Item No. 14

Governance Executive Summary
Advice, Discussion, Information Item

<table>
<thead>
<tr>
<th>Agenda Title</th>
<th>Report of the GFC Executive Transition Committee</th>
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**Item**

<table>
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<tr>
<th>Proposed by</th>
<th>GFC Executive Transition Committee</th>
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<tbody>
<tr>
<td>Presenter</td>
<td>Eleni Stroulia, Chair, GFC Executive Transition Committee</td>
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**Details**

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>GFC Executive Committee</th>
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<tbody>
<tr>
<td>The Purpose of the Proposal is (please be specific)</td>
<td>The proposal is before the committee to report on the activities and outcomes of the transition committee.</td>
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<tr>
<td>Executive Summary (outline the specific item – and remember your audience)</td>
<td>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 for completion by April 2019.</td>
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**Supplementary Notes and context**

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

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<tr>
<th>Consultation and Stakeholder Participation</th>
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**Strategic Alignment**

<table>
<thead>
<tr>
<th>Alignment with <em>For the Public Good</em></th>
<th>Please note the Institutional Strategic Plan objective(s)/strategies the proposal supports.</th>
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<tbody>
<tr>
<td>Alignment with Institutional Risk Indicator</td>
<td>Please note below the specific institutional risk(s) this proposal is addressing.</td>
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<tr>
<td>☐ Enrolment Management</td>
<td>☑ Relationship with Stakeholders</td>
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<td>☐ Faculty and Staff</td>
<td>☑ Reputation</td>
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<tr>
<td>☐ Funding and Resource Management</td>
<td>☐ Research Enterprise</td>
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<tr>
<td>☐ IT Services, Software and Hardware</td>
<td>☐ Safety</td>
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<tr>
<td>☑ Leadership and Change</td>
<td>☐ Student Success</td>
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<tr>
<td>☐ Physical Infrastructure</td>
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<th>Legislative Compliance and jurisdiction</th>
<th>Post-secondary Learning Act</th>
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<tr>
<td>GFC Executive Committee Terms of Reference</td>
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**Attachments (each to be numbered 1 - <>)**

1. Report of the GFC Executive Transition Committee – April 2019
2. Terms of reference of the GFC Executive Transition Committee

_Prepared by: University Governance_
REPORT OF THE GFC EXECUTIVE 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 for completion by April 2019.

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

As part of its early consultation process, GFC has discussed draft terms for the following, with final terms of reference coming forward for approval April 29, 2019:
• Academic Planning Committee
• General Faculties Council

*Outstanding:*
The Committee on the Learning Environment terms of reference will come forward to GFC for discussion and approval in fall 2019.

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 being developed and is available online.
• University Governance will be 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 web site, OpenGov, has been developed to enable text-based search of the meeting agendas of the GFC committee and standing committees. Work will continue to refine this tool.

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, GFC and Board Summit has been established (and already occurred twice), with its agenda co-developed by members of the Exec and the Board. Given the summit agenda topics, Senate, the other statutory body was also invited.

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 linked through 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) are quite complex, and asymmetrical for the undergraduate and graduate levels. Some streamlining of this process occurred through review of committee terms of reference and are reflected in the terms for ASC and APC.

Outstanding:
Further work is needed to provide a system that will 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 will come forward for review and approval by GFC in 2019-2020.

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 currently 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 is approaching conclusion.

There are two remaining pieces of work: (a) the revised terms of reference of the Committee on the Learning Environment and (b) the streamlining of program approval pathways. Both activities are well underway with a clear path forward. This work will continue over the coming months and will be reported on in the fall 2019 at which time the Transition Committee’s work will be done.

By that time, academic governance will 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. GFC Principles Documents
   - Principles of Delegation of Authority
   - Principles of Committee Composition
   - Roles and Responsibilities of Members
   - Procedural Rules
3. 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) as Vice-Chair
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