



The following Motions and Documents were considered by the GFC Academic Planning Committee at its Thursday, June 11, 2020 meeting:

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

CARRIED MOTION:

THAT the Academic Planning Committee recommend that General Faculties Council endorse the principles and objectives for academic restructuring, as described in Attachment 1.

FINAL Item 5

Governance Executive Summary
Action Item

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

Motion

<p>THAT the Academic Planning Committee recommend that General Faculties Council endorse the principles and objectives for academic restructuring, as described in Attachment 1.</p>
--

Item

Action Requested	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> 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 (<i>outline the specific item – and remember your audience</i>)	<p>With fundamental sweeping transformation, the U of A can address the current funding crisis and enhance delivery on its Vision and Mission.</p> <p>This will require profound change in all parts of the university, including:</p> <ul style="list-style-type: none"> ● 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. <p>U of A can turn this challenge into a strategic, structural, cultural and process transformation of the university.</p> <p>This transformation will be organized around two major projects: the Service Excellence Transformation (SET) Initiative and Academic Restructuring.</p> <p>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.</p>

Item No. 5

	Vice-President (Finance and Administration) Gitta Kulczycki will provide a verbal update on the SET initiative.
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 <i>For the Public Good</i>	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.	
	<input type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input checked="" type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input checked="" type="checkbox"/> Leadership and Change <input type="checkbox"/> Physical Infrastructure	<input type="checkbox"/> Relationship with Stakeholders <input checked="" type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input type="checkbox"/> Safety <input type="checkbox"/> Student Success
Legislative Compliance and jurisdiction	<i>Post-Secondary Learning Act</i> 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