

The following Motions and Documents were considered by the Board Finance and Property Committee during the Open Session of its June 8, 2021 meeting:

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Agenda Title: **Metrics Associated With Academic Restructuring**

APPROVED MOTION THAT the Board Finance and Property Committee, on the recommendation of General Faculties Council, recommend that the Board of Governors approve the proposed financial and quality of shared services metrics associated with academic restructuring, as set forth in Attachment 1.

Final Item: 4.

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Agenda Title: **Amendment to the Collection of University of Alberta Students' Union Universal Transit Pass (U-Pass) Fees**

APPROVED MOTION THAT the Board Finance and Property Committee amend the motion originally approved at its meeting of May 25, 2021, to include the U-Pass Program Fee for the Spring / Summer 2022 term, as follows:

THAT the Board Finance and Property Committee, acting with delegated authority of the Board of Governors, approve the collection of the following University of Alberta Students' Union fees for 2021/2022, to take effect September 1, 2021:

- U-Pass Program Fee ---~~\$360.00/annum~~ **\$540.00/annum**

Final Item: 5.

**Governance Executive Summary  
Action Item**

<b>Agenda Title</b>	<b>Metrics Associated With Academic Restructuring</b>
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**Motion**

THAT the Finance and Property Committee, on the recommendation of General Faculties Council, recommend that the Board of Governors approve the proposed financial and quality of shared services metrics associated with academic restructuring, as set forth in Attachment 1.

*Please note: This motion is pending recommendation from General Faculties Council on June 7, 2021, and a similar motion on the proposed metric(s) on interdisciplinarity will be considered by the Board Learning, Research and Student Experience Committee on June 10, 2021.*

**Item**

Action Requested	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Recommendation
Proposed by	Steve Dew, Provost and Vice-President (Academic)
Presenter	Steve Dew, Provost and Vice-President (Academic)

**Details**

Office of Administrative Responsibility	Provost and Vice-President (Academic)
The Purpose of the Proposal is (please be specific)	The proposal is before the committee to consider a set of metrics to measure the success of the Colleges and academic restructuring.
Executive Summary (outline the specific item – and remember your audience)	<p><b><u>Current</u></b> On December 11, 2020, the Board of Governors passed a motion that approved a leadership model for the new colleges that includes leadership by a Council of Deans, with implementation led by a College Dean chosen from among the members of the Council. The motion noted that the structure would be reviewed in 18 months. Reporting requirements were described as follows:</p> <p><i>With clear metrics, including financial and quality of shared services (including clinical, excellence in interdisciplinary research, and education), to be developed by the Board of Governors, with progress to be reported monthly to GFC, the Board of Governors, and administration over the next 12 months.</i></p> <p><b><u>GFC Role in Recommendation</u></b> On February 8, 2021, GFC participated in a committee of the whole discussion on collegial governance. One of the motions passed during that session was: <i>That the Committee of the Whole adopt for inclusion in its report the recommendation that the agenda for the meeting of February 22nd include an item for GFC to determine a process for developing its position on metrics.</i> On February 22, GFC agreed that the Academic Planning Committee was an appropriate venue to develop a position on metrics associated with academic restructuring for GFC's consideration.</p> <p>In considering GFC's position on metrics, the Academic Planning Committee has focused on the following areas, which are priorities for the Board of Governors:</p>

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	<ul style="list-style-type: none"> <li>• <b>Cost-Reduction:</b> One of the goals of the new structure is to reduce costs by realizing economies of scale in larger academic units.</li> <li>• <b>Quality Assurance:</b> The new model must entrench high quality shared services.</li> <li>• <b>Interdisciplinarity:</b> The new model is intended to enhance interdisciplinary program and research opportunities within and across Colleges.</li> </ul>
Supplementary Notes and context	

**Engagement and Routing** (Include proposed plan)

Consultation and Stakeholder Participation	<p>General Faculties Council, Committee of the Whole, Feb 8, 2021          General Faculties Council, February 22, 2021          Academic Planning Committee (APC), March 17, 2021          APC Working Group on Metrics, March 29, April 9, May 11, 2021          GFC Executive - April 12, 2021          GFC APC- April 14, 2021          GFC - April 26, 2021          BFPC - April 27, 2021 (discussion of financial, service quality metric)          BLRSEC - April 30, 2021 (discussion of interdisciplinarity metric)          APC - May 5, 2021          BFPC - May 26, 2021 on financial and shared services metrics (discussion)          BLRSEC - May 28, 2021 on interdisciplinary metric (discussion)</p>
Approval Route (Governance) (including meeting dates)	<p>APC - May 19, 2021 (recommendation)          GFC - June 7, 2021 (recommendation)          BFPC - June 8, 2021 - on financial and shared services metrics (recommendation)          BLRSEC - June 10, 2021 - on interdisciplinary metric (recommendation)          Board - June 18, 2021 (approval)</p>

**Strategic Alignment**

Alignment with <i>For the Public Good</i>													
Alignment with Core Risk Area	<p>Please note below the specific institutional risk(s) this proposal is addressing.</p> <table border="0"> <tr> <td><input type="checkbox"/> Enrolment Management</td> <td><input type="checkbox"/> Relationship with Stakeholders</td> </tr> <tr> <td><input type="checkbox"/> Faculty and Staff</td> <td><input type="checkbox"/> Reputation</td> </tr> <tr> <td><input type="checkbox"/> Funding and Resource Management</td> <td><input type="checkbox"/> Research Enterprise</td> </tr> <tr> <td><input type="checkbox"/> IT Services, Software and Hardware</td> <td><input type="checkbox"/> Safety</td> </tr> <tr> <td><input checked="" type="checkbox"/> Leadership and Change</td> <td><input type="checkbox"/> Student Success</td> </tr> <tr> <td><input type="checkbox"/> Physical Infrastructure</td> <td></td> </tr> </table>	<input type="checkbox"/> Enrolment Management	<input type="checkbox"/> Relationship with Stakeholders	<input type="checkbox"/> Faculty and Staff	<input type="checkbox"/> Reputation	<input type="checkbox"/> Funding and Resource Management	<input type="checkbox"/> Research Enterprise	<input type="checkbox"/> IT Services, Software and Hardware	<input type="checkbox"/> Safety	<input checked="" type="checkbox"/> Leadership and Change	<input type="checkbox"/> Student Success	<input type="checkbox"/> Physical Infrastructure	
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Legislative Compliance and jurisdiction	<p>General Faculties Council Terms of Reference          APC Terms of Reference          Section 60(1) of the Post Secondary Learning Act (PSLA) The board of a public post-secondary institution shall          (a) manage and operate the public post-secondary institution in accordance with its mandate          Section 26(1) of the PLSA states that "Subject to the authority of the board, a general faculties council is responsible for the academic affairs</p>												

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	of the university and, without restricting the generality of the foregoing, has the authority to(...): (o) make recommendations to the board with respect to (...) matters considered by the general faculties council to be of interest to the university” BFPC Terms of Reference BLRSEC Terms of Reference
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Attachment 1: Metrics associated with academic restructuring (pages 1-2)

*Prepared by:* Kathleen Brough, Chief of Staff, Office of the Provost and Vice-President (Academic)

## Metrics associated with academic restructuring

### Background:

On December 11, 2020, the Board of Governors passed three motions that created the new College structure and its leadership model for the University. Reporting requirements were described as follows:

*With clear metrics, including financial and quality of shared services (including clinical, excellence in interdisciplinary research, and education), to be developed by the Board of Governors, with progress to be reported monthly to GFC, the Board of Governors, and administration over the next 12 months.*

The intent of this part of the motion is to provide a mechanism to monitor the effectiveness and progress of the college model through the first year of implementation. However, a major complication is that academic restructuring and SET are tightly integrated and complementary. Both are strategies (economies of scale vs workflow/workforce optimization) to mitigate the organizational impacts that result from the budget cuts so that the academic mission is sustained even as the number of people available to support it is significantly reduced. That they produce overlapping outcomes makes it virtually impossible on a month-by-month basis to separate the financial and service quality impacts resulting from the two strategies. For that reason, the financial and service metrics below are looking at outcomes that result from both elements of UAT.

#### 1) Financial

The purpose of this metric is to track progress towards achieving the UAT goal for cost reduction.

Proposed metric: The annualized cost related to administrative staff and academic leader salaries and benefits (on an FTE basis) will be tracked separately with their sum intended to meet a reduction target of \$29M over the fiscal year ending March 31, 2022. These reductions are inclusive of Deans, College Deans, Vice Deans, Associate Deans, Chairs, Associate Chairs and all salaried administrative staff, excluding student employees.

#### 2) Quality of Shared Services

The purpose of this measure is to provide reassurance that acceptable quality of service is being maintained despite the reduction in expenditure to provide those services.

Proposed Approach: Through a monthly survey of key stakeholders, shared service quality will be monitored at a high level through standardized questions using a 5 point Likert scale, recognizing that different services are being restructured at different times. This will be administered by the SET office to faculty, staff and students as part of its monthly pulse surveying.

Key stakeholders that will be surveyed include key client leaders such as College and Faculty General Managers and Academic Department Managers. For student-facing services, student leaders and a representative sample of users would be polled. For faculty-facing service, faculty leaders and a representative sample of users would be polled. These individuals will be asked to reflect on their personal experience with the services. Respondents will be asked about various aspects of the service including timeliness, whether their particular needs were met and overall satisfaction.

(Note that experience at other institutions indicates that service quality indicators generally initially fall before eventually recovering when restructuring occurs as both providers and users struggle to adjust to new processes. For that reason, a target is not proposed.)

3) Interdisciplinarity

The purpose of this measure is to validate that the college structure is successful at supporting interdisciplinary academic activities.

Proposed Approach: Interdisciplinary scholarship and learning occurs in diverse contexts across the university, making it difficult to quantify in a manner that reflects the different approaches to scholarly work across the academy. We propose that this is an area that is more appropriately assessed through qualitative means and narrative and is perhaps better assessed at the 18 month review rather than on a month by month basis.

## Item No.5

**Governance Executive Summary  
 Action Item**

<b>Agenda Title</b>	<b>Amendment to the Collection of University of Alberta Students' Union Universal Transit Pass (U-Pass) Fee</b>
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**Motion**

THAT the Board Finance and Property Committee amend the motion originally approved at its meeting of May 25, 2021, to include the U-Pass Program Fee for the Spring / Summer 2022 term, as follows:

THAT the Board Finance and Property Committee, acting with delegated authority of the Board of Governors, approve the collection of the following University of Alberta Students' Union fees for 2021/2022, to take effect September 1, 2021:

- U-Pass Program Fee --- ~~\$360.00/annum~~ \$540.00/annum

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	University of Alberta Students' Union
Presenter(s)	Rowan Ley, Students' Union President

**Details**

Responsibility	University of Alberta Students' Union
The Purpose of the Proposal is	To amend the previously approved collection of the U-Pass Fee to include the Spring / Summer term fee.
Executive Summary ( <i>outline the specific item – and remember your audience</i> )	<p><b><u>Current</u></b>          BFPC is being asked to amend the U-Pass Fee motion of May 25, 2021 to correct an incorrect amount of \$360 (the original motion mistakenly omitted \$180 for the Spring / Summer terms), for a total of \$540 annually (for Fall, Winter, and Spring/Summer terms).</p> <p><b><u>Background (from May 25, 2021)</u></b>          The SU is recommending the approval of collection of a U-Pass fee to all undergraduate students.</p> <p>The U-Pass program provides universal transit access across Edmonton and six surrounding municipalities at a significantly reduced rate, providing more affordable transportation access to students, and encouraging the use of public transit.</p> <p>The original U-Pass program has been suspended and is set to expire August 2021. It shall now be reinstated at a cost to each undergraduate student set at \$180/term. This will apply to Full and Part-time students, in each of the Fall, Winter, and Intersession Terms.</p> <p>Exemptions will remain the same as proposed in the 2017-2021 U-Pass Agreement, with the following new eligibility to opt out:</p> <ul style="list-style-type: none"> <li>- Students who receive Assured Income for the Severely Handicapped (AISH)</li> <li>- Student who are over the age of 65</li> <li>- Students whose primary residence is an exceptional distance outside of the regional transit areas</li> </ul> <p>The University of Alberta will no longer be subsidizing the U-Pass cost, but will remain responsible for remitting the fees to the municipalities.</p>

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	This agreement will be in place for 4-years, with no fee increase over its lifespan.
Supplementary Notes	<b><u>Background</u></b> This item was part of Item 04b: <i>Collection of University of Alberta Students' Union 2021-22 Operating / Referendum Fees</i> at the April 27, 2021 BFPC meeting, but was removed from consideration at that meeting due to a miscommunication over BFPC's mandate to authorize the collection of the U-Pass Fee. However, all student fees, whether collected by the student associations or administration, fall within BFPC's authority to approve.

**Engagement and Routing** (Include meeting dates)

Consultation and Stakeholder Participation  <For information on the protocol see the <a href="#">Governance Resources section Student Participation Protocol</a> >	<b><u>Those who are actively participating:</u></b> <ul style="list-style-type: none"> <li>• <b>Students' Council</b>, April 13, 2021 (for approval)</li> </ul>
	<b><u>Those who have been consulted:</u></b> 
	<b><u>Those who have been informed:</u></b> <ul style="list-style-type: none"> <li>• <b>Executive Committee</b>, March 29, 2021 (for approval)</li> </ul>
Approval Route (Governance)	<ul style="list-style-type: none"> <li>• <b>Board Finance and Property Committee</b>, May 25, 2021</li> </ul>

**Strategic Alignment**

Alignment with <i>For the Public Good</i>	Objective 22: Secure and steward financial resources to sustain, enhance, promote, and facilitate the university's core mission and strategic goals. Objective 23: Ensure that the University of Alberta's campuses, facilities, utility, and information technology infrastructure can continue to meet the needs and strategic goals of the university.		
Alignment with Institutional Risk Indicator	Please note below the specific institutional risk(s) this proposal is addressing.		
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Legislative Compliance and jurisdiction	<ul style="list-style-type: none"> <li>• Students' Union Strategic Plan</li> <li>• Students' Union Bylaw 3000, 6000, and 8200</li> <li>• Students' Union Budget Principles 2019/2020</li> <li>• Post Secondary Learning Act (PSLA): Sections 95(2), 60(1)(b), and 62.</li> <li>• Board Finance and Property Committee (BFPC) Terms of Reference Sections 2I.</li> </ul>		

Attachments: none

 Prepared by: Peter Ta [peter.ta@su.ualberta.ca](mailto:peter.ta@su.ualberta.ca), Financial Controller, University of Alberta Students' Union