U of A Vision and Mission (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 through teaching and learning, research and creative activity, community involvement and partnerships. The U of A gives a national and international voice to innovation in our province, taking a lead role in placing Canada at the global forefront.
UAT Vision and Goal

- **University of Alberta for Tomorrow** lays out our plan to seize the opportunity to change and affirm our leadership in innovation and entrepreneurship in higher education.

- Our goal? To be leaders in interdisciplinary teaching and research. To enrich student experience, with a dramatically expanded range of work-integrated learning opportunities. To create a highly engaged working environment, focused on the mission of the university. To be an active, impactful partner in community.

- With fundamental systemic reform, we can set a bold new direction for the university of tomorrow.
Why do we need to take urgent action?

- The higher education landscape is changing--Alberta’s post-secondary system is under government review.

- We face an anticipated 33% cut ($216M) to the U of A’s Government of Alberta grant cut over 3 years. For 2020-21, we must absorb $110M.

- Size of cost-reduction is unprecedented in the history of U of A, and the speed at which we must respond is unlike any faced by another institution.

- We must be strategic. If we do not act now, the U of A will be a diminished university with a significantly reduced ability to enrich student experience, contribute to economic growth, or advance the public good in Alberta and beyond.
Major elements of UAT: Service Excellence Transformation and Academic Restructuring

- By restructuring faculties, we can create economies of scale and streamline the administrative support model by reducing the number of players involved.

- Administrative restructuring (SET) will exploit economies of scale, standardize and automate processes to simplify workflows, reduce bureaucracy, find efficiencies and improve quality of service within the funding envelope.

- Coordination between initiatives will be essential, and the processes themselves are highly complementary.
Upcoming UAT community consultations

Town halls:
- Sept 30 - ARWG
- Oct 6 - SET
- Mid-Oct - Alumni
- Nov 19 - SET
- Nov 25 - ARWG
- Dec 15 - ARWG/SET

Faculty Roundtables
- 16 scheduled (Oct 1 - Nov 3)

Online feedback options:
- Feedback link available on uab.ca/uat
- Email: uat@ualberta.ca
*Online feedback will be forwarded to ARWG and SESC*

Engagement with GFC:
- October 19th: Update on consultation on Interim Report (what have we heard, how are we responding)
- November 23rd: Draft final proposal for input and discussion
- December 7th [Special Meeting to be confirmed]: Motion on final proposal
Academic Restructuring

General Faculties Council
September 28, 2020
Academic restructuring

AR supports For the Public Good and UAT by...

- Focusing more of our resources onto frontline delivery of our mission
- Creating a more strategic, nimble, collaborative, accountable academic leadership forum
- Creating a reset in administrative structures (with SET) that can be more consistent and student focused
- Improving scope and structures for greater interdisciplinarity, reducing duplication, focusing academic programming
- Supporting institutional objectives in EDI
Benefits of academic restructuring

- Opportunity to refocus on more forward-looking structures for scholarship and academic programming
- Opportunity to rethink about the organization from a student perspective
- More opportunities for collaboration, interdisciplinarity (fewer silos)
- Smaller group of more engaged leaders at Deans’ Council
  - More nimble, more strategic discussions
Financial benefits of academic restructuring

- There are economies of scale in administering larger units
- The costs to recruit, second, support leaders are reduced
  - Fewer professors taken away from teaching and research
- More opportunities to consolidate courses and academic programs to find efficiencies in delivery and reduce duplication
- Greater potential for consolidating space and reducing the university’s footprint
- Synergistic with SET initiative to create administrative efficiencies
ARWG

- Charged with consulting widely, balancing considerations across the institution, digging into analysis, and presenting options to GFC and Board and ultimately presenting a proposal for those bodies to consider.
- Conducted 12 meetings so far plus breakout activities.
- Considered a wide range of organizational models, experiences at other institutions, consolidation strategies, evaluation criteria, faculty configurations.
- Now seeking feedback from community whether it is on track
Nous report

Nous conducted an examination of structures at other institutions around the world, including those which have undergone transformations.

Observations

1. The UofA has an unusually high number of faculties
2. Number of faculties is not correlated with institutional reputation, resources or number of students
3. Institutions that have significantly reduced number of faculties have not suffered in terms of quality, breadth of programming, rankings, research.
Interim Report of the ARWG

- Aim: check-in with stakeholders, provoke discussion, support consultation
- Presents 3 scenarios of faculty structures and recommends:
  a. Take a consolidation approach of existing units over *de novo* design
  b. Decouple the administrative functions from the academic ones, concentrate the former into a very small number of high level units, anchor the latter in delivery of our programs and research
  c. Reduce the number of leaders forming/executing institution-wide strategy and overseeing day-to-day operations
  d. Retain the autonomy of the three small community-specific faculties
- Defers department structure until have faculties worked out
Scenario A: Health Sciences

- FoMD
- ARTS
- SCIENCE
- ENGG
- ALES
- HEALTH SCI
  - NURSING
  - SPH
  - REHAB
  - PHARM
  - KSR
- EDUCATION
- BUSINESS
- LAW
- AUGUSTANA
- CSJ
- NATIVE ST
Scenario B: Tri-Agency Alignment
Scenario C: Consolidated and Shared Division

**SHARED DIVISION (TBD)**
- EDUCATION
- BUSINESS
- LAW

**FoMD**

**ARTS & SCIENCE**
- AUGUSTANA

**HEALTH SCI**
- NURSING
- SPH
- REHAB
- PHARM
- KSR

**APPLIED SCIENCES**
- ENGG
- AES
Main Questions So Far

- Scenario costing - what is the difference between operational and leadership savings; how are they calculated?
- What happens if we don’t achieve savings through academic restructuring?
- What is a Division; how are roles divided across levels?
- How can adding a level to our hierarchy reduce costs?
Scenario Costing

- Estimates so far are very high level. They can be refined once we have a better sense of the direction we are going.
- Operations savings stem from economies of scale of consolidating support functions into bigger, more specialized units. Estimates come from modeling of UofA UniForum data. Savings are direct and overlap with SET program.
- Leadership savings stem from having fewer units to lead or from restructuring academic roles. Estimates come from counting heads under different scenarios and assumptions. Savings are indirect.
Restructuring Financial Objectives

● Our budget will shrink by ~$127M by 2022-23.
● Academic restructuring and SET aim to achieve these reductions without harming our research productivity, learning environment and student supports.
● There is overlap between the savings estimated by both approaches, but the more we achieve with academic restructuring, the easier it will be to implement SET.
Divisions and Roles

- A Division groups faculties to provide administrative functions. This provides economies of scale and supports SET in improving efficiency.
- Faculties and Departments focus on academic functions.
- Especially in Scenario B, a Division also provides high level strategy to grow interdisciplinarity and collaboration and reduce duplication.
- In Scenario B, a Division could also provide shared academic functions such as research oversight, international strategy, EDI supports, graduate student administration, etc.
Divisions and Cost Savings

- A Division consolidates administrative functions into a larger unit to be delivered by more specialized, more standardized and more efficient teams.
- A Division can consolidate distributed academic functions so fewer academic leaders are needed and those functions can be better supported by a professional staff.
## Academic Leaders - Current Structure

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Example of possible academic leadership roles

- Exec Dean
  - Div Mgr
  - AD Grad
  - AD Res
  - AD Intl
  - AD EDI
- Acad Dean
  - Fac Mgr
  - AD Prog
  - AD Stud
- Chair
  - Dept Mgr
  - AC Prog
  - Profs
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83 fewer leadership positions (excl. FGSR)
Timeline

March

Phase 1
Stage Setting,
Principles,
Exploration of
potential models,
Analysis

September

Phase 2
Presentation of short list of viable scenarios
to the University community for input and feedback.

November

Phase 3
Presentation of final proposal to University
Community for input and feedback.

Approvals
Final Proposal through GFC and the Board for consideration.

WE ARE HERE.
Academic Restructuring Consultations (to Sept 30, 2020)

- Deans’ Council - May 20
- Academic Planning Committee (APC) - May 20
- General Faculties Council (GFC) - May 25
- Town hall - June 2, (on UofA for Tomorrow)
- Deans’ Council - June 3
- APC - June 11
- Board of Governors - June 19
- GFC - June 22, 2020
- Town hall - July 8, (including Thoughtexchanges)
- Board of Governors - July 24
- Deans’ Council - July 29
- Board of Governors - August 14
- Graduate Students’ Association - August 17
- Non-Academic Staff Association - August 19
- Association of Academic Staff - August 20
- APC - August 20
- Students’ Union Council - August 25
- Senior Leadership Retreat - August 26
- Town hall with Equity-Seeking Groups - August 27
- Deans’ Council - September 2
- Board of Governors Retreat - September 4
- Academic Planning Committee - September 9
- Council on Student Affairs - September 10
- Chairs’ Council - September 15
- Academic Planning Committee - September 23
- General Faculties Council - September 28
- Townhall - September 30
Questions and Discussion