The following Motions and Documents were considered by the General Faculties Council at its Monday, June 22, 2020 meeting:

Agenda Title: **New Members of GFC**

CARRIED MOTION:
TO RECEIVE:

The following statutory faculty members who have been elected/re-elected by their Faculty, to serve on GFC for a term of office beginning July 1, 2020 and ending June 30, 2023:

Elena Posse de Chaves, Faculty of Medicine and Dentistry
Frances Plane, Faculty of Medicine and Dentistry
Sujata Persad, Faculty of Medicine and Dentistry
Hollis Lai, Faculty of Medicine and Dentistry
Keith Rourke, Faculty of Medicine and Dentistry
Carolyn Sale, Faculty of Arts
Christine Hughes, Faculty of Pharmacy and Pharmaceutical Sciences

CARRIED MOTION:
TO APPOINT:

The following undergraduate student to serve on GFC for a term of office beginning June 22, 2020 and ending April 30, 2021:

Makboolee Fyith, Faculty of Pharmacy and Pharmaceutical Sciences

The following appointed NASA representative to the Board of Governors to serve for a three-year term concurrent with her appointment to the Board of Governors.

Breda Cormack, NASA Appointee to the Board

The following elected NASA representative to serve on GFC for a one-year term, beginning on July 1, 2020 and ending June 30, 2021:

Shannon Erichsen, NASA Representative to GFC

FINAL Item: 4

Agenda Title: **Final Report of GFC Executive's Transition Committee**

CARRIED MOTION:
THAT the General Faculties Council discharge, with thanks, the GFC Executive ad hoc Transition Committee.

FINAL Item: 5

Agenda Title: **University of Alberta for Tomorrow**

CARRIED MOTION:
THAT the General Faculties Council endorse the principles and objectives for academic restructuring, as described in Attachment 1.

FINAL Item: 6

Agenda Title: **Document Submitted by GFC Member**

During the discussion item, two motions were moved and seconded.

In taking its decisions for where in-person instruction for Fall 2020 courses will be permitted, the Institutional Review Committee will prioritize pedagogical considerations over financial considerations.

So that the University of Alberta may meet its pedagogical responsibilities in regard to Fall 2020 instruction, the Government of Alberta will be asked to provide special funds to cover the costs involved in providing all in-person instruction approved by the Institutional Review Committee.

The MOTIONS FROM THE FLOOR were *RULED OUT OF ORDER BY THE CHAIR.*

The Chair's ruling was challenged and a vote by members was taken.

DEFEATED MOTION:
Challenge to the Chair's ruling.

FINAL Item: 10

New Members of GFC

MOTION I: TO RECEIVE*:*

The following statutory faculty members who have been elected/re-elected by their Faculty, to serve on GFC for a term of office beginning July 1, 2020 and ending June 30, 2023:

Elena Posse de Chaves	Faculty of Medicine and Dentistry
Frances Plane	Faculty of Medicine and Dentistry
Sujata Persad	Faculty of Medicine and Dentistry
Hollis Lai	Faculty of Medicine and Dentistry
Keith Rourke	Faculty of Medicine and Dentistry
Carolyn Sale	Faculty of Arts
Christine Hughes	Faculty of Pharmacy and Pharmaceutical Sciences

MOTION II: TO APPOINT:

The following undergraduate student to serve on GFC for a term of office beginning June 22, 2020 and ending April 30, 2021:

Makboolee Fyith	Faculty of Pharmacy and Pharmaceutical Sciences

The following appointed NASA representative to the Board of Governors to serve for a three-year term concurrent with her appointment to the Board of Governors.

Breda Cormack	NASA Appointee to the Board

The following elected NASA representative to serve on GFC for a one-year term, beginning on July 1, 2020 and ending June 30, 2021:

Shannon Erichsen	NASA Representative to GFC

FINAL Item No. 5

Governance Executive Summary
Action

Agenda Title	**Final Report of GFC Executive's Transition Committee**

Motion

THAT the General Faculties Council discharge, with thanks, the GFC Executive ad hoc Transition Committee.

Item

Action Requested	☒ Approval ☐ Recommendation
Proposed by	GFC Executive ad hoc Transition Committee
Presenter	Eleni Stroulia, Chair, GFC Executive ad hoc Transition Committee

Details

Responsibility	General Faculties Council
The Purpose of the Proposal is (please be specific)	The proposal is before the committee to report on the activities and outcomes of the transition committee.
Executive Summary (*outline the specific item – and remember your audience*)	Following the endorsement by GFC of the Report of the ad hoc Committee on Academic Governance including Delegated Authority on April 21, 2017, the GFC Executive Committee established a Transition Committee on May 15, 2017 to provide advice and guidance in the implementation of the 48 recommendations contained in the report. The Transition Committee began meeting in September 2017 and met monthly thereafter to guide the implementation of the recommendations with a goal of completion by April 2019. In April of 2019 the Transition Committee reported that there were two remaining pieces of work: (a) the revised terms of reference of the Committee on the Learning Environment (CLE) and (b) the streamlining of program approval pathways. CLE's new terms of reference were approved to take effect on January 1, 2020 and the proposed changes and streamlining of program approval pathways were approved on May 25, 2020 to take effect in September 1, 2020. At this time, the work of the transition committee is complete.
Supplementary Notes and context	

Engagement and Routing (Include proposed plan)

Consultation and Stakeholder Participation	GFC Executive - June 15, 2020 General Faculites Council - June 22, 2020

Strategic Alignment

Alignment with *For the Public Good*	Objective 21	
Alignment with Institutional Risk Indicator	Please note below the specific institutional risk(s) this proposal is addressing.	
	☐ Enrolment Management	☒ Relationship with Stakeholders

	☐ Faculty and Staff ☐ Funding and Resource Management ☐ IT Services, Software and Hardware ☒ Leadership and Change ☐ Physical Infrastructure	☒ Reputation ☐ Research Enterprise ☐ Safety ☐ Student Success
Legislative Compliance and jurisdiction	*Post-secondary Learning Act* GFC Executive Committee Terms of Reference General Faculties Council	

Attachments:

1. Final Report of the GFC Executive Transition Committee
2. GFC Executive ad hoc Transition Committee Terms of Reference

Prepared by: University Governance

FINAL REPORT OF THE GFC EXECUTIVE AD HOC TRANSITION COMMITTEE

Background

Following the endorsement by GFC of the Report of the ad hoc Committee on Academic Governance including Delegated Authority on April 21, 2017, the GFC Executive Committee established a Transition Committee on May 15, 2017 to provide advice and guidance in the implementation of the 48 recommendations contained in the report.

The Transition Committee began meeting in September 2017 and met monthly thereafter to guide the implementation of the recommendations with the goal of completion by April 2019.

Because there was additional work to be done on program approval pathways, in January 2019, the Transition Committee recommended the establishment of the ad hoc committee on Program Approval Processes with the purpose to review current approval processes and propose revised pathways with a timeline of no later than April 30, 2020. Due to the events of 2020, the deadline was extended to the end of May 2020.

Implementation of Recommendations

The recommendations of the ad hoc committee fell into the following areas:

1. GFC Principles

   The following four documents were developed to guide the implementation of the ad hoc committee's recommendations and serve as a basis for future efforts to evaluate and improve academic governance at the University of Alberta.

   GFC approved these principles on April 21, 2017:

   - Principles of Delegation of Authority
   - Principles of Committee Composition
   - Roles and Responsibilities of Members
   - Procedural Rules

2. Terms of Reference

   When the report of the ad hoc committee was endorsed, GFC had 9 standing committees. With a template designed to provide clarity and transparency, each of these committees was charged with refining draft terms of reference for approval by the committee and by GFC.

   The new format of the terms of reference was designed to be easy to read, provide transparency on the role and responsibilities, and clearly articulate the committee's delegated authority from GFC.

In addition, changes were proposed to the committee structure:

- Establishment of a free-standing Nominating Committee (NC)
- Disbandment of the Replenishment Committee and reassignment of duties to NC
- Moving the Council on Student Affairs (COSA) under the governance umbrella and revising its role and mandate to participate in the academic governance mission of the university

GFC has approved new/revised terms of reference for the following committees (available at the member zone of ualberta.ca/governance):

- Student Conduct Policy Committee (formerly the Campus Law Review Committee)
- Facilities Development Committee
- Nominating Committee (with concurrent disbandment of the Replenishment Committee)
- University Teaching Awards Committee
- Undergraduate Awards and Bursaries Committee (formerly the Undergraduate Awards and Scholarships Committee)
- Executive Committee
- Council on Student Affairs
- Academic Standards Committee
- Academic Planning Committee
- General Faculties Council
- Committee on the Learning Environment

3. Overall GFC practices

A number of changes have been implemented to increase engagement:

- The number of GFC meetings increased to 8 per year, from 6, beginning in 2017-2018.
- Early Consultation was added as a regular item to the GFC agenda allowing for members to contribute to items at a strategic level.
- As part of their discussions, committees consider when it is appropriate to send items to GFC rather than exercise their delegated authority.
- There is a commitment for all committees, and GFC, to review terms of reference and delegations on a 3-year cycle. The GFC Executive Committee has been given the responsibility for ensuring this review takes place.

Orientation and education have also been strengthened:

- Enhanced orientation for GFC, committees and committee chairs and vice-chairs occurs annually each fall.
- Governance 101 materials have been updated and there are typically three sessions per year (Sep, Feb and Jun) to new GFC members and other members of the community.

- A GFC and Committee Member Guidebook has been developed and is available online.
- University Governance has been added to the orientation of different cohorts (new faculty, new Deans, new chairs and other members of the U of A community) so that they are introduced to governance in a contextual manner, relevant to their interests and activities.
- A prototype searchable web site, OpenGov, has been developed to enable text-based search of the meeting agendas and key words of the GFC committee and standing committees. Due to timing and resources, OpenGov has not yet been implemented and work will continue to refine this tool. It remains a key objective to improve access to governance decisions and materials.

4. Relationship between GFC and the Board of Governors

The following changes were made starting in 2017-2018 to improve communications between the two governing bodies:

- The Chair of the Board is invited to speak at a GFC meeting annually, typically early in the academic year.
- An annual joint, Board, GFC, and Senate Summit has been established (and has occurred three times), with its agenda co-developed by members of the Exec and the Board.

5. Delegated Authority

Delegation was one of the key issues examined in the ad hoc committee review of academic governance, which resulted in the following actions:

- GFC approved the Principles of Delegation of Authority, which outline what can be delegated, under what circumstances, and when delegated authority should not be exercised.
- Delegated authorities are clearly delineated within the terms of reference of each committee and a curated list of all GFC delegations is linked to the GFC terms of reference.
- Terms of reference call for a review of delegations every three years.
- A curated list of GFC delegations is available on the University Governance website and linked to the GFC terms of reference. This will be a continuing project to ensure a complete and accurate list.

6. Academic Program Approval

Through the implementation phase, it became apparent that program pathways (including establishment, evolution, and suspension) were quite complex, and asymmetrical for the undergraduate and graduate levels. Some streamlining of this process occurred through review of committee terms of reference and were reflected in the terms for ASC and APC.

Further work was needed to provide a system that would serve the university well into the future. Therefore the GFC Executive Committee established an ad hoc committee in January 2019 to review current program approval processes and propose revised pathways. These recommendations came forward for consultation in fall 2019.

The recommendations presented a significant departure from current practice but provided a cohesive, transparent, and streamlined approach to the process. The proposal was refined and strengthened through extensive consultation over the following months and was approved by GFC on May 25, 2020 to take effect in September 2020.

Structurally, one new standing committee (the GFC Programs Committee) will be added to GFC, the Academic Standards Committee will be disbanded, and GFC Policy Manual Section 37 will be rescinded. Components of program approval have been removed from the terms of reference of APC and Executive. APC will continue to deal with proposals with institution wide implications to the university's longer term academic, research, financial, and facilities development according to their mandate.

7. Relationship between GFC and Faculty Councils

Faculty Councils play an important role in academic governance, but an apparent disconnect between them was identified by the ad hoc committee. The following steps have been taken to assist the Faculty Councils to clarify their work and will continue in the coming months:

- A template has been drafted to support Faculties in reviewing and, if necessary, updating their terms of reference. This was shared with Deans' Council in March 2019.
- The Faculties have been encouraged to review their membership and quorum requirements.
- Some Faculties are in the process of reviewing and revising terms of reference.
- Reports to Faculty Council by their GFC representatives are instituted into some Faculty Council agendas.
- Ongoing activities are under way to curate delegations from GFC to Faculty Councils.

Conclusion

The Transition Committee was tasked with ensuring the implementation of the 48 recommendations of the ad hoc committee and given a two-year time line for completion. Through the efforts of many participating at the committee and stakeholder levels, and with the support of the GFC Executive Committee and GFC, the implementation has concluded.

At this time, academic governance is ready to engage in the renewal process as terms of reference approved in the early implementation stages will be coming forward as part of the

regular review process. The lessons learned will continue to inform improvement to processes and respond to a changing environment.

Reference documents:

1. Report of the ad hoc Committee on Academic Governance including Delegated Authority
2. Terms of Reference of the GFC Executive Transition Committee (attached)

Submitted by:

Eleni Stroulia, Chair (GFC and GFC Executive Committee member)
Tammy Hopper, Vice-Chair (Vice-Provost Programs)
Mark Loewen (Chair of the ad hoc committee)
Steve Patten (Vice-Chair of the ad hoc committee)
Shane Scott/Akanksha Bhatnagar (student representatives)

GFC Executive ad hoc Transition Committee
(Academic Governance Including Delegated Authority)

Purpose:
To advise and guide the implementation of the recommendations of the ad hoc Committee on Academic Governance Including Delegated Authority

Composition:

- One member of the GFC Executive Committee
- One recent past member of the GFC Executive Committee
- Two members of the ad hoc Committee on Academic Governance Including Delegated Authority
- Provost, or delegate

- Resource members: GFC Secretary, University Secretary, others as required

Terms of Reference:

1. Monitor the progress of the implementation groups
2. Provide advice and guidance to implementation groups
3. Report to GFC and the GFC Executive Committee on the status of the recommendations

Timeline:
Consideration and action on the recommendations to be complete on or before April 2019

Approved by GFC Executive Committee: May 15, 2017

FINAL Item No. 6

Governance Executive Summary
Action Item

Agenda Title	**University of Alberta for Tomorrow (UAT)**

Motion

THAT the General Faculties Council endorse the principles and objectives for academic restructuring, as described in Attachment 1.

Item

Action Requested	☒ Approval ☐ Recommendation
Proposed by	Bill Flanagan, President-elect
Presenter	Bill Flanagan, President-elect Steve Dew, Provost and Vice-President (Academic) Gitta Kulczycki, Vice-President (Finance and Administration)

Details

Office of Administrative Responsibility	Office of the President
The Purpose of the Proposal is (please be specific)	The Purpose of this Proposal is to continue APC's engagement with President-elect Bill Flanagan's vision for transformation at the University of Alberta. In particular, today's item includes discussion of the principles drafted by the Academic Restructuring Working Group (ARWG).
Executive Summary (*outline the specific item – and remember your audience*)	With fundamental sweeping transformation, the U of A can address the current funding crisis and enhance delivery on its Vision and Mission. This will require profound change in all parts of the university, including: ● how faculties are organized and work to achieve the academic mission ● how professional and administrative services support and enable the academic mission ● how the university uses and develops its assets. U of A can turn this challenge into a strategic, structural, cultural and process transformation of the university. This transformation will be organized around two major projects: the Service Excellence Transformation (SET) Initiative and Academic Restructuring. The Academic Restructuring Working Group has drafted the attached principles to direct the work of the project. The principles are the focus of our first round of consultation on academic restructuring. The Provost and Vice-President (Academic) will also provide an update to APC on the membership of the Academic Restructuring Working Group.

Vice-President (Finance and Administration) Gitta Kulczycki will provide a verbal update on the SET initiative.

ARWG Membership

Provost and Vice-President (Academic) or delegate	Steve Dew
Vice-President (Research and Innovation) or delegate	Walter Dixon
Four Deans	Joseph Doucet
	Matina Kalcounis-Rueppell
	Bob Haennel
	Brooke Milne
Two Department Chairs	Ken Cadien
	David Eisenstat
One Centre/Institute Director	Geoffrey Rockwell
Faculty members	Nadir Erbilgin Shalene Jobin Christina Rinaldi
President, Students' Union	Joel Agarwal
President, Graduate Students' Association	Marc Waddingham
Vice-Provost (Programs)	Tammy Hopper
Director, Faculty Relations	Michelle Strong (or delegate)
Senior Financial Officer	Edith Finczak
Additional Members	Wendy Rodgers Kathleen Brough

Supplementary Notes and context	*<This section is for use by University Governance only to outline governance process.>*

Engagement and Routing (Include proposed plan)

Consultation and Stakeholder Participation	President's Executive Committee General Faculties Council Board of Governors Deans' Council

Strategic Alignment

Alignment with *For the Public Good*	GOAL: Experience diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success.	
Alignment with Core Risk Area	Please note below the specific institutional risk(s) this proposal is addressing.	
	☐ Enrolment Management ☐ Faculty and Staff ☒ Funding and Resource Management ☐ IT Services, Software and Hardware ☒ Leadership and Change ☐ Physical Infrastructure	☐ Relationship with Stakeholders ☒ Reputation ☐ Research Enterprise ☐ Safety ☐ Student Success
Legislative Compliance and jurisdiction	*Post-Secondary Learning Act* APC Terms of Reference General Faculties Council	

Attachments (each to be numbered 1 - <>)

1. Draft Academic Restructuring Principles and Objectives

Prepared by: Kathleen Brough, Senior Administrative Officer, Office of the Provost and VP (Academic)

Academic Restructuring - Principles and Objectives

DRAFT June 4, 2020

The Academic Restructuring Working Group will work in parallel with the Service Excellence Transformation (SET) initiative. While ARWG's work will focus on our academic structures, SET will focus on transformation of institutional business processes and tasks, including such things as procurement, payroll etc.

In guiding the work of the Academic Restructuring Working Group (ARWG), we start with the Mission, Vision and Values as laid out in *For the Public Good*:

Vision

To inspire the human spirit through outstanding achievements in learning, discovery, and citizenship in a creative community, building one of the world's great universities for the public good.

Mission

Within a vibrant and supportive learning environment, the University of Alberta discovers, disseminates, and applies new knowledge for the benefit of society through teaching and learning, research and creative activity, community involvement, and partnerships. The University of Alberta gives a national and international voice to innovation in our province, taking a lead role in placing Canada at the global forefront.

Values

The University of Alberta 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.

- Above all, we value intellectual integrity, freedom of inquiry and expression, and the equality and dignity of all persons as the foundation of ethical conduct in research, teaching, learning, and service.
- We value excellence in teaching, research, and creative activity that enriches learning experiences, advances knowledge, inspires engaged citizenship, and promotes the public good.
- We value learners at all stages of life and strive to provide an intellectually rewarding educational environment for all.
- We value academic freedom and institutional autonomy as fundamental to open inquiry and the pursuit of truth.
- We value diversity, inclusivity, and equity across and among our people, campuses, and disciplines.
- We value creativity and innovation from the genesis of ideas through to the dissemination of knowledge.
- We value the history and traditions of our university, celebrating with pride our people, achievements, and contributions to society

Beyond these, the ARWG will be guided by the following additional **principles**

- The ARWG will be consultative and transparent in its work, engaging the university community as well as the General Faculties Council and the Board of Governors.

- The ARWG will act in the best interests of the entire institution.
- The ARWG will make recommendations that are data-informed and future focused.
- The ARWG will assess impacts of proposals on equity, diversity, and inclusion, to ensure that proposals do not negatively impact institutional efforts towards EDI.
- The ARWG will move very quickly in pursuing its objectives, given the University's current situation.

Scope

The ARWG will develop recommendations for structural changes to faculties and departments at the University of Alberta, and will identify processes and strategies for achieving these recommendations. Recommendations may include proposals to create, merge, close, or re-profile Faculties, Departments, Divisions, Centres or Institutes.

Objectives

- Position the University for future success by:
    - Prioritizing resources for front line teaching and research
    - Supporting more collaboration and interdisciplinarity in research and teaching by broadening disciplinary spans of academic units
    - Creating a leaner, more agile, more coordinated and more strategic organizational structure including its senior academic leadership body, Deans' Council
    - Making faculties and departments more consistent in size so each has a more balanced voice, stake, and responsibility in institutional strategy and operations
    - Aligning faculty and department support structures to be more efficient, effective, consistent, and student facing
    - Aligning structures of faculties and departments to better support our community, Alberta's economy and society, and the pursuit of learning and scholarship with global reach.
    - Reinforcing its role and academic focus within the differentiated roles and mandates of institutions in Campus Alberta in anticipation of and conjunction with the postsecondary system review
    - Ensuring clear identity, responsibility, and leadership of academic programs to support innovation, relevance, and accreditation requirements
- Significantly reduce the costs to support the academic mission of the university by:
    - Reducing the number of faculties and departments through consolidation to create economies of scale and reduce duplication of similar programs, courses and services
    - Consolidating functions that support teaching and research in academic units from the department to faculty or central levels, where appropriate
    - Reducing duplication of business functions and creating standardization of roles (in conjunction with the SET initiative)
    - Reducing the number of academics in leadership roles to recruit and support, thereby allowing better training and support for those that remain in those roles and keeping more faculty members engaged in core research and teaching activities

FINAL Item No. 10

Governance Executive Summary
Advice, Discussion, Information Item

Agenda Title	**Document Submitted by GFC Member**

Item

Proposed by	General Faculties Council Executive
Presenter(s)	Dave Turpin, Chair, General Faculties Council Executive Steve Dew, Provost and Vice-President (Academic)

Details

Office of Administrative Responsibility	General Faculties Council
The Purpose of the Proposal is (*please be specific*)	To seek input and guidance from General Faculties Council on the letter received from Faculty of Arts Academic Staff Representative, Professor Sale
Executive Summary (*outline the specific item – and remember your audience*)	Late Friday, June 12, Professor Sale forwarded the attached letter for consideration by General Faculties Council Executive (GFC – Exec) at its meeting on Monday, June 15. All members of GFC were copied on the correspondence. The member requested that GFC Executive give consideration to adding three motions to the agenda of the special meeting called for June 22, 2020. Members of GFC Executive added the letter to their agenda and discussed how best to proceed. After members of administration provided background and further clarification on matters raised, and following consideration by members, it was recommended that the item be added to the GFC agenda as a discussion item to further allow members the time to consider the matter and because additional information was required before action could be taken on the matters identified in the letter. *Background Information and Clarification on the points raised in the letter* GFC Authority The member raised items regarding the role of GFC and in some cases proposed motions that fall outside of GFC's authority. The *Post Secondary Learning Act* clearly outlines GFC's authority and also the limits of its authority, being subject to the authority of the Board of Governors. Motions before GFC must take this into account. Academic Restructuring Clarification The member notes that GFC is presently being asked to approve a process that the member labelled a "precursor" to the Article A10 Reorganization process set out in the Academic Faculty Schedule of the Collective Agreement with the AASUA. However, that is not reflective of the current situation.

	GFC is currently being engaged in order to help inform the academic restructuring that is currently in the planning phase. Article A10 is very clear that it is engaged only when certain conditions have been met. With no plan currently decided upon, let alone being implemented, the necessary conditions do not exist. Should the process evolve to the point where a Reorganization as defined in Article A10 is proposed, all of the necessary steps set out in the Collective Agreement will be followed, including the involvement of the Academic Planning Committee of GFC. Regarding the member's suggested motion pertaining to the release of any external consultant reports, as noted above, GFC's authority is subject to the authority of the Board. Based on that, and given privacy and contractual obligations, GFC does not have the authority to compel such an action. It is clear that GFC will need to be well informed on all relevant materials if it is to make any decisions related to academic restructuring. The process as outlined commits to this. The purpose of bringing the academic restructuring item to GFC for early and regular discussion is to better guide the process to ensure it meets GFC's expectations on this very important issue. As the member points out, transparency is one of the proposed principles to guide the work of the Academic Restructuring Working Group (ARWG), and sharing the results of any consultancy would be consistent with that principle. Therefore, the Provost as chair of the ARWG, commits to releasing the reports of external consultants, subject to the normal constraints around releasing sensitive information belonging to third parties or provided by individuals in confidence. <u>Fall 2020 Instruction</u> The overarching priority for the delivery of any in-person classes is the health, safety and wellbeing of students, staff, and faculty. Achieving the best in teaching and learning while remaining compliant with public health orders and guidelines is a complicated undertaking in an already complex organization. The University of Alberta is required to meet Occupational Health & Safety legislation as well as meeting COVID-19 public health orders, directives and guidelines. It is important that we offer equitable learning experiences that support program progression and completion and address necessary learning outcomes. All of this must be done within our current and future health and safety and public health context. This not only includes the number of students in a single classroom, the flow of people in shared and transition spaces (hallways, atriums, entrances, etc), but also the janitorial resources required to maintain all spaces and react to potential future COVID-19 outbreaks and a second wave of the pandemic. The process that was developed for Exceptions to Remote

	delivery endeavored to be as simple as possible while taking necessary steps to manage our multifaceted reality. Within this context and that of being at a Level 3 emergency, decisions regarding in-person and remote learning will be driven by program quality and fairness across all student demographics and the need to provide as much certainty as possible to students and staff by making and communicating decisions as early as possible. The Institution Review Committee (IRC) consists of the Fall 2020 Oversight Committee with final sign off by Steve Dew, Provost and Vice-president (Academic) and Andrew Sharman Vice-president (Facilities & Operations) and Executive Lead COVID-19 Public Health Response Team. The major challenge is aligning the number of course exceptions with available infrastructure while meeting required public health orders and health and safety legislation in order to be able to sustain classes **without** interruption as occurred on March 13, 2020. The process begins with the review and consideration by the Faculties and Deans. It is expected that all of the academic and pedagogical merits of the proposals have been fully considered during this stage. After the faculty/Dean have approved the exemption request, it will be assessed by the IRC. Additionally there will be no requirement to evaluate the accommodation processes for students who cannot attend in-person (ex. due to location, immunocompromised status, etc.) as these have also been reviewed by faculties. Whereas health and safety and pedagogical concerns are of the highest priority, the University cannot ignore the costs associated with different scenarios. It is well known that the university is under severe financial strain, and any unplanned dollars put into costs associated with cleaning, plexiglass, hand sanitizer, and PPE, for example, will result in the need for additional cuts elsewhere in the budget of the University. The key elements for review relate to how we can maintain and meet Occupational Health & Safety legislation as well as current and future public health orders and directives, manage any potential COVID-19 outbreaks as well as a second wave potentially during the 2020/21 influenza season. The University must be able to sustain its full suite of complex and diverse services/capabilities during the world-wide pandemic over a prolonged period (likely well into 2021) that support our core mission of teaching and research. Balancing this with the desired levels of on-campus teaching and research is complex and challenging if we are to be successful. Motion to Amend Something Previously Adopted GFC and its Standing Committees already operate using the Principles of Delegated Authority which allow for the opportunity for each Committee not to exercise its delegated powers and instead recommend to GFC. Members of GFC are aware of the extensive work and early consultation that took place on the new terms of reference for the

	Programs Committee. The expectation of all GFC members is that they raise any concerns during these formative stages so that all issues can be addressed in a holistic and comprehensive manner rather than having an hoc and one-off approach with a greater prospect of unintended consequences. Regarding academic program suspensions, these important decisions will be recommended by GFC to the Board. The new pathway for program suspensions is as follows: Programs Committee to Academic Planning Committee to GFC to Board Learning Research and Student Experience Committee (BLRSEC) to Board, and then submission to the Ministry. The termination of an academic program *follows* the 2 year suspension period (the key decision being the suspension). Should GFC wish to remove the delegated authority from the newly approved committee, the recommended approach, procedurally, would be to do all of the following: a. Raise a motion to reconsider (Motion for specific purposes 9.2). GFC would then vote on the matter and the item would return to the place before the vote. b. Introduce proposed amendments c. Members of GFC would decide GFC will review Terms of Reference every three years and the new Academic Programs Committee, like all GFC Standing Committees, will be reviewed on a regular basis. **Next Steps:** The item is before members of GFC as a discussion item because there were many issues with important implications for our community. After discussion by members, GFC can decide if further action is required.
Supplementary Notes and context	

Engagement and Routing (Include meeting dates)

Consultation and Stakeholder Participation (parties who have seen the proposal and in what capacity) <For information on the protocol see the Governance Resources section Student Participation Protocol>	*Those who have been **consulted:*** ● GFC Executive, Monday, June 15, 2020 ● GFC, Monday, June 22, 2020
Approval Route (Governance) (including meeting dates)	

Strategic Alignment

Alignment with *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.	
Alignment with Core Risk Area	Please note below the specific institutional risk(s) this proposal is addressing.	
	☐ Enrolment Management ☐ Faculty and Staff ☐ Funding and Resource Management ☐ IT Services, Software and Hardware ☐ Leadership and Change ☐ Physical Infrastructure	☒ Relationship with Stakeholders ☐ Reputation ☐ Research Enterprise ☐ Safety ☐ Student Success
Legislative Compliance and jurisdiction	*Post-Secondary Learning Act* GFC Executive Committee General Faculties Council	

Attachments

1. Letter from Carolyn Sale, Academic Staff Representative for the Faculty of Arts

Prepared by: University Governance

12 June 2020

Dear Colleagues on GFC Executive,

There are two items on the agenda for your Monday meeting that are of considerable importance. I write to ask that when approving the agenda for the special meeting of GFC on 22 June 2020, you add three motions relating to them to the agenda. I am copying all members of GFC here so that everyone knows of these requests.

I want to note upfront my special concerns with the proposal for "Academic Restructuring." Any restructuring of the University is of serious consequence to the current and future health and success of the University, and every line of the proposal merits scrutiny. I am concerned that as it stands the proposal involves no statement in regard to process and no timeline.

It appears that GFC is being asked to approve a **precursor** process to the process for academic reorganization set out in Schedule A, Article A10 "Academic Reorganization" of the 2018-2020 Collective Agreement between the University and the Association of Academic Staff (AASUA).

In my view, that should be explicitly stated in the document. There needs to be absolute clarity around all of this as the University is obligated to follow the process set out in detail in the collective agreement. In that process, proposals for academic reorganization may originate either with a Faculty Council or with the Provost, and the agreement spells out the steps to be followed thereafter. These involve the Faculty Council of any Faculty for which any reorganization is proposed having four months to consider and respond to the proposal from the Provost; proposals then proceeding to APC; and APC making a recommendation to GFC. GFC's role is specified as follows:

> A10.19 GFC shall consider the recommendation from APC and, either:
>
> a) approve the recommendation for Reorganization (with or without changes) and forward its recommendation to the Board;
> b) return the recommendation for Reorganization to the Provost for further consideration; or
> c) reject the recommendation for Reorganization.

Only after GFC has approved a recommendation for reorganization can the proposal for reorganization proceed to the Board of Governors.

My motion in regard to the "Academic Restructuring" proposal relates to the precursor process.

My requests for agenda additions begin, however, with a pair of motions relating to Fall 2020 instruction.

I. Fall 2020 Instruction

The package for Executive's meeting includes an "Overview" document about Fall 2020 instruction which will proceed, after its discussion by Exec, to GFC on June 22nd. This is described as a "living" document.

First, I must say that I find it deplorable that the "Overview" states as one of the "risk" factors with which it is dealing the possible "failure" of faculty and staff "to meet job/position requirements." It is deeply troubling that any member of the senior administration should feel that faculty are a "risk" factor in any respect, or that any governance document should declare this. The document should instead reflect that the faculty and staff do the work of this institution and are the strength of the institution. The faculty and staff make it possible for the University to fulfill its mission of advancing knowledge and educating students.

Second, as I have said before, the General Faculties Council should also, as a matter of collegial governance, be given the opportunity to set policy for the "ten thousand little decisions" that may be taken in regard to Fall 2020 instruction between GFC's meeting of 22 June 2020 and the first day of classes in the Fall.

Other members of GFC may have urgent concerns they wish to bring forward in this regard. Here is mine.

Requests for Exceptions to Remote Instruction

GFC should set policy for how the "review committee under the Fall Planning Oversight Committee" (page 3) will adjudicate requests for exceptions to the blanket decision that instruction will be "remote" or "online." The "Overview" document does not describe how this committee is composed or how it will operate, but presumably its decision-making will be guided by the principles that are set out on the request for exceptions form which claims that the University will "Allow for in-person offerings to occur where necessary."

The problem is that the form that instructors were asked to complete makes it appear that the ultimate considerations are financial. Here is the screenshot of the pertinent material:

NOTE on financing cleaning and PPE for in-person instruction: Once all applications have been received the Institutional Review Committee will assess the possibilities for cleaning of learning spaces and provision of PPE where requested.

Based on what is requested and the central resources available we will determine whether or not expenses associated with cleaning and PPE can be managed centrally or will need to be augmented by the Faculty or Department. We recognize these budgetary considerations will be key decision factors for whether or not in-person instruction can proceed. Central resources for these services are extremely limited and in order to maximize what is possible we require a fulsome understanding of what is needed institutionally before we can provide concrete information on the expense allocation.

NO proposal will receive final approval until this costing has been discussed with the responsible party and information is clearly conveyed to the Faculty and proposing unit.

I ask that GFC Exec add to the agenda for GFC's meeting of June 22nd the following motions:

MOTION 1 (a)

In taking its decisions for where in-person instruction for Fall 2020 courses will be permitted, the Institutional Review Committee will prioritize pedagogical considerations over financial considerations.

MOTION 1 (b)

So that the University of Alberta may meet its pedagogical responsibilities in regard to Fall 2020 instruction, the Government of Alberta will be asked to provide special funds to cover the costs involved in providing all in-person instruction approved by the Institutional Review Committee.

II. Academic Restructuring

At its meeting of 22 June 2020, GFC will be asked to approve the key objectives for President-Elect Flanagan's plans for the academic restructuring that will bring about the "sweeping transformation" of the University of Alberta. As stated in the document that Executive is discussing Monday, this will include "profound change" to:

- how faculties are organized and work to achieve the academic mission
- how professional and administrative services support and enable the academic mission
- how the university uses and develops its assets.

Plans will be developed by the Academic Restructuring Working Group (ARWG) chaired by the Provost. The document declares that the AWRG will be "guided by the following additional principles":

- The ARWG will be consultative and transparent in its work, engaging the university community as well as the General Faculties Council and the Board of Governors.
- The ARWG will act in the best interests of the entire institution.
- The ARWG will make recommendations that are data-informed and future focused.
- The ARWG will assess impacts of proposals on equity, diversity, and inclusion, to ensure that proposals do not negatively impact institutional efforts towards EDI.
- The ARWG will move very quickly in pursuing its objectives, given the University's current situation.

The document then sets out the objectives that the General Faculties Council is being asked to approve. These include:

- Reducing the number of faculties and departments through consolidation to create economies of scale and reduce duplication of similar programs, courses and services

As noted above, the document **does not** set out a process or a timeline for the overall process that includes both the precursor process being set out by President-Elect Flanagan and the process mandated by the collective agreement between the University and the AASUA. I hope that these elements will be added to the document before it comes to GFC on June 22nd. This is especially important given that President Flanagan has indicated that he wants the restructuring to proceed with "extraordinary . . . speed."

Equally urgent is that GFC be provided with the data on which the objectives it is being asked to approve are based. In the presentation to GFC on 25 May 2020 and the subsequent presentation at the "Town Hall" on 2 June 2020, the data were referred to in a summary way, but not presented in full. At its meeting of 22 June 2020, GFC should be shown the full data.

I also request that the following motion in regard to Academic Restructuring be added to the agenda for GFC's special meeting on 22 June 2020:

MOTION 2

Whereas the University of Alberta is a public university that does its work for the public good; and

Whereas the University's work of discovering, disseminating, and applying knowledge for the benefit of society through teaching and learning, research and creative activity, community involvement, and partnerships should be evidence-based, transparent, and subject to public scrutiny; and

Whereas the General Faculties Council is the statutory body charged with responsibility for the academic affairs of the University under section 26.1 of the *Postsecondary Learning Act*; and

Whereas the General Faculties Council has special legal responsibilities to discharge in relation to academic restructuring under the collective agreement between the University and the Association of Academic Staff (AASUA),

> That: to meet its statutory and legal responsibilities in regard to the proposed Academic Restructuring, the General Faculties Council shall receive all data and all reports or recommendations that the President, Provost, or Academic Restructuring Working Group have received or will receive from any and all external consultants who have been or will be asked to provide advice, reports, data, or any recommendations in regard to the proposed Academic Restructuring.

III. Motion to Amend Something Previously Adopted

I also ask that the agenda include a motion to **amend** the "Terms of Reference" for the new "GFC Programs Committee" as approved at GFC's meeting of 25 May 2020.

The new GFC Programs Committee to be struck at 1 September 2020 should not have the delegated authority to terminate or suspend programs — especially not when the University is developing plans for academic restructuring so extensive it will transform the entire institution. Accordingly, I ask that the following motion be added to the agenda for the meeting of 22 June 2020:

Motion 3: "Terms of Reference" for the new "GFC Programs Committee"

That the "Terms of Reference" for the new "GFC Programs Committee" approved by GFC at its meeting of 25 May 2020 be revised as follows:

> **4.1.b,** which currently reads, "Approve the termination of academic programs and report to GFC and APC for information,"
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> **Shall be revised to read:**
> "Recommend the termination of academic programs to GFC."
>
> and
>
> **5.1.a**, which currently reads, "Review and recommend program suspensions to APC."
>
> **Shall be revised to read:**
> "Review and recommend program suspensions to GFC."

Other members of GFC will of course have other objectives that they feel need to be achieved at the meeting of June 22nd in regard to planning for Fall 2020 instruction and President-Elect Flanagan's proposal for academic restructuring.

I thank GFC Executive for its consideration of all of the above, and look forward to GFC's special meeting of 22 June 2020.

Sincerely,

Carolyn Sale
Academic Staff Representative for the Faculty of Arts