds; the Dean will report these approvals to APC. Proposals which constitute new programs and/or which do involve base operating or capital funds will be considered and decided upon by APC.

7. Limitations to Authority

The following further refines or places limitations on authorities held by or delegated to ARPC:

7.1 Academic Programs

- a. The Provost and Vice-President (Academic) may forward proposals for Revisions to Existing Undergraduate and Graduate Programs to GFC with a recommendation from ARPC.
- b. Recommend to the Board of Governors on program proposals with a new credential.

7.4 Restructuring

- a. Recommend to GFC on the establishment and termination of Faculties, Departments, Schools and divisions, and on mergers involving Faculties, Departments, Schools or divisions, subject to Article 32 of the Faculty Agreement. (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).

7.6 Admission, Transfer and Academic Standing

- a. Recommend to GFC on proposals involving major or substantial changes to admission and transfer regulations or to academic standing regulations.

8. Reporting to GFC

The committee should regularly report to GFC with respect to its activities and decisions.

The committee should report annually to GFC on programs approved.

9. Definitions

The determination of what constitutes a "significant academic or research implications or financial impact" will be made by the Committee, either through an expression of consensus or a vote.

Academic staff – as defined by the [Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Administrators and Colleagues](#) in UAPPOL

Non-Academic staff – as defined by the [Recruitment Policy \(Appendix B\) Definition and Categories of Support Staff](#) in UAPPOL

Substantial Group of Students – any one (or more) of the following three classes of students: (a) undergraduate students, (b) doctoral level students, and/or (c) graduate students pursuing studies other than those at doctoral level

10. Links

Centres and Institutes Policies
Section 37
Admission policy
Academic standing policy

Approved by General Faculties Council: [date]



1. Mandate and Role of the Committee

The Academic Standards Committee (ASC) is a standing committee of General Faculties Council (GFC) charged with oversight on matters related to admissions and transfer, academic standing, and certificates.

The committee may be called upon to provide advice to the Provost and Vice-President (Academic) on items which may include academic advisement, official University academic records-keeping, discipline, student services, publication of the University Calendar, the continuation of, or major changes to, existing affiliation agreements and proposals for new affiliation agreements between other postsecondary institutions and the University of Alberta, and registration.

2. Areas of Responsibility

- a. Admission/Transfer and Academic Standing Regulations
- b. Transfer
- c. Examinations
- d. Physical Testing and Immunization of Students
- e. Certificates
- f. Faculty of Extension Non-Credit Courses and Programs
- g. Course renumbering, new course designators
- h. Centre collégial de l'Alberta de l'University of Alberta (CCA)

All proposals for consideration of the Committee are first submitted to the Provost and Vice-President (Academic) who will consult as necessary with the Faculties and other individuals and offices in its consideration of these proposals.

3. Composition

Voting Members (26)

Ex-officio (22)

- Provost and Vice-President (Academic), Chair
- Dean of each Faculty or School (18)
- Vice-Provost and University Registrar
- Vice-President (Academic), Students' Union
- Vice-President (Academic), Graduate Students' Association

Elected by and from GFC (4)

- 3 academic staff-at-large-(A1.1, 1.5, 1.6, 1.7) (increased from one)
- 1 undergraduate student-at-large

Vice-Chair, academic staff member elected by the committee.

NOTE: One ex-officio academic staff member of the GFC Academic Standards Committee will be cross appointed to the GFC Undergraduate Awards and Scholarships Committee, as appointed by the Chair of the Academic Standards Committee

NOTE: One ex-officio academic staff member of the GFC Academic Standards Committee will be cross appointed to the GFC Campus Law Review Committee, as appointed by the Chair of the GFC Academic Standards Committee

Non-voting Members

- Associate Dean of Students
- Director of the Student Ombuds (*moved from voting to non-voting*)
- Associate Registrar
- University Secretary
- GFC Secretary
- University Advisor — International Educational Experiences

4. Delegated Authority from General Faculties Council

Should be reviewed at least every three years and reported to GFC.

4.1 Admission /Transfer and Academic Standing Regulations

- a. Approve routine and/or editorial changes to admission/transfer and academic standing regulations
- b. Approve changes to International Baccalaureate (IB) and Advanced Placement (AP) ~~policies and procedures~~ regulations

4.2 Transfer

- a. Approve (for inclusion in the Alberta Transfer Guide) and deny courses for transfer credit to the University of Alberta which are offered by Alberta Council on Admissions and Transfer (ACAT) member institutions and institutions within the Alberta Postsecondary Six-Sector Model with specific exceptions outlined in the [Transfer Credit Articulation Procedure](#).
- b. Monitor, and rescind if necessary, entries in the Alberta Transfer Guide relevant to the University of Alberta

4.3 Examinations

- a. Approve proposals from Faculties to schedule Consolidated Exams (From Exec)
- b. Approve changes to examination regulations
- c. Approve changes to missed term work regulations

4.4 Physical Testing and Immunization of Students

- a. Approve individual Faculty regulations concerning physical testing and immunization of students (and files a report with the GFC Executive Committee for information).

4.5 Certificates

- a. Approve the establishment of and termination of credit and non-credit certificates subject to limitations (see below 7.5a).

4.6 Faculty of Extension Non-Credit Courses and Programs

- a. approve new non-credit programs and program expansions in the Faculty of Extension subject to resource limitations (see below 7.6).
- b. decide on any challenge made to an Extension non-credit courses which the Provost and Vice-President (Academic) has been unable to resolve.

**4.7 Course renumbering, new course designators
[to be developed]****4.8 Centre collégial de l'Alberta de l'University of Alberta (CCA)**

- a. To approve the Establishment/Termination of college level programs (including admission/transfer, academic standing) offered by Centre collégial de l'Alberta de l'University of Alberta and report approvals to ARPC (MOVED FROM APC)

5. Responsibilities Additional to Delegated Authority

- 5.1 Examinations - Monitor the implementation of the consolidated examination policy (in consultation with the Office of the Provost and Vice-President (Academic) and the Office of the Registrar)
- 5.2 Calendar – Provide advice to Executive Committee on the preparation and publication of the University Calendar.
- 5.3 Program proposals – review program proposals and provide recommendations to ARPC as appropriate

6. Sub-delegations from the GFC Academic Standards Committee

Should be reviewed at least every three years and reported to GFC.

None.

7. Limitations to Authority

The following further refines or places limitations on authorities held by or delegated to ASC:

- 7.1 Admission/Transfer and Academic Standing Regulations
- Substantial changes are recommended to ARPC
 - General University admission or transfer policies affecting students, including policies which affect Open Studies are recommended to ARPC
 - Admission/Transfer and Academic Standing Regulations that form part of a new program proposal are recommended to ARPC
 - Program suspensions are recommended to ARPC for approval.
- 7.2 Transfer
- ASC does not consider course transfers for the excepted institutions indicated in the [Transfer Credit Articulation Procedure](#)
- 7.5 Certificates
- Where additional funding and/or space is required to support the offering of the proposed certificate and/or if, in the opinion of the Provost and Vice-President (Academic) (or delegate), the certificate requires Government approval, ASC would provide a recommendation on the (proposed) initiative to the GFC Academic and Research Planning Committee (ARPC).
- 7.6 Faculty of Extension Non-credit Programs
- Where additional funding and/or space is required, ASC would provide a recommendation on the proposed program to the GFC Academic and Research Planning Committee (ARPC)

8. Reporting

- 8.4 Physical Testing and Immunization of Students
- Report on approved changes to individual Faculty regulations concerning physical testing and immunization of students to the GFC Executive Committee for information.

8.3 Monitor the implementation of the consolidated examination policy (in consultation with the Office of the Provost and Vice-President (Academic) and the Office of the Registrar)

8.5 Report annually to GFC ARPC and GFC on programs approved

9. Definitions

Routine and/or Editorial - refers to proposals which do not involve or affect other Faculties or units; do not form part of a proposal for a new program; and which do not involve alteration of an existing quota or establishment of a new quota. Editorial or routine changes include any and all changes to the wording of an admissions or academic standing policy.

Substantial - refers to proposals which involve or affect more than one Faculty or unit; are part of a proposal for a new program; are likely to have a financial impact; represent a definite departure from current policy; involve a quota; articulate a new academic concept.

Dispute - If there is any dispute or question as to which of the above categories a proposal falls under, the Provost and Vice-President (Academic) (or delegate) will decide.

Regulation – [to be developed]

Embedded Certificate - [to be developed]

Free-standing Credit Certificate - [to be developed]

Free-standing Non-Credit Certificate – [to be developed]

Academic staff – as defined by the [Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Administrators and Colleagues](#)

10. Links

Admissions Policy

Transfer Credit Articulation Procedure

Undergraduate Admissions Procedure

Academic Standing Policy

Academic Standing Regulations Procedure

Assessment and Grading Policy

Access to Evaluative Course Material Procedure

Consolidated Exams Procedure

Grading Procedure

Grading Procedure Appendix

Certificate Handbook

Consolidated Examination Policy

Approved by General Faculties Council: [date]



1. Mandate and Role of the Committee

The Nominating Committee (NC) is a standing committee of GFC responsible for recommending individuals to serve on GFC standing committees and other bodies requiring representation from GFC or the University community. In putting forward its recommendations, the Committee will ensure the best possible match between prospective members and the committees to which they are nominated, and ensure the broadest possible base of representation and diversity given the available pool of nominees.

2. Areas of Responsibility

- a. Review and recommend to GFC the replenishment of GFC standing committees and other bodies requiring representation from the university community.
- b. Appoint the Chair and Vice Chair of the GFC Campus Law Review Committee (CLRC)
- c. **The Chair** may be called upon to provide input/feedback on other bodies seeking representation from the university community including, but not limited to, Selection/Review Committees (Vice-Presidents and Deans) major award selection committees.

3. Composition

Voting Members (12)

Ex-officio (2)

- Vice-President (Academic), Graduate Students' Association
- Vice-President (Academic), Students' Union

Elected by GFC (10)

- 7 academic staff (A1.1, A1.5, A1.6, A1.7), at least 5 who are current members of GFC and up to 2 recent former GFC members. *One member, ideally a member of GFC, will be elected by the committee to serve as Chair. One member, ideally a member of GFC, will be elected by the committee to serve as Vice-Chair.*
- 1 Dean
- 1 non-academic staff (S1.0) from GFC
- 1 undergraduate student from GFC

Non-voting Members

- University Secretary
- GFC Secretary
- Appeals Coordinator as defined in the Code of Student Behaviour, Code of Applicant Behaviour and the Practicum Intervention Policy

4. Delegated Authority from General Faculties Council

Should be reviewed at least every three years and reported to GFC.

4.1 Discretionary power to nominate for terms of less than three years, should such be needed, to provide an overlap of experience in committees of GFC. This discretionary power may be exercised at the request of the committee involved. Terms of one or two years will be submitted by the Nominating Committee in the same manner as for three-year terms.

4.2 Appoint the Chair and Vice-Chair of the GFC Campus Law Review Committee (CLRC). (from Exec)

5. Responsibilities Additional to Delegated Authority

5.1 Review and recommend to GFC the replenishment of GFC standing committees and other bodies requiring representation from the university community.

5.2 Develop and support engagement and communication strategies to encourage individuals to serve on GFC, GFC standing committees and/or other governance bodies.

5.3 Duties of the Nominating Committee Chair

- a. The Chair may be called upon to provide input/feedback on other bodies seeking representation from the university community including, but not limited to, Selection/Review Committees (Vice-Presidents and Deans), major award selection committees
- b. The Chair of CLE , in consultation with the Chair of Nominating, will appoint a major teaching award recipient to CLE

6. Sub-delegations from Nominating Committee

Should be reviewed at least every three years and reported to GFC.

None.

7. Limitations to Authority

The following further refines or places limitations on authorities held by or delegated to NC:

7.1 *The recommended nominees for the replenishment of NC shall be under the responsibility of the Replenishment Committee*

7.2 The committee provides a report of its recommendations to GFC who will then have the opportunity to add further eligible nominees. If further eligible nominations are received, an election may be held according to the Nominating Committee procedures which can be found at: governance.ualberta.ca; otherwise, the report of the committee is considered approved and the nominees elected.

8. Reporting to GFC

The Committee should regularly report to GFC with respect to its activities and decisions.

9. Definitions

Academic staff – as defined by the [Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Administrators and Colleagues](#) in UAPPOL

Non-Academic staff – as defined by the [Recruitment Policy \(Appendix B\) Definition and Categories of Support Staff](#) in UAPPOL

10. Links

NC procedures/guidelines governance.ualberta.ca
UAPPOL (Recruitment Policy, Major Teaching Awards)

Approved by General Faculties Council: [date]



1. Mandate and Role of the Committee

The GFC Facilities Development Committee (FDC) is a standing committee of GFC with delegated authority to make recommendations on behalf of GFC to the Board of Governors on “matters of academic import prior to providing for (a) the support and maintenance of the university, (b) the betterment of existing buildings, (c) the construction of any new buildings the board considers necessary to the purposes of the university” (PLSA section 19).

The ~~President, Chair~~, the Provost and Vice-President (Academic) ~~or~~ and the Vice-President (Facilities and Operations) may refer matters to FDC for consideration or advice.

2. Areas of Responsibility

- a. Recommendation of policy on planning and facilities
- b. Approve General Space Programs for Academic Units
- c. Approve design and use of all new facilities and the repurposing of existing facilities
- c. Other matters within the purview of the committee

3. Composition

Voting Members (13)

Ex Officio (5)

- Provost and Vice-President (Academic), Chair
- Vice-President (Facilities and Operations)
- Vice-President (Academic), Students' Union
- Vice-President (Academic), Graduate Students' Association
- Vice-Provost and University Registrar (moved from non-voting as per composition principles)

Elected by GFC (7)

- 5 academic staff (A1.0) who are members of GFC (with no more than one representative from any Faculty) – *one of whom will be elected by the Committee to Serve as Vice-Chair.*
- 1 support staff non-academic staff at-large (S1.0, S2.0)
- 1 undergraduate student member of GFC

Cross Appointed (1)

- 1 academic staff member of the GFC Academic and Research Planning Committee (ARPC), selected by the Chair of elected by ARPC

Non-voting Members

- Director of Engineering Infrastructure
- University Architect
- Associate Vice-President (Facilities and Operations)
- University Secretary
- GFC Secretary

4. Delegated Authority from General Faculties Council and/or the Board of Governors

Should be reviewed at least every three years and reported to GFC.

- 4.1 Notwithstanding anything to the contrary in the Terms of Reference above, the Board of Governors and General Faculties Council have delegated to FDC the following powers and authority:
- a. Facilities
 - i. To approve proposed General Space Programs for academic units
 - ii. (a) To approve proposals concerning the design and use of all new facilities and the repurposing of existing facilities and to routinely report these decisions for information to the Board of Governors.
(b) In considering such proposals, FDC may provide advice, upon request, to the Provost and Vice-President (Academic), Vice-President (Facilities and Operations), and/or the University Architect on the siting of such facilities.

5. Responsibilities Additional to delegated Authority

FDC is responsible for making recommendations to ARPC ~~or the Board of Governors~~ concerning policy matters with respect to the following:

- 5.1 Planning
 - a. Comprehensive facilities development plan
- 5.2 Facilities
 - a. Planning and use of physical facilities, including parking facilities and transportation.
 - b. Use of land owned or leased by the University.
 - c. Standards, systems and procedures for planning and designing physical facilities.
- 5.3 Other
 - a. Consider any other matter deemed by FDC to be within the purview of its general responsibility.
 - b. The Chair of FDC will bring forward items where the Office of the Provost and Vice-President (Academic) and/or the Office of the Vice-President (Facilities and Operations), in consultation with other units or officers of the University, is seeking advice of the Committee.
 - c. ~~In light of the academic priorities set by General Faculties Council, to initiate studies, and respond to requests for studies, opinion, and information within the purview of its general responsibilities and make reports and recommendations to the appropriate office or committee. (GFC 29 SEP 2003) To initiate studies and make reports and recommendations on matters within the purview of FDC~~

6. Sub-Delegations from GFC Facilities Development Committee

Should be reviewed at least every three years and reported to GFC.

Sub-delegations - the following items have been delegated by this committee as noted:

- 6.1 To establish ~~such~~ subcommittees, and to delegate to such subcommittees or to the Vice-President (Facilities and Operations) such of its powers, duties and functions, or any part thereof, including the power of sub-delegation and subject to such conditions as it deems necessary.

7. Limitations to Authority

The following further refines or places limitations on authorities held by or delegated to FDC:
None.

8. Reporting to GFC

The Committee should regularly report to GFC with respect to its activities and decisions.

9. Definitions

Academic Staff – as defined by the [Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Administrators and Colleagues](#) in UAPPOL

Non-Academic Staff – as defined by the [Recruitment Policy \(Appendix B\) Definition and Categories of Support Staff](#) in UAPPOL

10. Links

[Long Range Development Plan \(LRDP\)](#)

[Sector Plans](#)

[Current Construction Projects](#)

Approved by General Faculties Council: [date]

DRAFT



1. Mandate and Role of the Committee

The Campus Law Review Committee (CLRC) is a standing committee of General Faculties Council charged with providing oversight to the university's student discipline codes. The committee reviews and recommends on new codes and policies and procedures related to discipline. CLRC may be called upon to provide advice to the Provost and Vice-President (Academic) on items which may include, but are not limited to, rules and regulations other than discipline codes.

2. Areas of Responsibility

- a. Review ~~from time to time~~ and recommend changes to General Faculties Council for approval:
 - the Code of Student Behaviour and student discipline procedures
 - the Code of Applicant Behaviour
 - the Practicum Intervention Policy
 - the Residence Community Standards Policy
- ~~b. the community standards of the University student residence associations, with a full review of Residence Community Standards to be considered every three years (beginning in 2005).~~
- ~~b. Recommend new student residence codes to GFC Executive Committee for approval~~
- ~~c. Recommend major changes to existing student residence codes to GFC Executive Committee for approval~~
- ~~d. Discuss annual residence discipline reports statistics for each residence with a code or similar rules and forward reports to GFC for information.~~
- e. Discuss annual statistical reports on discipline cases dealt with by Faculties, the Discipline Officer, the Registrar, Unit Directors, the University Appeal Board (UAB), GFC Academic Appeals Committee (AAC) and the GFC Practice Review Board (PRB) and forward reports to GFC for information.

3. Composition

Voting Members (13)

Ex-officio (1)

- Vice-Provost and Dean of Students

Appointed (4)

- 1 academic staff (A1.1, A1.5, A1.6, A1.7) to serve as Chair; appointed by GFC Nominating Committee, appointed for more than two years to provide continuity. Preference is given to member with legal training.
- 1 representative from each of the following (3 total):
 - Students' Union Executive ~~or their designee~~, appointed by the Students' Union Executive
 - Graduate Students' Association Executive, appointed by the Graduate Students' Association Executive
 - Residences, ~~elected by the University of Alberta Residence Hall Association~~ appointed by Council of Residence Associations

Cross Appointed (1)

- Dean (or designate) from the GFC Academic Standards Committee (ASC), appointed by the Chair of GFC ASC (*Moved to appointed as per composition principles*)

Elected by GFC (7)

- 2 student members of GFC (graduate or undergraduate)

- 2 academic staff (A1.1, A1.5, A1.6, A1.7) at least 1 of whom must be a member of GFC (increased from one)
- ~~One (1) staff member elected from Categories A1.1 and A1.6 and their counterparts in A1.5 and A1.7* who is a current Associate Dean~~ (covered by appointed member from ASC)
- 1 academic staff (A1.1, A1.5, A1.6, A1.7) who is a former Associate Dean or a former Discipline Officer or a former University Appeals Board (UAB) Chair
- 2 staff (A1.0, A2.0 and/or S1.0, S2.0)

Note: The Vice-Chair will be appointed by the GFC Nominating Committee from amongst the elected academic staff members (A1.1, A1.5, A1.6, A1.7) of CLRC.

Non-Voting Members

- Discipline Officer
- Appeals Coordinator as defined in the Code of Student Behaviour, Code of Applicant Behaviour and the Practicum Intervention Policy
- Director of ~~Campus Security Services~~ University of Alberta Protective Services
- ~~Director of Residence Services~~ Assistant Dean of Students (Residence)
- GFC Secretary
- University Secretary
- Representative from Student Ombuds ~~to be appointed by the members of the Student Ombuds service~~ (moved from a voting member)

4. Delegated Authority from General Faculties Council

Should be reviewed at least every three years and reported to GFC.

- 4.1 Approve editorial amendments to:
 - a. the Code of Student Behaviour except editorial amendments to Section 30.6: Procedures for Appeal of Decisions to the University Appeal Board (UAB).
 - b. the Code of Applicant Behaviour except editorial amendments to Section 11.8.9: Appeals Against Decisions of the Registrar
 - c. the Practicum Intervention Policy except editorial amendments as noted to Section 87.5 through 87.10 (Appeals to the GFC Practice Review Board (PRB); GFC PRB Terms of Reference, Powers and Jurisdiction; Composition of the GFC PRB; Procedures Prior to GFC PRB Hearings; Procedures at the GFC PRB Hearing; Confidentiality of Hearing and Material)
 - d. ~~existing residence codes~~

5. Responsibilities Additional to Delegated Authority

- 5.1 To recommend to GFC on proposals for substantive changes to the Code of Student Behaviour, the Code of Applicant Behaviour, and the Practicum Intervention Policy

6. Sub-delegations from GFC CLRC

Should be reviewed at least every three years and reported to GFC.

None.

7. Limitations to Authority

The following further refines or places limitations on authorities held by or delegated to CLRC:

- 7.1 Editorial amendments

- a. Amendments to the Code of Student Behaviour deemed substantive by CLRC and all amendments to Section 30.6 are forwarded to GFC (Section 30.7 Code of Student Behaviour.)
 - i. Substantive changes to Section 30.6 proceed to the Board Learning and Discovery Committee, which will decide whether or not it can act on behalf of the Board of Governors. (Section 30.7.3(2) Code of Student Behaviour)

- b. Amendments to the Code of Applicant Behaviour deemed substantive by CLRC and all amendments to Section 11.8.10 are forwarded to GFC. (Section 11.8.10 Code of Applicant Behaviour)
 - i. Substantive changes to Section 11.8.9 proceed to the Board Learning and Discovery Committee, which will decide whether or not it can act on behalf of the Board of Governors.(Section 11.8.10.3(2) Code of Applicant Behaviour)

- c. Amendments to the Practicum Intervention Policy deemed substantive by CLRC and all amendments to Sections 87.5 through 87.10 are forwarded to GFC. (Section 87.14 Practicum Intervention Policy)
 - i. Substantive changes to Section 87.5 through 87.10 proceed to the Board Learning and Discovery Committee, which will decide whether or not it can act on behalf of the Board of Governors. (Section 87.14.C Practicum Intervention Policy)

The above listed amendments are subject to the authority of the Board of Governors.

8. Reporting to GFC

The Committee should regularly report to GFC with respect to its activities and decisions.

9. Definitions

Editorial and Substantive – The Committee decides which amendments are editorial and which are substantive

Academic staff – as defined by the [Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Administrators and Colleagues](#) in UAPPOL

Non-Academic staff – as defined by the [Recruitment Policy \(Appendix B\) Definition and Categories of Support Staff](#) in UAPPOL

10. Links

[Code of Student Behaviour](#)
[Code of Applicant Behaviour](#)
[Practicum Intervention Policy](#)
[Residence Community Standards](#)

Approved by General Faculties Council: [date]



1. Mandate and Role of the Committee

The Committee on the Learning Environment (CLE) is a standing committee of GFC charged with promoting an optimal teaching and learning environment in alignment with the guiding documents of the University of Alberta. From time to time, the Chair will bring forward items where the Provost and Vice-President (Academic), in consultation with other units or officers of the University, is seeking the advice of the committee within its areas of responsibility.

2. Areas of Responsibility

- a. Learning environment
- b. Teaching environment
- c. Policies on teaching, learning, teaching evaluation, and recognition for teaching
- d. Policies developed by the Learning Services units
- e. Policies on the ongoing assessment of teaching, learning, and learning services
- f. Innovative and creative learning services and teaching practices
- g. Promotion of reflection and discussions of evidence and the impact of broad societal changes in teaching, learning and learning services
- h. Promotion of teaching and learning opportunities ~~with broad appeal~~ and projects that would benefit the university community

3. Composition

Voting Members (18)

Ex-officio (5)

- Provost and Vice-President (Academic), Chair
- ~~- Vice-President (Research)~~
- Vice-President (Academic), Students' Union
- Vice-President (Academic), Graduate Students' Association
- Vice-Provost and Chief Librarian
- Vice-Provost and University Registrar

Appointed (1)

- 1 academic staff (Category A1.0) who holds a major teaching award (internal or external award, eg Rutherford, Vargo Chair, 3M, etc.), appointed by the Chair of CLE in consultation with the Chair of Nominating Committee

Elected by GFC (12)

- 4 academic staff (A1.0) from GFC – one of whom will be elected by the committee to serve as Vice Chair
- 1 ~~support~~ non-academic staff at-large (S1.0, S2.0) (changed to at-large because of limited number of eligible GFC members)
- 1 librarian (A1.4) from GFC
- 1 undergraduate student from GFC
- 1 graduate student from GFC
- 1 Chair
- 1 Dean
- 2 1 Associate Dean or Associate Chair, Teaching and Learning (or equivalent)
- 1 sessional staff at-large (A2.1)

Non-voting Members

-
- Vice-Provost and Associate Vice-President (Information Technology) (moved to non-voting in alignment with principles of committee composition)
 - Director, Centre for Teaching and Learning (moved to non-voting in alignment with principles of committee composition)
 - University Secretary
 - GFC Secretary

4. Delegated Authority from General Faculties Council

Should be reviewed at least every three years and reported to GFC.

- 4.1 Receive and review policies developed by Learning Services units; institutional policies on teaching, learning, teaching evaluation, and recognition for teaching, institutional Policies on assessment of teaching, learning, and learning services, and policies developed by the Centre for Teaching and Learning, and to recommend to GFC on broad policy directions for excellence in teaching and learning in a manner that ensures accountability of all Faculties in this matter.

5. Responsibilities Additional to Delegated Authority

- 5.1 To review and monitor the implementation of the University's Academic Plan with regard to optimal teaching and an optimal learning environment.
- 5.2 To review and, as necessary, recommend to ~~GFC Academic Planning Committee~~ or the GFC Executive Committee policies on teaching, learning, teaching evaluation, and recognition for teaching that promote the University's Academic Plan.
- 5.3 To review and, as necessary, recommend to ~~GFC Academic Planning Committee~~ or the GFC Executive Committee policies developed by the Learning Services units to promote the University's Academic Plan.
- 5.4 To develop policies that promote ongoing assessment of teaching, learning, and learning services through all Faculties and units.
- 5.5 To ~~nurture~~ promote the development of innovative and creative learning services and teaching practices.
- 5.6 To ~~encourage~~ facilitate the sharing and discussion of evidence about effective teaching, learning, and learning services.
- 5.7 To promote critical reflection on the impact of broad societal changes in teaching, learning, and the learning environment.
- 5.8 To promote projects with relevant internal and external bodies that offer unique teaching and learning opportunities that would benefit the university community.
- 5.9 To consider any matter deemed by the GFC Committee on the Learning Environment to be within the purview of its general responsibility.
- 5.10 To receive and review annual reports from Learning Services units and send them to GFC for information.

From time to time, the Chair will bring forward items where the Provost and Vice-President (Academic), in consultation with other units or officers of the University, is seeking the advice of the committee within its areas of responsibility.

6. Sub-delegations from the Committee on the Learning Environment

Should be reviewed at least every three years and reported to GFC.

None.

7. Limitations to Authority

The following further refines or places limitations on authorities held by or delegated to CLE:

8. Reporting to GFC

The Committee should regularly report to GFC with respect to its activities and decisions.

9. Definitions

Learning Services - comprised of interdependent academic service units, each existing to support the University's mission by enabling learning, instruction, and research through knowledge/skills transfer and service delivery; asset stewardship and infrastructure service and development; and resource management, planning, communication and assessment. Learning Services also supports the University's mission through the appropriate application of current technologies and methods. Units: Libraries, Museums and Collections, Bookstore, University of Alberta Press, Technology Training Centre, Copyright Office, Canadian Library Human Resource Study.

Academic staff – as defined by the [Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Administrators and Colleagues](#) in UAPPOL

Non-Academic staff – as defined by the [Recruitment Policy \(Appendix B\) Definition and Categories of Support Staff](#) in UAPPOL

10. Links

Approved by General Faculties Council: [date]



1. Mandate and Role of the Committee

The Undergraduate Awards and Scholarship Committee (UASC) is a standing committee of General Faculties Council (GFC) charged with approving new awards and bursaries and amendments to existing awards and bursaries for undergraduate students in accordance with the UAPPOL Awards and Bursaries for Students Policy and its procedures. ~~that meet published UAPPOL guidelines for students who are not graduate students.~~

2. Areas of Responsibility

- a. New Approval of new undergraduate awards and bursaries and amendments to existing undergraduate awards and bursaries
- b. New policy or revisions to existing policy governing awards for undergraduate students

3. Composition

Voting Members (11)

Ex-officio (0)

- ~~Vice Provost and Dean of Students~~

Elected by GFC (10)

- 5 academic staff (A1.1, A1.5, A1.6, A1.7) who are members of GFC (with no more than one representative from any Faculty) – *one of whom will be elected by the committee to Serve as Chair and one elected to serve as Vice-Chair.*
- ~~Two~~ 4 undergraduate students, at least two of whom are members of GFC
- 1 Assistant/Associate/Vice Dean from a Faculty who is responsible for the administration of undergraduate awards

Cross Appointed (1)

- 1 academic staff member cross-appointed from the GFC Academic Standards Committee (ASC) appointed by the Chair of ASC

Non-voting Members

- Assistant Registrar, Student Financial Support
- Senior Development Officer, Office of Advancement
- GFC Secretary
- University Secretary

4. Delegated Authority from General Faculties Council

Should be reviewed at least every three years and reported to GFC.

- 4.1 Approve new undergraduate awards and bursaries
- 4.2 Approve proposed changes to any undergraduate student award or bursary ~~already~~ previously approved by GFC UASC
- 4.3 Approve the minimum value of a major award for undergraduate students, and to review that value regularly
- 4.4 Approve the minimum value of an undergraduate award administered by the Student Awards Financial Support Office, and to review that value regularly

4.5 Approve the definition of a full normal course load for purposes of awards where more than one Faculty is involved

5. Responsibilities Additional to Delegated Authority

None.

6. Sub-delegations from the GFC Undergraduate Awards and Scholarship Committee

Should be reviewed at least every three years and reported to GFC.

None.

7. Limitations to Authority

The following further refines or places limitations on authorities held by or delegated to UASC:

7.1 The Committee may be called upon to consider awards to which both undergraduate and graduate students are eligible; however, graduate student awards and bursaries are approved by the Faculty of Graduate Studies and Research under delegated authority from General Faculties Council.

8. Reporting to GFC

The Committee should regularly report to GFC with respect to its activities and decisions.

The Committee shall report annually to General Faculties Council to highlight any identified trends in regards to undergraduate financial support available to students at the University of Alberta.

9. Definitions

Academic staff – as defined by the [Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Administrators and Colleagues](#) in UAPPOL

10. Links

[Awards and Bursaries for Students Policy](#)

[Awards for Undergraduate Students Procedure](#)

[Bursaries for Students Procedure](#)

[Creation of New Awards and Bursaries for Undergraduate Students Procedure](#)

[University Medal Requirements Procedure](#)

Approved by General Faculties Council: [date]



1. Mandate and Role of the Committee

The University Teaching Awards Committee (UTAC) is a standing committee of General Faculties Council (GFC) charged with adjudicating:

- the William Hardy Alexander Award for Excellence in Undergraduate Teaching
- the Rutherford Award for Excellence in Undergraduate Teaching
- the Provost's Award for Early Achievement of Excellence in Undergraduate Teaching
- the Teaching Unit Award
- the Award for Excellence in Graduate Teaching

2. Areas of Responsibility

- a. Adjudicate GFC's annual teaching awards (*see above*)
- b. Review and recommend changes to the UAPPOL Awards for Teaching Excellence Policy and its procedures for these awards

3. Composition

Voting Members (10)

Elected by GFC (8)

- 4 academic staff (A1.1, A1.5, A1.6, A1.7) at least two of the academic staff members should be members of GFC (with no more than one from any Faculty) – one of whom will be elected by the Committee to serve as Chair, and one elected to serve as Vice Chair.
- 1 sessional academic staff at-large (A2.3)
- 2 undergraduate students from GFC
- 1 graduate student from GFC

Nominated Appointed by the Alumni Association (2)

- 2 alumni, appointed by the Alumni Association

Non-Voting Members

- University Secretary
- GFC Secretary

4. Delegated Authority from General Faculties Council

Should be reviewed at least every three years and reported to GFC.

- 4.1 Determine winners of these awards according to approved criteria. The guidelines and procedures for the committee can be found at governance.ualberta.ca

5. Responsibilities Additional to Delegated Authority

- 5.1 Review UAPPOL Awards for Teaching Excellence and Policy and its procedures
- 5.2 To recommend to GFC on changes to UAPPOL Awards for Teaching Excellence Policy
- 5.3 To recommend to the Provost and Vice-President (Academic) on changes to UAPPOL Teaching Award Procedures

6. Sub-delegations from University Teaching Awards Committee

Should be reviewed at least every three years and reported to GFC.

None.

7. Limitations to Authority

The following further refines or places limitations on authorities held by or delegated to UTAC:

7.1 Information Management

- a. Information management of UTAC's proceedings must be clearly defined and able to stand up to close scrutiny. All information that forms the basis of a decision must be clearly understood and documented, along with the source of such information.
- b. Additional Information about nominees - Decisions will be based on the contents of the nomination files but may involve a consideration of additional information provided this information is publicly available and shared with all members of UTAC. Offering anecdotal information (eg a testimonial) regarding individual candidates could unfairly influence the outcome of deliberations and is not permitted.

7.2 Conflicts of interest [to be further developed]

- a. All members are expected to divest themselves of their particular concerns and act in the best interests of the University of Alberta in choosing award winners
- b. Members must acknowledge any conflicts or perceived conflicts. Should a conflict arise, the member should not participate in the nomination process within their Faculties. Such participation includes but is not limited to assistance in preparation of nomination packages, including and especially the preparation of letters of support. If a member feels he or she is unable to participate ethically in the adjudication process, the member should withdraw from the discussion.

8. Reporting to GFC

The Committee should regularly report to GFC with respect to its activities and decisions.

9. Definitions

Academic staff – as defined by the [Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Administrators and Colleagues](#) in UAPPOL

Sessional staff - as defined by the [Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Administrators and Colleagues](#) in UAPPOL

10. Links

[Awards for Teaching Excellence Policy](#)
[William Hardy Alexander Award for Excellence in Undergraduate Teaching](#)
[Rutherford Award for Excellence in Undergraduate Teaching](#)
[Provost's Award for Early Achievement of Excellence in Undergraduate Teaching](#)
[Teaching Unit Award](#)
[Award for Excellence in Graduate Teaching](#)

Approved by General Faculties Council: [date]



1. Mandate and Role of the Committee

The Replenishment Committee (RC) is a standing committee of GFC charged with recommending to GFC on the replenishment of GFC Nominating Executive Committee.

2. Areas of Responsibility

a. Provide recommendations to GFC on members to serve on the GFC Nominating Executive Committee

3. Composition

Voting Members (5)

Ex-officio (2)

- 1 graduate student member who serves in a statutory position on GFC
- 1 undergraduate student who serves in a statutory position on GFC

Elected by GFC (3)

- 3 academic staff (A1.1 or A1.1 now on post-retirement contracts) who had been elected by a Faculty to serve on GFC and who recently completed a term or terms on GFC; *one of which will serve as Chair and one as Vice-Chair as decided by the committee.*

Non-voting Members

- University Secretary
- GFC Secretary

4. Delegated Authority from General Faculties Council

Should be reviewed at least every three years and reported to GFC.

4.1 Recommend to GFC on the replenishment of GFC Nominating Executive Committee

5. Responsibilities Additional to Delegated Authority

None.

6. Sub-delegations from Replenishment Committee

Should be reviewed at least every three years and reported to GFC.

None.

7. Limitations to Authority

The following further refines or places limitations on authorities held by or delegated to RC:

- 7.1 The Committee provides a report of its recommendations to GFC who will then have the opportunity to add further eligible nominees. If further eligible nominations are received, an election may be held according to the procedures at: governance.ualberta.ca; otherwise, the report of the Committee is considered approved and the nominees elected.

8. Reporting to GFC

The Committee should regularly report to GFC with respect to its activities and decisions.

9. Definitions

Academic staff – as defined by the [Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Administrators and Colleagues](#) in UAPPOL

10. Links

Approved by General Faculties Council: [date]

DRAFT



Purpose:

To draft revised Terms of Reference of GFC and all GFC standing committees, updating delegated authorities for recommendation to GFC by April 30, 2017 in accordance with the motion approved by GFC on January 25, 2016, that it “review the delegation of its authorities to all of its current committees and [...] vote on whether to renew or revise these delegated authorities”.

Suggested Composition:

A minimum of one member of the Academic Governance Working Group
Up to four (4) faculty members with various GFC standing committee experiences, such as current or recent GFC membership or having served on a major standing committee
One member of the university community with broad governance expertise
Two (2) students – one graduate and one undergraduate – with broad university governance experience
Up to two (2) non-faculty staff members

Resource members: Meg Brolley, Marion Haggarty France, Amissa Jablonski, others as required (Academic Governance Working Group, Provost’s Office, Registrar’s Office, etc)

Chair to be elected from the ad hoc committee

The ad hoc committee may add to its membership as it deems necessary.

Meetings:

The ad hoc committee will meet once or twice a month from October to April. A tentative meeting schedule will be drafted.

As with other GFC committees, the ad hoc committees meetings will be open to observers. Guests will be invited to attend as required. Other consultation activities will be determined by the ad hoc committee.

Terms of Reference:

1. To examine the terms of reference of all GFC standing committees paying particular attention to:
 - Mandate (structured appropriately? Duplication? Gaps? Current practice)
 - Delegated authority
 - Committee composition (appropriate size and membership)
 - Current context
2. To identify the key elements in each GFC Standing Committee’s role as it relates to the responsibilities and efficacy of the overall academic governance of GFC.
3. To initiate discussion on any other matters the ad hoc committee considers relevant to its purpose and to provide recommendations on other matters related to academic governance that arise during the review.
4. To be informed by the GFC discussions in 2015-16 (March 21 [materials](#) and [minutes](#); May 2 [materials](#) and [minutes](#)), including documents such as ‘[A Reflection on the State of Academic Governance at the University of Alberta](#)’ and other literature and best practices in the field.

5. To provide recommendations on revisions to the terms of reference including delegated authority for GFC and GFC standing committees.
6. Identify further steps (ie administrative delegations, faculty councils, UAPPOL).
7. Provide regular status reports to GFC.

Timeline:

Final report and recommendations to be submitted to GFC for approval no later than April 30, 2017

Approved by GFC: September 26, 2016



Proposed Membership:

A minimum of one member of the Academic Governance Working Group
Mark Loewen, Faculty of Engineering

Up to four (4) faculty members with various GFC standing committee experiences
Deborah Burshtyn, Faculty of Graduate Studies
Elaine Geddes, Faculty of Business
Marc de Montigny, Faculté Saint-Jean (commencing January 2017)
Frank Robinson, Faculty of Agricultural, Life and Environmental Sciences

One member of the university community with broad governance expertise
Steve Patten, Faculty of Arts

Two (2) students – one graduate and one undergraduate – with broad university governance experience
Leigh Spanner – Grad Student
Marina Banister – Undergraduate Student

Up to two (2) non-faculty staff members
Betty-Jo Werthmann, Education
Julie Naylor, Science

Approved by GFC: September 26, 2016

OUTLINE OF ISSUE

Agenda Title: **Academic Governance and Delegated Authority**

Motions:

Whereas at its meeting of 25 January 2016 the General Faculties Council (GFC) approved the following motions:

THAT the General Faculties Council will review the delegation of its authorities to all of its current committees, and by 30 June 2016 vote on whether to renew or revise these delegated authorities.

and

THAT the review of the governance and operations of the General Faculties Council is to be informed by the June 2013 report "A Reflection on the State of Academic Governance at the University of Alberta."

At its meeting of 30 May 2016, the **General Faculties Council**:

- a. approves the interim renewal of delegated authorities to all GFC standing committees until revised "Terms of Reference" modifying the delegated authorities of these committees are presented to it for its final approval on or before 30 April 2017;
- b. affirms its authority to make recommendations to the Board of Governors of the University of Alberta on any matter that it deems to be of interest to the University; and
- c. affirms its ultimate overarching authority to recall to it at any time any matter being considered by its standing committees under delegated authority;
- d. approves the creation of an *ad hoc* committee to lead, during the 2016-17 academic year, the process for the revision of the "Terms of Reference" for GFC and all of its standing committees, with "Terms of Reference" for and composition of this *ad hoc* committee to be approved by GFC at its September 2016 meeting;
- e. directs the *ad hoc* committee to bring forward to GFC its recommendations for revisions to the "Terms of Reference" for GFC and its Standing Committees addressing delegated authority for final approval on or before 30 April 2017;
- f. directs that during the 2016-17 academic year GFC meet as often as necessary between September and April to discuss and consider proposals of the *ad hoc* committee for the revision of the "Terms of Reference" of the General Faculties Council and its standing committees; and
- g. moves that until such time as the "Terms of Reference" for the General Faculties Council and its standing committees are revised, anything in the current "Terms of Reference" for the General Faculties Council or any of its standing committees not consistent with any of the above is null and void.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	GFC Executive Committee and the Academic Governance Working Group
Presenter	Duncan Elliott and Mirko van der Baan, Co-Chairs, Academic Governance Working Group
Subject	Academic Governance and Delegated Authority

Details

Responsibility	David Turpin, President and Chair, General Faculties Council
The Purpose of the Proposal is (please be specific)	<p>To provide General Faculties Council (GFC) with a recommendation from the GFC Executive Committee and Academic Governance Working Group.</p> <p>To propose a plan forward for GFC and its Standing Committees to carry on with business for the next academic year, and to forward a proposal for consideration to establish an <i>ad hoc</i> committee to continue the work and deliver a recommendation to General Faculties Council by April 30, 2017.</p> <p>Since February, the Academic Governance Working Group alongside GFC and its standing committees has been engaged in discussion about the following questions:</p> <ul style="list-style-type: none"> • Are we living up to the principles of the Committees' Mandate? • What is the desired level of clarity on delegated authority? • Is current practice matching the Mandate? • Are we striking a correct balance between full delegation and no delegation? • Are appropriate matters being referred to full GFC from standing committee? • Is this your vision of Academic Governance?
The Impact of the Proposal is	The GFC Executive Committee is recommending the proposal developed by the Academic Governance Working Group for decision by General Faculties Council at the May 30, 2016 meeting.
Replaces/Revises (eg, policies, resolutions)	N/A
Timeline/Implementation Date	Recommendation to GFC on academic governance delegations and renewal - May 30, 2016 Recommendation to GFC on revisions to Terms of Reference and delegated authority – April 30, 2017
Estimated Cost	N/A
Sources of Funding	N/A
Notes	<p>On January 25, 2016, General Faculties Council approved the following motions:</p> <p><i>Motion 1: THAT General Faculties Council will review the delegation of its authorities to all of its current committee, and by 30 June 2016 vote on whether to renew or revise these delegated authorities.</i></p>

	<p><i>Motion II: THAT the review of the governance and operations of the General Faculties Council is to be informed by the June 2013 report “A Reflection on the State of Academic Governance at the University of Alberta”</i></p> <p>The GFC Executive Committee created the Academic Governance Working Group (AGWG) to consider how to respond to the motions. The AGWG, following several meetings, review of meeting materials and academic governance committees’ terms of reference, provided a recommendation to the GFC Executive Committee. Advice to GFC on a plan to move forward is now being presented.</p>
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Alignment/Compliance

<p>Alignment with Guiding Documents</p>	<p>Institutional values (2015 Comprehensive Institutional Plan)</p> <p><i>“Our values:</i> The U of A community of students, faculty, staff, and alumni rely on shared, deeply held values that guide behaviour and actions. These values are drawn from the principles on which the University of Alberta was founded in 1908 and reflect a dynamic, modern institution of higher learning, leading change nationally and internationally.</p> <p><i>Excellence:</i> Excellence in teaching that promotes learning; outstanding research and creative activity that fuel discovery and advance knowledge; and enlightened service that builds citizenship.</p> <p><i>Student Experience:</i> The centrality of our students and our responsibility to provide an intellectually superior educational environment.</p> <p><i>Integrity and Academic Freedom:</i> Integrity, fairness, and principles of ethical conduct built on the foundation of academic freedom, open inquiry, and the pursuit of truth.</p> <p><i>Diversity and Creativity:</i> A diverse, yet inclusive, dynamic collegial community that welcomes change and seizes opportunity with passion and creativity.</p> <p><i>Pride:</i> Pride in our history and traditions, including contributions from Aboriginal people and other groups, which enrich and distinguish the university.”</p>
<p>Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)</p>	<p>1. Post-Secondary Learning Act (PSLA)</p> <p>“Powers of general faculties council 26(1) Subject to the authority of the board, a general faculties council is responsible for the academic affairs of the university and, without restricting the generality of the foregoing, has the authority to</p> <p>(a) exercise any power of a faculty council that the general faculties council considers desirable to exercise;</p> <p>(b) consider and make decisions on the reports of the faculty councils as to the programs of study in the faculties;</p> <p>(c) determine all programs of study to which clause (b) does not apply that are to be offered by the university for credit toward the requirements for any degree or diploma;</p>

Item No. 8

- (d) determine the timetables for examinations and for lectures and other instruction in each faculty;
- (e) consider and make decisions on the reports of faculty councils as to the appointment of examiners and the conduct and results of examinations in the faculties;
- (f) provide for the granting and conferring of degrees other than honorary degrees;
- (g) provide for the preparation and publication of the university calendar;
- (h) hear and determine appeals from the decisions of faculty councils on applications, requests or petitions by students and others;
- (i) consider all matters reported to it by any faculty council and communicate its opinion or action on those matters to the faculty council concerned;
- (j) determine the date for the beginning and end of lectures in the university and also the beginning and end of each university term;
- (k) make rules and regulations for the management and operation of libraries;
- (l) recommend to the board the establishment of faculties, schools, departments, chairs and programs of study in the university in any subject that the general faculties council thinks fit;
- (m) make rules and regulations respecting academic awards;
- (n) determine standards and policies respecting the admission of persons to the university as students;
- (o) make recommendations to the board with respect to affiliation with other institutions, academic planning, campus planning, a building program, the budget, the regulation of residences and dining halls, procedures in respect of appointments, promotions, salaries, tenure and dismissals, and any other matters considered by the general faculties council to be of interest to the university;
- (p) authorize lecturing and teaching on the university premises by persons other than members of the staff of the university;
- (q) authorize a school to have a school council of the same nature and with the same powers, duties and functions as a faculty council and, in its discretion, revoke any authority so given.

(2) Any recommendations from the general faculties council to the board must be transmitted to the board through the president.

(3) A general faculties council may delegate any of its powers, duties and functions under this Act, including the powers referred to in section 31, as it sees fit and may prescribe conditions governing the exercise or performance of any delegated power, duty or function, including the power of subdelegation.”

**2. General Faculties Council Terms of Reference / 3. Mandate
“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:

- high level strategic and stewardship policy issues or matters of significant risk to the University;
- alterations to the mandate, terms of reference, composition, or structure of a Standing Committee;

- those things which a Standing Committee considers to be of major strategic significance to or long-term impact on the University;
- those matters on which, in the opinion of a Standing Committee chair, there has been a strong division of opinion within the Standing Committee; and
- issues in which there is a lack of clarity as to which Standing Committee is responsible.

3. General Faculties Council Terms of Reference / 4. General Faculties Council Procedures

....

a) **New Committees and Ad Hoc Committees**

When GFC establishes a new committee, GFC (or delegate body) shall provide clear, explicit, and detailed terms of reference. (GFC 24 NOV 1980)

- b) **Ad Hoc Committees:** When an ad hoc committee is in doubt as to the scope of its terms of reference, it shall seek clarification and guidance from the Executive Committee of General Faculties Council. (EXEC JUN 1971)

When GFC establishes an ad hoc committee, a reporting date shall be set by the Secretary to GFC. (EXEC 03 MAY 1982)

Ad hoc committees shall be considered as being discharged once their reports are received or accepted by General Faculties Council unless the committee recommends otherwise, or General Faculties Council requests it to continue. (GFC 29 APR 1968)

4. GFC Executive Committee Terms of Reference/3. Mandate of the Committee: "To act as the executive body of General Faculties Council and, in general, carry out the functions delegated to it by General Faculties Council."

[...]

"5. Agendas of General Faculties Council

GFC has delegated to the Executive Committee the authority to decide which items are placed on a GFC Agenda, and the order in which those agenda items appear on each GFC agenda.

When ordering items, the GFC Executive Committee will be mindful of any matters that are of particular concern to students during March and April so that the student leaders who bring those items forward are able to address these items at GFC before their terms end. (EXEC 06 NOV 2006)

[...]

With respect to recommendations from other bodies and other GFC committees, however, the role of the Executive Committee shall be to examine and debate the substance of reports or recommendations and to decide if an item is ready to be forwarded to the full governing body. The Executive Committee may decide to refer a proposal back

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	to the originating body, to refer the proposal to another body or individual for study or review, or to take other action in order to ready a proposal for consideration by General Faculties Council. When the GFC Executive Committee forwards a proposal to GFC, it shall make a recommendation that GFC endorse; endorse with suggested amendments; not endorse; or forward the proposal with no comment.”
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Routing (Include meeting dates)

Participation: (parties who have seen the proposal and in what capacity)	GFC Executive Committee (for discussion) – December 7, 2015 and January 11, 2016 General Faculties Council (for discussion) – January 25, 2016 GFC Executive Committee (for discussion) – February 1 and March 7, 2016 GFC Executive Committee Working Group on Academic Governance (for discussion)– February/March General Faculties Council (for discussion) – March 21, 2016 Academic Governance Working Group (for discussion) – April 2016 GFC Executive Committee (for discussion) – April 11, 2016 General Faculties Council – May 2, 2016 Academic Governance Working Group (for discussion) – May 2016 General Faculties Council Executive – May 16, 2016
Approval Route (Governance) (including meeting dates)	GFC Executive Committee – May 16, 2016 General Faculties Council – May 30, 2016
Final Approver	General Faculties Council – May 30, 2016

Attachments:

Attachment 1 (pages 1-6): Excerpt from the *Post-Secondary Learning Act*, sections 26 and 31. Complete text available at: <http://www.qp.alberta.ca/documents/Acts/p19p5.pdf>

Attachment 2: Presentation to GFC, May 30, 2016

Prepared by: Marion Haggarty-France, University Secretary, marion.haggarty-france@ualberta.ca, and Meg Brolley, GFC Secretary and Manager of GFC Services, meg.brolley@ualberta.ca, and with input from members of the Academic Governance Working Group

Introduction

Charged, as it is, with making recommendations with regard to academic governance, the ad hoc committee began its work by identifying some of the core ‘guiding principles’ that should inform its deliberations.

We understand ‘governance’ as the processes through which an organization defines and achieves its mandate. This includes making decisions with regard to the structures, policies, and practices of decisionmaking, the exercise of authority, and the mechanisms of accountability.

University governance is multi-level and bicameral. Provincial legislation – the Post-Secondary Learning Act (PSLA) – sets the framework for university governance. At the institutional level, the PSLA prescribes that UAlberta will have bicameral institutions of governance – that is, there are two governing bodies. The Board of Governors (the Board) oversees the business affairs of the institution – from appointing the President, through to approving budgets, investment strategies, collective agreements, and long-range strategic planning. The General Faculties Council (GFC) oversees ‘academic affairs’.

To understand the operations of the university, it is important to note the distinction between ‘governance’ and ‘administration’. While the Board and GFC set policies and establish broad directions for the institution, the university’s senior executive team is responsible for administrative operations, including operational policies and decisions. And this is replicated at the Faculty and Departmental levels across the university. Good governance requires collegial practice at all levels including the Board, the executive and all members of the institution.

This *ad hoc* committee’s mandate pertains to reviewing academic governance at the institutional level. Thus, we are to remain focused on the operations of GFC and its standing committees (including the delegation of authority from GFC, the mandate and structure of committees, and related matters).

But, as a matter of principle, we embrace a reasonably expansive understanding of ‘academic affairs’ and, thus, GFC’s mandate. We support the notion that GFC must have the capacity to defend its legitimate role with regard to issues that exist at the boundary between governance and administration, as well as between Board and GFC responsibilities. We also support the notion that GFC should have early opportunities to influence strategic decisions and directions that are set by the Board or administration, but impinge on academic affairs.

Guiding Principles

As a committee, we are committed to the principles of ‘collegial academic governance’. These principles include:

- A desire to build mutual understanding of common goals and shared purpose – operationalized in numerous ways, including the adoption of an institutional strategic plan.
- A commitment to inclusive and participatory governance decision-making.
- A desire to facilitate meaningful individual-level engagement in governance processes.
- A commitment to openness, transparency, and respectful communication.
- A commitment to responsiveness, respect, and reciprocity between governing bodies and between governing bodies and university administration.

Further Guiding Elements

Guided by these principles, we begin our deliberations in agreement on the following:

- GFC must take seriously its responsibility for academic affairs, and commit to showing leadership on emerging issues and serving as a forum for discussing and taking decisions in the interest of academic freedom, and excellence in research, creativity, and teaching and learning.
- While the standing Committees of GFC should have real power to make (or initiate) substantive decisions, a commitment to regular and reciprocal communication should position GFC to ensure that its members retain the capacity to bring significant issues to the floor of GFC for debate and decision. Standing Committee chairs have a responsibility to identify issues that Standing Committee members feel are deserving of discussion by full GFC.
- The composition of GFC Standing Committees should reflect the principle of meaningful representation of elected, appointed, and ex officio, and student, staff, and faculty membership.
- While ensuring appropriate checks and balances are in place, appropriate consultations occur, and competing interests are always considered, GFC's committee structure and decision making processes should be designed to ensure streamlined pathways for the consideration and, when desired, approval of proposals flowing from Faculties and other units within the University.
- Meetings of GFC must be conducted in a manner that encourages participation and engagement.
- Members of GFC, whether they are elected, appointed, or ex officio, student, staff, or faculty, should be encouraged to represent the interests of any 'constituency' with which they are affiliated, while also considering competing interests and striving to consider (and define) the broader institutional interest. This overview of the ad hoc committee's guiding principles is, in many ways, incomplete, but it reflects our starting point for considering the many issues before us.

Approved by GFC: November 21, 2016



Past GFC Reviews:

- 1966 – Committee on Procedures
- 1973 – Committee to Study the Role of General Faculties Council
- 1978 – President’s Committee on University Legislation
- 1980 – ad hoc Committee on GFC Committee and Procedures (established May 1978, reported November 1980)
- 1981 – report by Executive Assistant to the President on streamlining the GFC committee structure
- 1994 – GFC Executive report and recommendations on Governance Issues and GFC Committee Structure (tabled)
- 1996 – Review of above report by Vice-President (Academic)
- 2002/03 – Maintaining Momentum – Funding Solutions Task Force included University Governance
- 2005 – Dimond report (recommendations related to Funding Solutions Task Force) – included unification of Board/GFC support system

More recent reviews:

- 2013 – Academic Governance: Moving Forward – White Paper on General Faculties Council Reforms
- 2014 – Students’ Union Discussion Paper on General Faculties Council (considered by GFC Executive, not forwarded to GFC as report was not complete) (released, upon a request at GFC September 2015)
- 2014 – Report of Task Force on GFC Reforms (released, upon a request at GFC September 2015)

CONSULTATIONS

General Faculties Council	-September 26, 2016 – approval of <i>ad hoc</i> Committee Terms of Reference and membership -Updates: November 21, 2016, January 30, 2017 -March 20, 2017 – update and preliminary recommendations
GFC Executive Committee	- September 12, 2016 – <i>ad hoc</i> Committee Terms of Reference and membership -Updates: October 31, 2016, January 13, 2017 -February 13, 2017 -March 6, 2017 – update and preliminary recommendations -April 10, 2017 – final recommendations and report
President	-September 23, 2016 -October 3, 2016 -November 15, 2016 -January 24, 2017 -January 30, 2017 -March 16, 2017 -April 4, 2017 -April 7, 2017
Provost and Vice President (Academic)	-September 23, 2016 -November 15, 2016 -January 24, 2017 -January 26, 2017 -February 28, 2017 -March 16, 2017 -April 4, 2017 -April 7, 2017
GFC Standing Committee Chairs	-December 2016 (written feedback), February 1, 2017
GFC Academic Standards Committee	-December 15, 2016, February 16, 2017
Chair, GFC Nominating Committee, Jonathan White	-December 15, 2016, February 1, 2017
Associate Dean Pharmacy, Dion Brocks	-December 16, 2016
Associate Dean ALES, Scott Jeffrey	-December 16, 2016
Associate Dean Medicine and Dentistry, Fraser Brenneis	-December 16, 2016
Former Vice-Provost (Programs), Nat Kav	-December 16, 2016
Director, Student Ombuds, Natalie Sharpe	-December 16, 2016
Advisory Committee on Enrolment Management	-January 2017 (online survey), January 27, 2017
Student Representative on GFC Academic Standards Committee, Kasia Tymczak	-January 3, 2017
Former GFC CLE Chair, Robert Luth	-January 12, 2017
Vice Provosts' Council	-January 16, 2017
Chair, GFC Committee on the Learning Environment, Sarah Forgie	-January 16, 2017

**GFC AD HOC COMMITTEE ON ACADEMIC
GOVERNANCE INCLUDING DELEGATED
AUTHORITY**

List of Consultations

Office of the Vice President (Research) -Lorne Babiak -Katharine Moore	-January 17, 2017
Former GFC CLE Chair, Olive Yonge	-January 17, 2017
Deans' Council	-January 18, 2017
Vice Provost and Chief Librarian, Gerald Beasley	-January 19, 2017
GFC Campus Law Review Committee	-January 26, 2017, March 23, 2017
Office of the Registrar -Lisa Collins -Melissa Padfield -Sam Stowe	-January 26, 2017, March 9, 2017
Director, Student Conduct and Accountability, Deb Eerkes	-January 26, 2017
University Research Policy Committee	-January 27, 2017
FGSR Policy and Governance Coordinator, Janice Hulburt	-January 31, 2017
GFC Academic Standards Committee Subcommittee on Standards	-February 2, 2017
Chair, Board of Governors, Michael Phair	-February 3, 2017
Vice-Provost and Associate Vice-President (Information Services and Technology), Mike MacGregor	-February 6, 2017
Associate Vice-President (Academic)/Associate Vice-President (Research), Randy Goebel	-February 6, 2017
GFC Representative to the Council on Student Affairs (COSA), Dilini Vethanayagam	-February 8, 2017 (research), February 15, 2017 (COSA)
GFC Nominating Committee	-February 13, 2017
GFC Undergraduate Awards and Scholarships Committee	-February 14, 2017
GFC Academic Planning Committee	-February 15, 2017
GFC Facilities Development Committee	-February 16, 2017
Faculty of Graduate Studies and Research	-February 22, 2017
GFC Committee on the Learning Environment	-March 1, 2017
GFC University Teaching Awards Committee	-March 3, 2017
Senior Development Officer Alberta School of Business, Ken Crocker	-March 8, 2017
Office of the Vice-Provost and Dean of Students -Andre Costopolous -Katherine Zwicker	-March 14, 2017



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Pennock, Lea, Glen A. Jones, Jeff M. Leclerc, and Sharon X. Li. "Academic senates and university governance in Canada: changes in structure and perceptions of senate members." Paper presented at the annual meeting of the Consortium of Higher Education Researchers, Belgrade, Serbia, September 10-12, 2012.

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