Additional Academic Restructuring Scenarios
Submitted to ARWG / October 2020
Since the release of the Interim Report of the ARWG, we have heard valuable feedback from the University of Alberta community, including many suggestions for other restructuring scenarios. To ensure that everyone has a chance to review the suggested alternatives and see the thinking of our colleagues, we have taken the input received in text and created a series of slides which visually captures all of the ideas that have come from the community. **To be clear, these suggestions have been submitted TO the ARWG and are not being proposed BY the ARWG.** The ARWG will, however, be considering these, along with all of the feedback received, and returning to the community with refined scenarios in mid-November.
Legend for reviewing suggested alternative scenarios:

- Solid black boxes represent unchanged faculties
- Solid red boxes represent consolidated faculties
- Dashed red boxes represent divisions which provide common leadership and shared services across the faculties
- Red bullets represent schools (or similar) within a faculty
- Rounded red boxes represent university-level schools (or similar) - largely autonomous, but with some modifications from the current faculty model
Current State: 16 Faculties (excl. FGSR, Extension)

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Faculty</th>
<th>Faculty</th>
<th>Faculty</th>
<th>Faculty</th>
</tr>
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<tbody>
<tr>
<td>FoMD</td>
<td>Arts</td>
<td>Science</td>
<td>Engg</td>
<td>ALES</td>
</tr>
<tr>
<td>620</td>
<td>310</td>
<td>295</td>
<td>219</td>
<td>112</td>
</tr>
<tr>
<td>Rehab</td>
<td>Pharmacy</td>
<td>KSR</td>
<td>SPH</td>
<td>Nursing</td>
</tr>
<tr>
<td>41</td>
<td>19</td>
<td>38</td>
<td>31</td>
<td>45</td>
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<td>Education</td>
<td>Business</td>
<td>Law</td>
<td>Augustana</td>
<td>CSJ</td>
</tr>
<tr>
<td>108</td>
<td>69</td>
<td>32</td>
<td>58</td>
<td>32</td>
</tr>
<tr>
<td>Native St</td>
<td></td>
<td></td>
<td></td>
<td>14</td>
</tr>
</tbody>
</table>

Values indicated are number of faculty members
Scenario A: Health Sciences

FoMD | Arts | Science | Engg | ALES
---|---|---|---|---
620 | 310 | 295 | 219 | 112 | 174

Health Sci
● Nursing
● SPH
● Rehab
● Pharm
● KSR

Education | Business | Law | Augustana | CSJ | Native St
---|---|---|---|---|---
108 | 69 | 32 | 58 | 32 | 14

Bullets indicate a School embedded in the Faculty
Scenario A1

FoMD  Arts  Science

Applied Sciences
- ALES
- Engg

Health Sci
- Nursing
- SPH
- Rehab
- Pharm
- KSR

Professional
- Business
- Law
- Education

CSJ  Augustana  Native St
In this proposal, it was suggested that programs at Campus St. Jean and Augustana would fall under the relevant Faculty or Division above. It was also suggested that some programming from ALES could move under Arts, some under Science.
In this proposal, it is suggested that Augustana, CSJ, Native Studies, ALES, and Education be incorporated under a new faculty as departments.
In this proposal, it is suggested that the Faculty of KSR be split into for consolidation, with "Kinesiology" programs moving to Human Health and "Sport and Recreation" moving to Humanities and Social Improvement.
In this scenario, it was suggested that the BA in Rec, Sport, and Tourism program from KSR would be moved under Faculty of Arts.
### Scenario A6

<table>
<thead>
<tr>
<th>Health Sci</th>
<th>Arts</th>
<th>Science</th>
<th>Engg</th>
<th>Education</th>
<th>Native St</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing</td>
<td>69</td>
<td>32</td>
<td>58</td>
<td>32</td>
<td>14</td>
</tr>
<tr>
<td>SPH</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rehab</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pharm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KSR</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>ALES</td>
<td></td>
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<tr>
<td>FOMD</td>
<td></td>
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</tr>
</tbody>
</table>

- Business
- Law
- Augustana
- CSJ
In this scenario, ALES would be dissolved and programs/departments would move into Science.

**Scenario A7**

<table>
<thead>
<tr>
<th>FoMD</th>
<th>Arts</th>
<th>Science</th>
<th>Engg</th>
</tr>
</thead>
<tbody>
<tr>
<td>620</td>
<td>310</td>
<td>295</td>
<td>219</td>
</tr>
</tbody>
</table>

**Professional**
- Education
- Business
- Law

**Community**
- Augustana
- CSJ
- Native St

**Health Sci**
- Nursing
- SPH
- Rehab
- Pharm
- KSR
### Scenario A9

<table>
<thead>
<tr>
<th>FoMD</th>
<th>CSJ</th>
<th>Social Sciences and Humanities</th>
<th>Applied Sciences</th>
<th>Health Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td>620</td>
<td>32</td>
<td>519</td>
<td>255</td>
<td>174</td>
</tr>
<tr>
<td>Science</td>
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<td>519</td>
<td></td>
<td></td>
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<tr>
<td>255</td>
<td>14</td>
<td>255</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Native St.</td>
<td>58</td>
<td>519</td>
<td>255</td>
<td></td>
</tr>
<tr>
<td>Augustana</td>
<td></td>
<td>519</td>
<td>255</td>
<td>174</td>
</tr>
</tbody>
</table>

- **Social Sciences and Humanities**
  - Law
  - Education
  - Arts
  - Business

- **Applied Sciences**
  - ALES
  - Engg

- **Health Sciences**
  - Nursing
  - SPH
  - Rehab
  - Pharm
  - KSR
Scenario A11

Education 108
Augustana 58
FoMD 620
CSJ 32

Natural + Applied Sci 626
Science
Engg
ALES

Humanities 324
Arts
Native St

Health Sci 174
Nursing
SPH
Rehab
Pharm
KSR

Business + Law 101
Business
Law
**Scenario A12**

<table>
<thead>
<tr>
<th>FoMD</th>
<th>Education</th>
<th>Science</th>
<th>Engg</th>
<th>ALES</th>
</tr>
</thead>
<tbody>
<tr>
<td>620</td>
<td>108</td>
<td>295</td>
<td>219</td>
<td>112</td>
</tr>
<tr>
<td>400*</td>
<td>69</td>
<td>32</td>
<td>14</td>
<td>174</td>
</tr>
</tbody>
</table>

* In this scenario, it is suggested that Augustana and Campus Saint-Jean retain their administrative independence as campuses, but for academic purposes, their faculty are part of the appropriate departments in the Faculty of Arts or Science. The number of faculty members in Arts reflects that combination.

** Business, Law, and Native Studies are proposed as stand-alone faculties, but with opportunities for administrative efficiencies in concert with other faculties.
Scenario B: Tri Agency Divisions with USchools

794

Health + Med Sci
- FoMD
- Rehab
- Pharmacy
- SPH
- Nursing
- KSR

626

Natural + Applied Sci
- Science
- Engg
- ALES

519

Social Sci + Humanities
- Arts
- Education
- Business
- Law

32

CSJ

58

Augustana

14

Native St
Scenario B1: Business Variation

794
Health + Med Sci
- FoMD
- Rehab
- Pharmacy
- SPH
- Nursing
- KSR

695
Natural + Applied Sci
- Science
- Engg
- ALES
- Business

450
Social Sci + Humanities
- Arts
- Education
- Law

32
CSJ

58
Augustana

14
Native St
Scenario B2: Medicine Variation

174
Health Sci
- Rehab
- Pharmacy
- SPH
- Nursing
- KSR

695
Natural + Applied Sci
- Science
- Engg
- ALES
- Business

450
Social Sci + Humanities
- Arts
- Education
- Law

620
FoMD

32
58
14
- CSJ
- Augustana
- Native St
Scenario B3: Arts + Science Variation

Health + Med Sci
- FoMD
- Rehab
- Pharmacy
- SPH
- Nursing
- KSR

Professional + Applied
- Engg
- ALES
- Education
- Business
- Law

Community
- Augustana
- CSJ
- Native St

Arts + Science

794
540
104
605
Scenario B4: Innovation Variation

794
Health + Med Sci
- FoMD
- Rehab
- Pharmacy
- SPH
- Nursing
- KSR

727
Innovation
- Engg
- ALES
- Science
- Business
- Law

512
Social Sci + Humanities
- Augustana
- CSJ
- Native St
- Arts
- Education
Scenario B5

763 Health + Med Sci
- FoMD
- Rehab
- Pharmacy
- Nursing
- KSR

626 Natural + Applied Sci
- Science
- Engg
- ALES

450 Social Sci + Humanities
- Arts
- Education
- Law

135 Transdisciplinary Science
- SPH
- Native St.
- Business
- CSJ
- Augustana
Scenario B6

1222

Professional/ Applied

FoMD
Rehab
Pharmacy
SPH
Nursing

Law
Engg
Education
Business
KSR

812

Academic

Science
ALES
Arts
CSJ
Augustana
FNS
Scenario C: Common Division Plus Consolidation

FoMD

Shared Services
Education 69
Business 32
Law 32
Augustana 32
CSJ 14
Native St 14

Arts + Science

Health Sci
- Nursing
- SPH
- Rehab
- Pharm
- KSR

Applied Sciences
- Engg
- ALES

Dashed box indicates a Division which provides common leadership and shared services across the faculties.
A variant of this combines FoMD and Health Sciences. The Services Groups are not intended to have an Executive Dean.
In this scenario, ALES would be divided between Health Sciences and Faculty of Science under Natural + Applied Sciences.
Scenario C4

- Arts
  - Education
  - Business
  - Law
  - CSJ
  - Augustana
  - FNS

- 313
  - Nursing
  - SPH
  - Rehab
  - Pharm
  - KSR
  - FoMD

- 794
  - Science
  - Engg
  - ALES

- 624
In this scenario, CSJ and Augustana are described as "federated or associated institutions."
In this scenario, ALES could remain independent, join Engineering to form Applied Sciences, or join a shared division.
Health + Medical Sciences is a division led by an academic (e.g., Exec Dean). The Services Groups simply provide admin services and do not have academic leadership. Arts + Science is an integrated faculty.