



Academic Governance Council (AGC)

Members' Guidebook

November 24, 2017

Note: The information contained in this guidebook, a compilation document, has no legislative sanction and is meant solely to be both descriptive and instructive of the role of governance at MacEwan University for the benefit, convenience, and education of Academic Governance Council ("AGC") Members and other interested parties. AGC at MacEwan University shall conduct its operations in accordance with relevant Provincial legislation, institutional policies, procedures, agreements, and guidelines, and AGC's own Bylaws, policies, and specific terms of reference. These official sources must be consulted for the purposes of application and interpretation.

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Introduction

This document (i.e., the “Guidebook”) serves as a guide to help you as a member of MacEwan University’s Academic Governance Council (“AGC”) navigate your way through the institution’s academic governance cycle. The Guidebook is split up into a series of discrete sections, followed by figures and appendices. Each section summarizes some of the matters to keep in mind while engaged in academic governance and serving on Council. The ‘Appendices’ include a number of helpful links to legislation, policy/procedure, and guides, as well additional resources, documents, templates, and readings.

The AGC Secretariat would like to thank you for being a member of Council. It can be a lot of work, and we appreciate all the effort and time you take to engage in institutional academic governance, which is not only important to the work of AGC, but also to the University.

Finally, the AGC Secretariat would like to acknowledge the work of university governance consultant and retired University of Alberta Secretary to General Faculties Council, Garry Bodnar, in putting together this manual. His comprehensive research, writing and compilation of information from MacEwan University and across Canada has resulted in this Guidebook, and we sincerely thank him for his contribution to academic governance.

Governance – General Definition

Governance is defined as a collective effort, through smooth and suitable processes, to take actions that advance a shared purpose consistent with the institution’s mission. (Chait, R. P., Holland, T. P., & Taylor, B. E. (1996). *Improving the performance of governing boards*. Phoenix, AZ: American Council on Education) Governance is about who informs whom; who consults whom; and who decides what. It is also about how governing bodies interact; how they relate to constituents; how decisions are made; and how they take action, both informal and formal. University governance refers to the system by which the institution is both directed and operated.

University (and other post-secondary institutional) governance is largely dictated by provincial statute. As such, post-secondary institutional governance varies both within and amongst provinces. One significant commonality, however, is the model of shared/collegial governance. Under shared/collegial governance, the Board of Governors retains ultimate responsibility and authority for governance at the institution; however, different groups are given primary authority over different areas of expertise and a voice in decisions that may affect the institution.

Governance depends upon effective structures and processes to exercise power, to comply with legislative requirements, and to honour the institution’s guiding frameworks. Further, governance depends upon effective members who participate in established governance processes, sharing their perspectives on how the interests of the institution and its stakeholders can best be served.

Governance is not management.

It is the distribution of legitimate authority to influence and enact policies and decisions; it defines who has the power, who is in charge, and who is responsible; and its primary roles are setting the direction, ensuring adequate resources and overseeing the health of the organization. (Trower, C.A. (2010). *Govern more, manage less. Harnessing the Power of Your Nonprofit Board*. 2nd Edition: Board Source)

Collegial Governance

Collegial governance is a system of governance that depends heavily upon the participation of colleagues to establish and realize a shared purpose. It provides an opportunity for citizens to participate in decision-making and is the hallmark of academic decision-making. (Adapted from *Governance 101: University of Alberta* (2017).

A key principle of collegial governance is the meaningful involvement of faculty, staff, students, and other campus constituencies in deliberations that contribute to effective institutional governance. (AGB, *Board Responsibility for Institutional Governance*, 2010).

Bicameral Governance

MacEwan University governs itself with a bicameral governance structure (i.e., governance in two chambers). The two senior governing bodies are the Board of Governors (“Board”) and the Academic Governance Council (“AGC”). Although the Board has the ultimate authority, the Board and AGC share and balance power within the University. The Board has senior oversight of the institution and concerns itself with long-range planning and business affairs. AGC, subject to the authority of the Board, is responsible for the academic affairs of the University. (For further detail, see those sections of this guidebook devoted to the roles and responsibilities of both the Board and AGC.) Almost all Canadian universities are based on a bicameral system which is more comparable to the Federal Government (i.e., the Parliamentary) system than to governance in for-profit or not-for-profit corporations/organizations.

Finally, MacEwan University exercises authority with an overall governance structure of three intersecting branches:

- The Legislative Branch (Board of Governors and AGC and Faculty/School Councils)
- The Executive Branch (Administration)
- The Judicial Branch (Student Disciplinary and Appeal Procedures)

Advanced Education in Alberta

Currently, there are 21 public post-secondary institutions in the Province of Alberta, as defined in the Post-secondary Learning Act (“PSLA”). Each is a public-sector agency, ultimately accountable to the people of Alberta through the Minister of the Department of Advanced Education. The PSLA and its Regulations, which fall under the sole responsibility of the Minister, provide the *primary* legislation for Alberta’s public post-secondary institutions and, as well, provide for the bulk of the power of boards and other relevant governing bodies as well as limitations on such powers.

Lieutenant Governor in Council

The PSLA outlines the duties and responsibilities of the Lieutenant Governor in Council (“LGIC”) specific to the Board of Governors including:

- the establishment or disestablishment of the public post-secondary institution and its Board, along with the appointment of Board Members;
- ordering that the assets and liabilities of a dissolved Board be transferred to the Government or to another post-secondary institution;
- the approval of debenture borrowing;
- the approval of an incorporation, and establishment, acquisition, and dissolution of a subsidiary by the Board;

- the approval of the Board’s establishment of a registered pension plan as an alternative to a designated pension plan; and
- the approval of the Board’s disposition of land.

Minister of Advanced Education

As previously noted, the Minister is ultimately accountable to the Provincial Legislature for the operation and performance of the Province’s post-secondary system and, in particular, that public post-secondary institutions are fulfilling their mandates and meeting the needs of Albertans in an efficient and effective manner. For these institutions, the Minister manages his accountability at arm’s length through relationships with the governing board of each institution.

The PSLA outlines the duties and responsibilities for the Minister including:

- appointing or recommending the appointment of the Board Chair and individual Board members;
- approving the University’s Mandate statement and any and all revisions thereof;
- strategic planning and direction setting for Alberta’s advanced learning and innovation system;
- policy development;
- funding for general operations and specific purposes;
- approving the establishment of, changes to, or discontinuation of programs of study, often upon the recommendation of the Campus Alberta Quality Council (“CAQC”);
- approval of an Alternative Academic Council to replace Academic Council (MacEwan University’s AGC is a Minister-approved ‘Alternative Academic Council’);
- monitoring the University’s operation and performance through its comprehensive institutional plan, business plans, access plan, and annual report submissions;
- approving the Board’s establishment of supplementary pension plans;
- chairing the Campus Alberta Strategic Directions Committee (“CASDC”); and
- informing the Board of Government policies and direction impacting the institutions or the work of the Board. Under the Alberta Public Agencies Governance Act (“APAGA”), the Minister also conducts regular reviews (at least every seven years) of the Board’s Mandate and purpose.

Deputy Minister of Advanced Education

The Deputy Minister supports and acts under the general direction of the Minister and is responsible for activities which have been delegated by the Minister.

Department of Advanced Education

The Department supports the Minister and the Board in meeting their legislated responsibilities.

Campus Alberta

The concept of Campus Alberta describes post-secondary education and training providers working together to meeting the needs of learners, taxpayers, and society, advancing Alberta’s competitiveness in a global economy. The ultimate goals of Campus Alberta are to increase access and better serve learners, achieve efficiencies, leverage expertise, and maximize available resources. It is the intention of Campus Alberta that learners be the core beneficiaries of an integrated learning system, with partners delivering accessible and affordable high-quality learning opportunities, building pathways within their institutions and with other institutions and community partners for learners to get the education or training they need. Publicly-funded post-

secondary institutions are considered the cornerstone of Campus Alberta: they support the same set of principles and work together to create a learner-centre system that is accessible, affordable, innovative, responsive and relevant, sustainable, and promotes excellence.

The [Roles and Mandates Policy Framework](#) for Alberta's publicly-funded Advanced Education system is the foundation of Campus Alberta. Among other things, this Framework introduced the *Six Sector Model* which defines distinct and differentiated roles for each publicly-funded institution in terms of programs offered, type of research conducted, and geographic area served. The sectors are:

1. Comprehensive Academic and Research Institutions ("CARI")
2. Baccalaureate and Applied Studies Institutions ("BASI"; MacEwan University currently falls into this sector)
3. Polytechnical Institutions ("PI")
4. Comprehensive Community Institutions ("CCI")
5. Independent Academic Institutions ("IAI")
6. Specialized Arts and Culture Institutions ("SACI")

Comprehensive Institutional Plan

Each Spring, the Government of Alberta releases a budget and a three-year business plan. In support of this, Advanced Education releases its own budget and business plan. The budget is generally finalized in February or March and incorporated into the Government of Alberta's *Estimates of Expenditures* which, in turn, is often tabled along with the annual Budget Address during the Spring Session of the Legislative Assembly.

During this time, institutions prepare a Comprehensive Institutional Plan (CIP) that includes such items as institutional goals, strategies, and performance measures and targets, as well as enrolment plans and projections, academic and research plans, and resource requirements (including a budget and capital requirements). This plan is developed under the guidance and formal approval of the Board. Given the Board's role, it is expected that the Plan supports the Government's core businesses and goals and, especially, the goals of Advanced Education.

Campus Alberta Quality Council

The Campus Alberta Quality Council ("CAQC") is an arms-length quality assurance agency that makes recommendations to the Minister of Advanced Education on applications from post-secondary institutions seeking to offer new degree programs in Alberta under the terms of the PSLA and the Provincial Programs of Study Regulation (Alberta Regulation 91/2009). Other than degrees in divinity, all degree programs offered in Alberta, including degrees offered by non-resident institutions, must be approved by the Minister. The Council also conducts periodic evaluations of approved degree programs to ensure that quality standards continue to be met.

In fulfillment of its mandate, CAQC determines the criteria and procedures for its reviews and strikes organizational and program review teams. Council's criteria and procedures are provided on its website (see 'Appendices' for the link).

Additionally, CAQC is committed to ensuring the national and international recognition of Alberta's degrees and works closely with other provinces in pan-Canadian quality assurance initiatives. One such initiative through the Council of Ministers of Education, Canada ("CMEC") resulted in a *Ministerial Statement on Quality Assurance of Degree Education in Canada*, which all provinces and territories in Canada have endorsed. Council's processes and assessment standards are consistent with those contained in the Statement, and CAQC has adopted the

Statement's *Canadian Degree Qualifications Framework* for use when assessing the level of proposed degree programs.

[Links are provided in the Appendices section of this guidebook for more information on the CAQC assessment standards, including access to the CAQC Guidebook/Quality Assessment and Quality Assurance, as well as the aforementioned Canadian Degree Qualifications Framework.]

Auditor General

The Auditor General of Alberta is the auditor of the Board, as outlined in the PSLA, and is responsible for conducting annual financial audits and special audits.

Establishment of Grant MacEwan University and Its Mandate

Founded in 1971, Grant MacEwan University (formerly Grant MacEwan Community College (1971) and, then, Grant MacEwan College (1999)) is a public, Board-governed Baccalaureate and Applied Studies Institution (“BASI”) within Alberta’s post-secondary system, operating under the authority of the ‘Colleges and Technical Institutes’ section (Part 2) and the ‘Public Post-secondary Institutions’ section (Part 4) of the PSLA. (A link to the PSLA is available in the ‘Appendices’.) The University was officially renamed Grant MacEwan University by an Order in Council on September 24, 2009, although, now, it is more commonly known as MacEwan University.

As stated above, authority is transferred from the Province of Alberta to MacEwan University by means of legislation, that is, the PSLA and an accompanying Regulation (i.e., Alternative Academic Council Regulation (Alberta Regulation 219/2006)). The University is an autonomous entity and its own corporation, with many checks and balances in place, and it is accountable to the public. As previously noted, the University operates under a bicameral system of governance, with the Board of Governors (first established in 1971) as the principal, overarching governing body and AGC (established, by means of the Alternative Academic Council Regulation and through Bill 55, and approved by the Board in February of 2008 and the Minister in April of that year, effective January 20, 2009) as the University’s central academic governing body.

Mandate

An institutional Mandate statement is a requirement of each public institution under the PSLA. It is prepared under the direction of the Board and submitted to the Minister for approval. It sets out the institution’s authority to operate and provides a scope for the types of activities in which it may engage, including the types of programs of study offered, scope of research activity (as appropriate), learner groups, and primary geographic service region.

MacEwan University aspires to provide a transformative education in a collaborative and supportive learning environment. Creativity thrives through research and innovation that engages students, faculty, and the community. The institution focuses on its students, providing them with choice and opportunities for success with a dynamic mix of undergraduate degrees, certificates, diplomas, and degree transfer programming. Specifically, the University focuses on four primary types of programming:

- Baccalaureate degrees that prepare learners for employment and for graduate studies.
- Certificate, diploma, and applied degree programs that prepare learners for entry to careers and employment and for continued study in other credential areas.
- University transfer programs that prepare learners for degree completion at other degree-granting institutions.

- Preparatory programming that prepares learners for success in further post-secondary studies.

Additionally, the University provides academic programming in English as an Additional Language (EAL) and non-credit and specialized programming *via* professional and personal development courses and workshops, corporate training, and training through the Alberta Conservatory of Music.

The University serves a diversity of learners in the following major areas of study: liberal arts, business/commerce, communications, education, engineering, health and human services, performing and visual arts, physical education, and science. Its innovative approaches to program delivery are designed to maximize graduates' opportunities to advance their careers and further their education.

The University emphasizes a learner-centred approach in the provision of its programs and services. The institution fosters student success through a focus on teaching excellence, interaction among faculty and students, flexible learning delivery, and high-quality student support. From prospective learners to alumni, students are provided with a wide range of services and support systems, residence and campus life activities, and intercollegiate and intramural sports programs. The University's inclusive governance structure provides many opportunities for leadership development that enable learners to develop skills to enhance their careers and future post-secondary endeavours.

The University supports a culture of research, scholarship, and creative activity to inform pedagogy, support economic and community development, enhance learning, create opportunities for innovation, and foster the application and creation of new knowledge. By incorporating a global focus in its research and teaching, serving a diverse range of Canadian and international faculty and students, and providing opportunities for knowledge dissemination and study abroad, MacEwan University aims to provide all researchers and learners with opportunities to develop the skills and attitudes to function successfully in an interconnected world economy and society.

MacEwan University serves primarily the greater Edmonton region and northern Alberta by responding to the learning needs of business, industry, government, and communities. Through distance delivery and eCampusAlberta, the University extends educational access across Canada and internationally. As a strong partner in Campus Alberta, the University collaborates with stakeholders and partners to advance student mobility, conduct applied research, develop shared services, and deliver continuing professional education and customized training.

(The Board's [Mandate and Roles Document](#), not to be confused with the Mandate statement, provides a high-level understanding of the Board's role within the Government structure and outlines the goals and performance expectations of the Minister. It provides an opportunity for dialogue between the Minister and the Board Chair and the resolution of issues relating to roles and responsibilities. Since it is a public document and a requirement of all public agencies, it also offers an opportunity for the public to understand the mandate and roles of each agency in a transparent manner.

MacEwan University's Guiding Plan/Statement

Integrated Strategic Plan

The Integrated Strategic Plan ("ISP") outlines MacEwan University's strategic directions, goals, and aspirations for the five-year period from 2014-2015 to 2018-2019. The Plan reflects the institution's determination to establish itself as a distinctive undergraduate university with a unique balance of teaching and research activities and an overriding focus on student success and providing a unique student experience.

In recognition of the multitude of issues and challenges to be addressed in transitioning from a college to a university, the University began its strategic planning initiative by examining and articulating the key characteristics that define its unique identity. These are found in the [University Pillars](#) (see below). Building upon the foundation of the University Pillars, the ISP was written, followed by operational plans that address the priorities in the ISP. The University's annual budget process is also guided by the priorities found in the ISP.

As noted in the Plan, under "Strategic Directions, Goals, Strategies and Measures/Section D":

"Academic Governance

The transformation from a college to a university involves not only a name change and the development of degree-level programming, but a significant cultural shift toward a collegial model of governance in which faculty members, through their department and faculty/school councils and the Academic Governance Council, play a key role in academic decision-making. MacEwan University's evolution toward such a collegial structure, while having advanced significantly, is not yet complete. Education and developmental opportunities for faculty must be provided to enhance awareness of and ability to exercise effectively their key role in setting academic directions for the University. Clarity of leadership roles (for deans and department chairs in particular) and a coherent organizational structure are also essential for this model to function effectively. The University is committed to promoting a strong role for and representation of students and staff in institutional governance."

Since the establishment of an Academic Governance Council (AGC) in [2008/]2009, considerable progress has been made in developing and implementing academic governance as part of the institution's bicameral governance system. As part of its Bylaws, AGC is mandated to 'review its mandate and [B]ylaws three years following initial implementation and subsequently every five years.' To this end, in [F]all 2012[,] AGC established a Review Task Team and engaged a consultant to conduct an external review. The Task Team's final report and recommendations were presented to AGC in January 2014 for discussion and feedback and approved by Council in April 2014.

Strategic Direction

MacEwan University will cultivate an academic governance model that strengthens collegial decision-making and provides clear lines of academic authority.

Strategies

The recommendations of the AGC Review Task Team form the basis for the University's strategies to enhance academic governance, including the following:

- D1. Create and clarify faculty leadership roles and opportunities at all appropriate and legislatively-supported levels of academic governance, and support these roles with education, communication and administrative processes which ensure continued and sustained faculty involvement in academic governance.

- D2. Create a communications plan for the University's governance bodies to ensure that timely and easy access to governance information is available to the University community.
- D3. Create a process for faculty service planning through which faculty are made aware of academic governance opportunities and view academic governance leadership as part of career planning.
- D4. Create and clarify roles for students, staff and senior administrators in academic governance through education, documentation, communication and administrative processes.
- D5. Identify barriers to participation in academic governance, and create and implement a plan to address or minimize these barriers.

Success Indicators and Measures

The University will assess achievement of its academic governance strategies through the following indicators and measures:

- Council members and the University community demonstrate clear understanding of MacEwan's academic governance model.
- Student and staff participation in University governance is consistently strong and effective.
- Rules, responsibilities and clear lines of authority are articulated in University governance documents.
- Members of the University community demonstrate a good understanding of how to bring ideas, concerns, and solutions forward within the University's governance structure.
- Legislative, policy-related and other barriers that impede participation are removed.
- Future reviews demonstrate that decision-making is clear and operating appropriately and effectively at all levels."

With regard to the above, this AGC Members' guidebook is intended to further the above-noted goals and direction regarding academic governance at MacEwan University by providing Members and others interested in institutional governance with clarification on the governance model in play at the University and the processes associated with both sides of the institution's bicameral system. It is intended, as well, to provide the wider University community with a good, solid understanding of how to bring ideas, concerns, and solutions forward within the University's governance structure. Education is key.

University Pillars

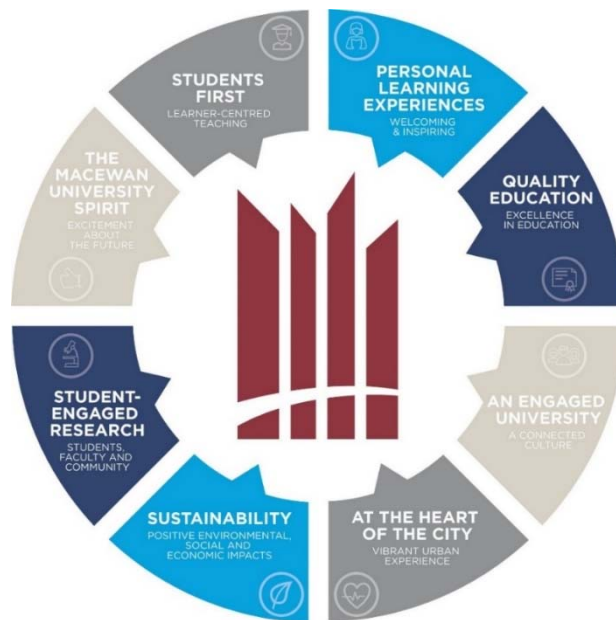
The MacEwan *University Pillars* are eight big ideas that define the institution's core commitments as a university. Dedication to these ideals is part of what is intended to make the University a great institution. It is these commitments that lay the foundation for what the University is, providing direction and context for strategic planning and guiding the decisions made as a university. The Pillars are based upon consultation with more than 700 people including faculty, students, staff, administrators, and community representatives. These pillar statements, which were endorsed by the University's AGC and approved by the Board of Governors in February 2013, are noted below.

The MacEwan *University Positioning Statement*, which is derived from the University Pillars, is a summary of the core commitments found in the Pillars. This statement defines the institution's

unique approach to university education and, more specifically, the extraordinary learning environment students enjoy which is so crucial to their success. It reads as follows:

“MacEwan University inspires its students with a powerful combination of academic excellence and personal learning experiences. We provide a transformative education in a creative, collaborative and supportive learning environment.

We are an engaged university at the heart of the city where creativity and innovation thrive, and a unique student experience opens up diverse pathways for achievement and growth.”



The Pillars, as set out in each of the following statements, represent both a commitment that all at MacEwan University can support and take pride in as well as a guide for making critical decisions as the institution continues to move forward.

Students First

Focussed on learner-centred teaching, student growth, opportunity and achievement.

FOCUS: Demonstrate our institutional commitment to teaching and learning.

Personal Learning Experiences

We are a welcoming, intimate and inspiring learning environment where the individual student – the whole person – thrives.

FOCUS: Support the unique kind of experience a student will have here. Learning AND growing.

Quality Education

Excellence is achieved here by combining a first-class education with an extraordinary student experience.

FOCUS: Support a distinctive “MacEwan” formula for educational excellence that we can be proud of.

An Engaged University

A ‘connected’ culture where students, faculty, staff and the community are linked – and collectively, collaboratively engaged in realizing their full potential.

FOCUS: Nurture our unique and valuable connections and relationships.

At the Heart of the City

A vibrant and vital urban experience. We are a hub of creative, scholarly and cultural activity in the core of the city – building, sharing in and contributing to its growth and prosperity.

FOCUS: Continue to add to the energy and excitement of our university’s urban experience.

Sustainability

We are committed to creative approaches to sustainability in education and campus operations – activating solutions for positive environmental, social and economic impact.

FOCUS: Demonstrate our commitment to sustainability in education and campus operations.

Student-Engaged Research

We support and foster research and innovation that engages students, faculty and the community across all our programs.

FOCUS: Support research that is open, accessible and connected to students, faculty and the community.

The MacEwan University Spirit

Our youthful energy comes from a pervasive excitement about the future — about how all of us can contribute to helping the university grow and succeed.

FOCUS: Engage our people in forging a new heritage and tradition for MacEwan University.”

An Overview of Bicameral Governance at MacEwan University

MacEwan University, as previously described, is a public post-secondary institution established under the PSLA of the Province of Alberta. The University is governed by a bicameral system. The two bodies within this system are the Board of Governors (“Board”) and Academic Governance Council (“AGC”). The Board exercises diligent stewardship, guiding the University according to its Mandate, in the best interests of the institution and in the public interest, while respecting collegial governance. AGC was established by the Board effective January 20, 2009, under the authority of the PSLA (Statutes of Alberta 2003, Chapter P-19.5), Section 47.1 (Alternative Academic Council), as set out in Alberta Regulation 219/2006 (“Regulation”). (An Alternative Academic Council has powers and duties which more closely mirror those of a CARI’s General Faculties Council (“GFC”), allowing it to make academic decisions rather than submitting recommendations for academic matters to the Board.) AGC, subject to the authority of the Board, is responsible for the academic affairs of the University, including decisions concerning academic priorities, policies, and programs. In fulfilling this role, AGC promotes the University’s teaching, research, scholarship, and performance, consistent with the University’s Mandate.

[See Section 1.1, of the AGC Bylaws. A link to the complete AGC Bylaws is provided in the ‘Appendices’.]

The Board of Governors

The Board manages and operates the University in accordance with its Mandate by carrying out the duties and responsibilities legislated by the PSLA and the APAGA. Subject to any limitations

set out in these Acts, the Board has the capacity, rights, powers, and privileges of a natural person (e.g., the authority to enter into contracts, ability to initiate and respond to lawsuits, *etc.*).

The Board agrees to work with the Minister of Advanced Education to support and promote Campus Alberta and its goals of an accessible, affordable, quality, and sustainable post-secondary system in Alberta that fosters innovation, entrepreneurship, and collaboration. The Board serves as the intermediary between the Government of Alberta and the University. The Board Chair, in turn, serves as the voice of the Board to the Minister and to the public. Interaction between the Board and the Department is carried out through formal meetings between the Minister and the Board Chair, the President, and other senior officials. The Board provides the Department and the Minister with regular reports on the University's performance and plans, including the CIP and the Annual Report. One of the primary mechanisms for the Board and the University to connect with the Minister is through CASDC. CASDC derives its authority from the PSLA; is chaired by the Minister; meets periodically each year; and serves as a forum for all of Alberta's post-secondary institutions to discuss strategic opportunities and challenges related to Campus Alberta.

At MacEwan University, the role of the Board and its operations are outlined in the [General Bylaws of the Board of Governors](#). As stated above, the Board acts as an intermediary between the University and the public that it is intended to serve. The Board is responsible for ensuring that the University is responsive to changing educational and societal needs and, in collaboration with the senior administration of the University, ensures that the institution is a significant participant in Campus Alberta.

The Board carries out some of its duties and responsibilities through standing committees established from time to time under its Bylaws. The terms of reference of standing committees set out their individual mandate, responsibilities, membership, and authority (as provided by the Board). MacEwan University's Board currently has six standing committees. They are:

- Audit Committee
- Campus Planning Committee
- External Relations Committee
- Finance Committee (including the Foundation Board of Directors)
- Governance and Human Resources Committee
- Investment Committee

Board Chair

With direction from the Board, the Chair represents the Board and its interests in dealing with the Minister of Advanced Education and the Department of Advanced Education, the President, stakeholders, and the wider community. The Chair provides leadership to the Board and facilitates its work. The specific role and responsibilities of the Chair are described in greater detail in the Board's Bylaws.

President

As outlined in the PSLA, the President has general supervision over and direction of the operation of the University and has those powers, duties, and function that are assigned by the Board. The role of the President is described in greater detail in the Board's Bylaws. It should be noted that the President serves, too, as Chair and official spokesperson of the University's AGC (as described in AGC Bylaws).

Academic Governance Council

In MacEwan University's shared governance structure, AGC is the academic approval body of the University. As MacEwan University's senior academic governance body, AGC is responsible for academic standards, integrity, policies, and programs, along with the institution's research, scholarship, and creative activity, and provides a forum for scholarly discussion leading to decisions about academic policies and programs. Council is chaired by the President.

In general, the responsibilities of Council are, as follows.

AGC approves the following:

- programs of study;
- standards and policies respecting admission;
- policies respecting withdrawal and continuation in programs of study;
- policies respecting student conduct including academic appeals;
- regulations regarding academic awards;
- policies respecting academic integrity and integrity of research and scholarship;
- granting of all academic credentials;
- academic, research, and student services plans; and
- curriculum changes.

Further AGC activities include:

- making recommendations and providing advice to the Board of Governors on academic and other matters; and
- providing a forum for the MacEwan University community to discuss academic issues of interest.

As *per* the AGC Bylaws, the general roles and responsibilities of Council members include:

- Keeping informed regarding the relevant issues that come before the Council;
- Seeking feedback from others as relevant to the matters dealt with at Council;
- Acting in the long-term academic interests of the University; and
- Attending all regularly-scheduled AGC meetings.

[For further detail, see Section 10.0, of the AGC Bylaws.]

AGC Standing Committees

Much of the work of AGC is carried out by its standing committees. These committees carry on a range of activities, including: development and revision of academic and student service policies; review and recommendation of new academic programs; providing a forum for information sharing and recommendations on distance and distributed education; fostering faculty development and the scholarship of teaching and learning; and policy development and support for research, including fostering student involvement in research.

MacEwan University's AGC currently has eight standing committees. They are:

- AGC Executive Committee
- Academic Planning and Priorities Committee
- Committee on Admissions and Transfer
- Faculty Development Committee
- MacEwan Committee on Internationalization

- Research Council
- Research Ethics Board
- Student Services Committee

Faculty/School Councils

Each Faculty/School at MacEwan University has an academic council, chaired by the respective unit's Dean, which acts on academic matters at a Faculty/School level, such as providing a forum for academic matters, making recommendations to AGC about new programs and program and curricula changes, and reviewing program evaluations. They are:

- Faculty of Arts and Science Council
- Faculty of Fine Arts and Communications Council
- Faculty of Health and Community Studies Council
- Faculty of Nursing Council
- School of Business Council
- School of Continuing Education Council

These Councils are subject to the authority of AGC.

The Role of the Board of Governors

In detail, the [Board of Governors](#) is a policy-making and governance oversight body with responsibility for senior oversight and ensuring the activities of the institution are consistent with its Mandate. Policies are made and approved by the Board, in consultation with the Administration and other stakeholders, to govern all major areas. This includes both strategic policy as well as more operational policy related to programming, finances, student services, personnel, infrastructure, and internal and external relations.

While the PSLA imposes some specific requirements on boards, it also authorizes the Board to delegate any of its powers, duties, or functions (with the exception of the power to make bylaws) to any person in the institution's Administration as the Board sees fit. It is critical for effective governance that any delegation of authority is clearly articulated and that, once made, the delegation is respected so that Board Members have a clear understanding of their role *versus* the role of Administration.

The [Administration](#) (which includes the President, Vice Presidents, University Registrar, and other senior officials) is given responsibility for the day-to-day operations of the institution and other tasks as determined by the Board and is accountable to the Board for how well these tasks are accomplished. Where the Board is primarily a policy-making and oversight body, the Administration's role is in the implementation of Board policies and direction, although it has a role in proposing policies and, at times, developing them at the direction of the Board. The Administration is directed by the Board and charged with carrying out the operations of the institution.

[For further detail, see the [organizational chart](#) setting out the relationship of the President with the senior administrative (executive) group.]

MacEwan University's Board, as required under the PSLA, comprises 10 Public Members (including the Chair) and four Internal Members (the President (who is an *ex officio* member), an academic staff representative, a non-academic staff representative, and a student representative). The Board is responsible and accountable directly to the Alberta Legislature through the Minister of Advanced Education and, ultimately, the people of Alberta. The Board recognizes that its role

is in governance, not management. That task is delegated to the University Administration, headed by the President, who is appointed by the Board of Governors to take on this overarching responsibility. Further, the Board recognizes its role in advocating for and serving its many stakeholders. One of its most important obligations is to ensure that MacEwan University is a well-managed institution.

The [Public Members](#) serving on the Board are selected by means of a public recruitment process detailed through the Government's Public Agencies website. The University is expected to identify needs (i.e., competencies, diversity, and strategic priorities, while taking the current composition into consideration); provide input on advertisements and position profiles; generate lists of potential candidates based on identified criteria; meet with prospective candidate; provide input on candidates to be interviewed; participate in the interview process; recommend potential members to the Minister of Advanced Education who then reviews and determines those to recommend to Cabinet. Final appointments for the Public Members are carried out by the Lieutenant Governor in Council. The [Internal Members](#) (excluding the President, who is appointed to serve by the Board, itself) are elected by their respective associations and then appointed by means of Ministerial Order.

As representatives of the community, both internally and externally, the [key responsibilities](#) of the Board of Governors of MacEwan University, as laid out in the PSLA, are:

- Leadership of the direction, formulation, and implementation of the University's Mandate and strategic plan;
- Governance of the University through establishing the governing structure;
- Adoption of policies for the delivery of high-quality instruction and efficient stewardship of the University's resources;
- Government relations and accountability;
- Community relations;
- Maintenance of effective communication with the University community;
- Maintenance of the financial integrity of the University;
- Monitoring of University performance in key educational and administrative areas;
- The job description, selection, appointment, and regular monitoring and evaluation of the President;
- Collective agreements;
- Approving comprehensive institutional plans (i.e., the CIP) and policies, long-range plans, and programs of study for submission to the Minister of Advanced Education;
- Approving tuition levels;
- General supervision of student affairs; and
- Serving as an appeal body (except as delegated).

In detail, the Board has responsibility for:

1. *The establishment of the mission, objectives, and goals of the University.* This is a specific responsibility of the Board, which ought not to be lightly taken. The mission establishes the role or Mandate of the University and ought to be reviewed by the Board, on at least an annual basis. The goals are long-term matters, which the Board wishes the University to achieve over a period of time, while objectives represent shorter-term matters.

2. *Selecting, appointing and, if necessary, terminating the President.* The President is the Chief Executive Officer (CEO) of the University, and the Board has entrusted to the President the role of managing the University's operation; accordingly, the relationship between the Board and the President is of significant importance and underlies one of the important duties of the Board.
3. *The establishment of policy.* The importance of the Board maintaining its duty and role of establishment of policy cannot be sufficiently emphasized.
4. *The purchasing, construction, and maintenance of the physical plant of the University.* These are matters about which the Board ought to have significant concern. It is required to establish policies to provide guidelines to the Administration with respect to the physical property of the University. However, the ultimate responsibility for its property is vested in the Board of Governors.
5. *The management of the financial resources of the University.* It goes without saying that the financial element to the operation of the University is of a significant concern to the Board. It carries out this responsibility through the establishment of annual budgets, the review of those budgets and, of course, the receipt of the audited financial statements of the University. Further, it is required to manage the investments of the University, which it does through policy and through the receipt of reports as to the Administration's management of the resources of the University.
6. Ensuring that the members of the Board are knowledgeable of their roles and duties, the Mandate and mission, objectives, and goals of the University, the organization and structure of the University, and the programs and courses offered by the University.

The Board of Governors has six standing committees for key functions including Audit, Governance and Human Relations, Campus Planning, External Relations, Finance (including the Foundation Board of Directors), and Investment. Board members also participate on internal University committees for selecting the MacEwan Medals of Excellence, Distinguished Citizen Awards, and Distinguished Alumni Awards.

Outside of these roles and responsibilities, the Board also exists as a reminder that the institution has a public mandate, one that is best served not only by thinking broader than the wants and needs of one constituency group but also by considering what is best for Campus Alberta and the broader community.

[The roles and responsibilities of Board members are further described in detail in Board policy (i.e., the Board's Bylaws, a link for which is provided in the 'Appendices').]

Meetings

The Board carries out its activities through regular Board meetings (typically, six a year), which are open to the public. Board standing committees generally meet each quarter. A rolling schedule of meetings is set out for three years. Sessions of the Board included (a) Open; (b) Closed (with Resource Members); (c) Closed (without Resource Members); and (d) *In Camera*. In all cases, the first principle applied to meetings of the Board is to ensure they comply with the requirements of the Provincial Freedom of Information and Protection of Privacy Act ("FOIPPA"), ensuring a majority of business is considered in an open forum and officially recorded accordingly.

[For further information on Board of Governors and its operations, see the Board's [website](#).]

The Role, Responsibilities, and Bylaws of Academic Governance Council

As previously described earlier in this guidebook, subject to the authority of the Board of Governors, MacEwan University's Academic Governance Council ("AGC") is the University's senior academic governance body. AGC is responsible for academic standards, integrity, policies, and programs, as well as scholarship, research, and creative activities at MacEwan University. It provides the principal forum for scholarly discussion of ideas and concepts leading to decisions about academic activities, including scholarship, research, and creative activity at the University—these decisions are consistent with the philosophies of a learner-centred education, academic excellence, and a participatory decision-making organizational culture.

Further to the powers and duties of AGC as set out in the PSLA and attendant Regulation, Council establishes a governance framework to guide its work in fulfilling its responsibilities as the senior academic governing body of the University. AGC must ensure it maintains a broad perspective on issues within the framework of the University's approved Mandate and established priorities. Council is expected to provide vision and leadership to the University's academic community.

In addition, Council carries out some of its duties and responsibilities through standing committees established from time to time under terms of reference. The terms of reference of each of AGC's standing committees set out its mandate, responsibilities, membership, and authority (as provided by Council).

The Bylaws of Academic Governance Council ("Bylaws")

The Bylaws are written in accordance with the PSLA, as amended from time to time. In the event of any conflict between the provisions of the Bylaws and the provisions of the PSLA, the provisions of the Act govern. The Bylaws, which are approved by the Board of Governors, provide guidance and structure to the proceedings and operation of AGC in fulfilling its obligations and duties under the PSLA as well as regulating Council's membership. These Bylaws take precedence over any policies, procedures, standards, protocols, or terms of reference adopted by AGC. AGC is the sole authority for the interpretation of its Bylaws, and the decision of Council upon any question of interpretation, or upon any matters affecting the University and provided for in the Bylaws, is final and binding.

[The membership of AGC](#) consists of the President (Council Chair); the Provost and Vice President Academic; 29 academic staff Members elected by Faculties/Schools and Professional Resource Faculty; five student Members elected by the students; nine senior officials (seven Deans, the University Registrar, and Vice President Finance and Administration); two Support/Supervisory Staff Members elected by the University's Support/Supervisory Staff Members; and one alumna/alumnus Member. The President, in his or her role as Chair of AGC, acts as a conduit between AGC and the Board. AGC Members are the voice of the academic community of the University and bring important academic expertise and perspective to the governance of the University. AGC Members are required to act in the best interests of the University in carrying out their role.

The AGC Secretariat supports Council, providing expert advice, research, communications, and administrative services to AGC and a number of its standing and other committees.

AGC attempts to expedite its work as much as possible, and the AGC Secretary takes a leading role in planning, routing, and scheduling to ensure that proposals move through the process as quickly as thoughtful decision-making permits. An overarching principle in the work of AGC

has been the determination to provide fair and facilitative consideration of an issue or proposal through considered and timely debate, ensuring that opposing views and minority interests are taken into account. Council should be an effective voice of the academic community, approving academic policy and priorities, and offering its advice to other decision-makers on issues touching upon the academic work of the University.

AGC must ensure that it maintains a broad perspective on issues within the framework of the University's Mandate and established priorities. It is expected to provide vision and leadership to the academic community.

Specific Responsibilities of AGC

The following enumerates in detail the specific responsibilities of AGC, as set out in the PSLA and Alberta Regulation 219/2006 (Section 6(1)) or through specific delegation by the Board of Governors. Council is responsible for decisions affecting academic programs of the University and, without restricting the generality of the foregoing, has the authority to:

- a. Approve programs of study offered by the University and approve the requirements of those programs of study.
- b. Approve standards and policies respecting the admission of persons to all programs of study offered by all Faculties and Schools of MacEwan University.
- c. Approve policies respecting the withdrawal, continuation, or reinstatement of persons to all programs of study offered by all Faculties and Schools of the University.
- d. Determine the MacEwan University Academic Schedule.
- e. Approve policies respecting student code of conduct, including academic discipline, non-academic discipline, and student appeals.
- f. Approve all policies respecting academic integrity and the integrity of research and scholarship at the University.
- g. Approve the granting of all academic credentials of MacEwan University other than honorary credentials and distinguished persons awards (these are carried out by the Board of Governors).
- h. Approve the rules and regulations respecting academic awards.
- i. Establish and approve committees that support academic standards, integrity, policies, and programs, as well as scholarship, research, and creative activity at MacEwan University.
- j. Approve academic, research, and student services plans for the University.
- k. Provide a forum for the MacEwan University community to discuss issues of interest to the institution and the community in which it operates. Council will consider every matter appropriately submitted and provide notice of its recommendation or action on such matters to the person submitting the matter and to any other interested academic body.
- l. Recommend to the Board program terminations, supported by documentation and in accordance with the terms of the Board of Governors/Faculty Association Collective Agreement.
- m. Provide advice to the President and the Board respecting, but not limited to, the following: (a) financial priorities and plans, (b) technological priorities and plans, and (c) strategic planning initiatives.
- n. Communicate its activities and decisions to members of the MacEwan University community.

Additionally, as *per* Board Resolution 05-05-26-2015/16, the Board has delegated to AGC the authority to solely approve and administer the following policy areas:

- a. Policies respecting non-credit and continuing education activities;
- b. Policies relating to grading practices and systems;
- c. Policies respecting entering into transfer agreements with other institutions;
- d. Policies respecting the establishment of Student Exchange Committees to review applications for student exchange participants and make selection decisions;
- e. Policies respecting the approval, execution, and review of international education agreements between the University and institutions outside of Canada;
- f. Policies respecting the auditing of courses;
- g. Policies relating to the appointment of adjunct faculty;
- h. Policies relating to visiting scholars;
- i. Policies relating to appointing named and endowed chairs and disestablishing named and endowed chairs;
- j. Policies relating to research, scholarship and creative activity;
- k. Policies respecting research institutes and research centres;
- l. Policies respecting research partnerships and affiliations;
- m. Policies respecting the evaluation of instructional and non-instructional faculty;
- n. Policies respecting faculty development, the administration of the faculty development fund in accordance with the collective agreement between the Grant MacEwan University Faculty Association and the University, and respecting the use of faculty development funds, and goods purchased with fund resources, and the establishment of Faculty Development Committees;
- o. Policies respecting the preparation and publication of the University Calendar;
- p. Policies respecting the classification of students for administrative and reporting purposes;
- q. Policies respecting the recognition of students for their participation in student life and student government;
- r. Policies respecting alumni awards; and,
- s. Policies respecting the rank and title of senior academic administrators, including the President, Provost and Vice President Academic, Deans, and other administrative leaders for whom credentials and academic appointments are necessary to fulfill their responsibilities in a Universities Canada member institution.

AGC's Composition and Terms of Office

AGC's Bylaws stipulate who is elected, appointed, or designated by whom to serve on Council. Compositional rules are based, in part, upon the PSLA and, more specifically, Alberta Regulation 219/2006. Up-to-date membership lists for Council are posted by the AGC Secretariat on the AGC website; for each standing committee of AGC, its membership is posted on each committee's webpage on this site.

[See Section 7.0 of the AGC Bylaws.]

Composition

The composition of AGC is set in accordance with the PSLA (Section 47.1) and the Regulation (Section 5). Council membership comprises the following:

Ex Officio Members: (i.e., the following persons who are members by virtue of their offices) (Regulation Section 5.a (i) (A) and (B)):

- The President, who is the Chair
- The Vice President who is in charge of academic programs

Elected Members: The Council has 29 Academic Staff Members including two from Professional Resource Faculty. The remaining 27 Academic Staff are apportioned in the same proportion as the number of full-time Academic Staff *per* Faculty/School at the University.

As outlined in *Academic Governance Council Faculty Reapportionment Procedures* (a link is provided in the ‘Appendices’), on the direction of AGC from time to time, the University Registrar (typically, in concert with the Secretary to AGC) establishes the total number of elected Academic Staff Members to be on AGC, which shall be 60 percent of the total the number of persons who are Members of AGC; and determines and assigns to each Faculty and School the number of Members who may be elected by that Faculty or School, which so far as is reasonably possible shall be in the same proportion to the total number of elected Members as the number of full-time Members of the Academic Staff of the Faculty or School is to the total number of full-time Members of the Academic Staff to all the Faculties and Schools. The Professional Resource Faculty membership remains constant at two Members, irrespective of proportionality. (See, also, *Election Procedures for Academic Governance Council* (this is an associated Procedure to the AGC Bylaws, the link for which is set out in the ‘Appendices’).)

Student Members: Five students elected by the council of the student’s association (i.e., the Students’ Association of MacEwan University (SAMU)), one of whom is the Vice President Academic of the students’ association executive committee; he or she also sits as a Student Member of his or her respective Faculty or School. Four full-time Student Members will be elected from the remaining Faculties and Schools, with normally no more than one Member from a Faculty or School. Members must be current students of the University and be in good academic standing.

Appointed Members: These Members are appointed from the staff and senior officials of the University under Section 5(a) of the Regulation. In this provision, the Board has responsibility for the appointment of the Appointed Members of AGC from the administration, staff, and alumni of the University, in the number and for the terms of office that the Regulation and the Board determine.

AGC has nine senior officials including (a) seven Deans/Associate Deans as Board appointees (one from each Faculty and School and one Dean/Associate Dean of Libraries); (b) the University Registrar as Board appointee; and (c) the Vice President Finance and Administration as Board appointee. Further, Council has two continuing Support/Supervisory Staff Members, whose professional responsibilities relate to academic or student services processes, who are elected and ratified as Board appointees. The Council includes one alumna/alumnus as Board appointee.

Alternates: Alternates shall not be permitted on AGC, with exceptions noted in section 7.5.1 of the Bylaws.

Term of Office

Ex Officio Members: An *ex officio* Member shall be a Member only while holding the University office that entitles the Member to be an *ex officio* Member.

Elected Members: The terms of office of elected Members are set by the Board, in accordance with the aforementioned Regulation (Section 9). With the exception of Student Members, terms of office on the Council for elected Members will be two years. Notwithstanding the previous sentences, a Member may be elected to hold office for a term of less than two years so as to provide overlapping terms of office for the Members of the Faculty/School and may, when a

Member ceases for whatever reason to hold office before the expiry of that Member's term of office, elect a new Member to hold office for the remainder of the unexpired term.

Student Members: Student Members serve one-year terms.

Appointed Members: Unless otherwise specified, terms of office for appointed administrative, staff, and alumni Members, if any, shall be two years. For Members other than those who are *ex officio* Members, all terms are renewable, subject to the relevant unit- or constituency-specific re-election or re-appointment processes. The University Registrar is charged with reviewing Council membership on a regular basis to ensure compliance with the stated representation.

Vacancies of elected Academic Staff Members of Council are to be filled by means of a by-election to be held normally on an annual basis or as directed by AGC's Executive Committee.

Resignation or Removal

If a member chooses to resign before the expiry of his/her term, the Member is asked to provide the Chair and the AGC Secretary with reasonable notice in writing, setting out the effective date of the resignation or expiry of term. Should the AGC Executive Committee receive such notice, the Committee will declare a vacancy to be filled according to established processes set out in the AGC Bylaws.

The AGC Executive Committee will declare a vacancy when a Member is on leave for a period longer than four months. Depending upon the Member, the vacant position will be filled according to established processes set out in the AGC Bylaws.

Unexcused Absences: If a Member has unexcused absences for three regular meetings within an academic year, the AGC Executive Committee may declare the Member's position vacant, except for the *ex officio* Members. The vacant position will be filled according to established processes set out in the AGC Bylaws.

With regard to the Members referenced above, such a Member ceases to be a Member of Council should that Member resign his/her position; no longer be a Member of the University (for whatever reason or cause); or given the expiration of his/her elected or appointed term. If any Board-appointed Member is found in violation of any provisions of AGC's Bylaws, the AGC Executive Committee may ask the Board to remove that Member from Council's membership effective upon the Board's decision.

[See Section 7.4 of the AGC Bylaws.]

Nominations and Elections

AGC is empowered to pass such regulations as it may, from time to time, consider appropriate prescribing procedures for nominating, qualifications of voters and/or candidates, and elections, and for the final determination of any dispute or question of qualification, eligibility, and constituency of voters and candidates, and of validity of ballots or votes.

[See Election Procedures for Academic Governance Council.]

AGC Members' Role and Responsibilities

Members, in their function as Members of AGC, are expected to act in the long-term academic interests of the University to the best of their ability; as such, Members do not act as delegates of the bodies or constituencies from which they are drawn. Members, utilizing their own perspectives, must be conscientious in contributing to and helping AGC fulfil its role and

responsibilities as set forth in the PSLA and associated Regulation and for being responsible for the ethical conduct of its affairs.

The specific responsibilities of an individual Member include:

- Supporting AGC in fulfilling its responsibilities and objectives.
- Devoting time to learn more about the University and, in turn, the major responsibilities of AGC.
- Preparing for, attending, and participating in regular and special AGC meetings.
- Advising the AGC Secretariat of an expected absence in advance of the meeting.
- Acting in an honest and ethical manner.
- Complying with Council's Bylaws and adhering to University policies, procedures, and relevant codes and avoiding, as appropriate, conflicts of interest.
- Respecting the difference between matters of academic policy (AGC's responsibility) and matters of administration (President's and Vice Presidents' responsibilities).
- Discussing issues frankly and in a civil and respectful manner at all meetings and, in doing so, maintaining a collegial environment and abiding by the will of the majority of AGC.
- Speaking one's mind but maintaining respect for the opinions of colleagues and a proper restraint in criticism of colleagues and officers.
- Exercising critical judgement.
- Contributing consistently and productively to Council's work and discussion.
- Respecting, at meetings of Council, a Speakers' List, should one be maintained by the Chair.
- Participating, when called upon to do so, in the assessment of AGC's performance and contribution to the University.
- Consulting with any constituency from which the Member is drawn and communicate to such constituency the matters dealt with at AGC.
- Promoting openness and awareness of AGC operations to the wider community.
- Recognizing that authority resides only with AGC as a whole and not in its individual members.

[See Sections 10.0 and 15.0, of the AGC Bylaws.]

Use of the University's Outlook calendar system by all Council Members is also strongly encouraged for scheduling purposes. Members are encouraged, as well, to regularly check their e-mail to ensure they review in a timely manner e-correspondence directed to their attention by the AGC Secretariat in support of Council business.

Conduct of Members

Members are expected to exercise due diligence in the performance of their duties; maintain respect for confidentiality over those matters dealt with in confidence by AGC, within the terms of the Council's Bylaws, relevant legislation, and good governance practices; and, as previously stated, act at all times in the best interests of the University rather than in the interests of particular constituencies.

[See Section 15.0, of the AGC Bylaws.]

Collegiality

Members foster a collegial environment and conduct themselves in a manner that demonstrates a climate of openness and trust, accountability and transparency, respect for different perspectives, builds on the contributions of others, and constructively puts forward alternate considerations. Members shall treat one another and non-Members with respect and will work in a spirit of collaboration and civility.

Questions and Communications

If you require more information than is provided as part of a Council meeting agenda, you may make information requests to the AGC Secretary. Keep in mind that, although some information may be readily available, some requests may involve a great deal of staff time. The need for information will be weighed against the time required to produce it. Questions regarding the jurisdiction of AGC or AGC Bylaws/policies/rules/procedures should be directed to the attention of the AGC Secretary who, in turn, may seek the guidance and/or involvement of the AGC Chair or others accordingly and as appropriate.

Members should communicate promptly to the AGC Secretary or the AGC Chair, as appropriate, any significant concern relating to AGC matters and, then, let the Secretary or the Chair handle it accordingly.

If you have a question that you would like to raise at AGC on an issue that you consider within the jurisdiction of that body, you may submit it in writing to the AGC Secretary. Such questions must be received in the AGC Secretariat prior to 10:00 am the day before Council meets. If there is a question with respect to jurisdiction in these instances, the AGC Secretary will confer with the AGC Chair to determine whether the question may be raised at the upcoming Council meeting.

The University promotes an environment of open communications and establishes policies and practices to encourage such communication. AGC communicates its activities and decisions to members of the MacEwan University community. Correspondence to, inquiries of, or requests to make a presentation to Council are to be referred to the Chair through the AGC Secretariat—the Chair and the AGC Secretariat act as the points of contact for Council. Matters of an administrative nature and/or outside the purview of AGC should be addressed to the appropriate senior or other administrative authority or, when and if appropriate, the Board.

It is not appropriate for AGC Members to contact presenters, to follow up on Council business, or to send out memos or e-correspondence without the prior knowledge and consent of the Chair. Otherwise, confusion, errors, miscommunication, and/or policy violations may inadvertently occur. The Chair will be firm on these matters.

Role of the AGC Chair

The President is the Chair of AGC. The Chair ensures AGC stays on task and conducts itself collegially and ethically, complying with applicable legislation, institutional policies and procedures, and Council's Bylaws. The Chair is the official spokesperson for AGC and serves as a link between Council, the Board, relevant government officials, and the community. The President is the conduit through whom recommendations from AGC are transmitted to the Board. Normally, the President would present such recommendations at meetings of the Board.

The Chair represents AGC and its interests in dealing with the Minister, the Ministry, the Board, other officials, stakeholders, and the community. The Chair is responsible for providing

leadership for AGC and for effectively facilitating the work of Council. To that end, the Chair has the following specific responsibilities:

- Presides over and provides effective leadership of AGC meetings.
- Ensures effective, ongoing relationships and communications between AGC, the Board, and the wider community.
- Conveys to AGC such decisions and requests as the Board may wish to refer to Council.
- Ensures Members are aware of the relevant University policies and procedures and codes.
- Ensures that Members comply with the AGC Bylaws.
- Establishes, in consultation with the Executive Committee of AGC, the agenda for all meetings and ensures that the agenda (and associated documentation) are distributed for meetings, as provided for in the AGC Bylaws.
- Reports to AGC on current issues at and of relevance to the University.
- May step out of the chair at meetings of AGC to participate in discussion as necessary, and the Council Vice-Chair, in such cases, will chair the meeting.
- Permits a reasonable amount of discussion of items but will respect the protocol associated with a 'call for the question'.
- Maintains and respects a Speakers' List, as and where necessary, in accordance with AGC's Bylaws.
- May vote only to break a tie.
- Is empowered and expected to take actions deemed necessary to ensure the orderly advance of the legitimate business of Council.
- Serves as the Chair of the Executive Committee of AGC.
- Serves as an ex officio, voting Member on all standing committees of AGC, with the exception of the Research Ethics Board.
- Performs other such duties as may be specified in the AGC Bylaws and as may be determined, from time to time, by AGC.

[See Sections 12.0 and 13.0, of the AGC Bylaws.]

Role of the AGC Vice-Chair

Council elects at least annually a Vice-Chair from amongst the elected Academic Staff Members on AGC who has responsibility for chairing meetings in the absence of the Chair. (Under no circumstances will a Vice-Chair serve more than two consecutive terms.) In addition to meeting the obligations as a Member, the Vice-Chair carries out all responsibilities of the Chair when the Chair is absent or unable to so act; on those occasions the Chair chooses to step out of the chair to participate in discussion at a AGC meeting; or assists the Chair in the performance of his/her duties. In instances where the Chair is not available, the Vice-Chair may serve as the official spokesperson on behalf of AGC.

In the event the Chair and Vice-Chair are absent or unable to act, the Chair may appoint an individual from the elected Academic Staff Members on AGC to serve as Chair. An Acting AGC Chair, in addition to obligations as a Member, acts with the powers normally exercised by the Chair for a period of time determined by the President.

[See Section 13.3, of the AGC Bylaws.]

The Relationship of the Board of Governors and AGC

Although the PSLA and the cited Regulation set out AGC's authority after the words "subject to the authority of the board [of governors]," the Board has allowed AGC discretion with respect to purely academic decisions and has not involved itself in detail with the academic work of the institution; the Board recognizes that there are overlapping jurisdictions and handles them sensitively and with regard for the proper role of AGC in determining academic matters. That said, consistent with its authority and duties under the Act and the AGC Bylaws, Council has a responsibility of advising the Board on its consideration of academic matters at the University—AGC will provide an ongoing bi-monthly report to the Board. All decisions of AGC shall be communicated to the Board in writing through the President, who also brings to Council requests and reports of the Board. The Board will provide on an ongoing basis a report to AGC on matters considered during and decisions made by that body at its Open Session(s).

It should be stated that academic decisions which have a *significant financial impact* are subject to Board approval. Accordingly, major academic decisions, including the establishment, substantive reorganization, or termination of Faculties, Schools, departments, and Chairs, made by Council will be subject to final approval by the Board. Assessment of the financial impact may be made by the Board and/or the President or his/her delegate. In keeping with the PSLA, the Board also has ultimate responsibility for program termination decisions, including, but not limited to, those resulting from recommendations from AGC. As such, AGC will provide the Board with written recommendations for program terminations, accompanied by supporting documentation.

As the Board has responsibility for issues that impact the reputation and good name of the University, AGC's advice and recommendations on matters that may have a material impact on the University's reputation will be sought when asked to do so by the Board, by the President, by the Provost and Vice President Academic, or, as deemed appropriate, by Council, itself.

By means of regular meetings and communication, the University Secretary (who is also Secretary to the Board), working with the Secretary to AGC, ensures items flow from one governance body to the other, designing schedules and routing for the expeditious movement of said items.

Finally, the Administration serves as the operational link between the two governing bodies. The Vice Presidents and other officers ensure that the policies and other items approved by AGC and/or the Board are implemented and that the University's business and academic programs operate within the policy framework approved by the governing bodies.

[See Section 5.0, of the AGC Bylaws.]

Meetings

AGC holds meetings at such times and places as determined by the Chair in close consultation with the AGC Secretariat. Subject to AGC's Bylaws, prior to the beginning of the academic year, a schedule of meetings for the full year will be posted by the AGC Secretariat. The accidental omission to give notice to or the non-receipt of any notice by any of the persons entitled to such notice does not invalidate the proceedings of the meeting. Any Council meeting may be postponed or cancelled at the discretion of the Chair.

Normally, regular meetings of AGC will be held on a monthly basis with a total of seven or eight meetings each academic year. At a minimum, Council will meet six times per academic year.

The [Academic Year](#) of the University commences on September 1 in each year and ends on August 31 of the following year. The AGC annual cycle conforms to this period.

[See Section 12.2.1, of the AGC Bylaws.]

AGC meetings provide a venue for members to learn together, contemplate and deliberate together, and decide together. The procedural rules governing these meetings are determined by AGC (upon approval of the Board of Governors) and are incorporated into the Council's Bylaws or policies. Such processes are time tested and allow AGC to fulfill its role and responsibilities in a transparent and accountable way.

In general, AGC meetings occur in two formats, Open and Closed Sessions. For the sake of transparency, AGC conducts as many open meetings as possible, allowing any community member to witness the proceedings. Minutes of Open Session meetings are taken, summarizing the discussion and decisions of the session, and will be provided to AGC at the subsequent meeting for approval, posted on the AGC Secretariat's website, and filed with the University Secretary.

Closed Sessions only involve AGC and its support staff and, at times, outside presenters. These are reserved for matters of greater confidentiality (e.g., approval of the Faculty/School graduand lists). AGC may at any time determine that a meeting, or part thereof, be designated as a Closed Session to deal with confidential matters only. The Chair may designate University staff or resource people to attend certain parts of the Closed Session or may designate the Closed Session to be without University staff or resource people (excluding AGC Secretariat support). Minutes summarizing the discussion and decisions of a Closed Session are taken, provided to AGC for approval at the subsequent meeting, and filed confidentially with the University Secretary. Closed Session matters, including all discussion, action, and documentation, must be kept in confidence in perpetuity by every Member and attendee.

Unauthorized Use of Recording or Similar Devices During Meetings: With the exception of equipment used expressly by the AGC Secretariat for the meeting and/or, with the prior agreement of the Chair, the public affairs or communications unit(s) of the University, any private or unauthorized use of a recording or broadcasting or similar device during a meeting of AGC is prohibited. The expression "recording or broadcasting or similar device" includes any equipment that can be used to record or broadcast either through photography, videotaping, or audio recording an image, sound, or a conversation, including, but not limited to, cameras, cellular telephones, smartphones, tablets, or any similar device.

Freedom of Information and Protection of Privacy: Regardless of whether a meeting of AGC is held in Open or Closed Session, discussions at such meetings in all instances will be consistent with the Alberta Freedom of Information and Protection of Privacy Act and its associated Regulations.

[See Section 12.3.1, of the AGC Bylaws.]

Special Sessions of AGC: In exceptional circumstances, a special meeting of AGC may be called if (a) the Chair considers a matter to be of sufficient urgency; (b) there is a petition by at least 12 Members of the Council, at least nine of whom must be elected; or (c) the Chair receives a special request from the Board. The Chair may waive the normal meeting notice period as specified in Council's Bylaws for any special meeting. In the cases of special meetings, every effort will be made by the AGC Secretariat, working, as necessary, with the Chair and the AGC

Executive Committee, to get the agenda and supporting documentation to Members as expeditiously and as far in advance of the meeting as reasonably possible.

[For further detail, see Section 12.2.2, of the AGC Bylaws; see, also, the Academic Governance Council Special Session Procedures, the link to which is provided in the ‘Appendices’.]

Meeting by Electronic Means/Participation by Telephone and Other Means: Members may participate in, and are deemed to be present at, meetings by telephone or other communication facilities which permit all participants to communicate adequately with each other. In this circumstance, such Members are deemed to be present, counted to determine the presence of quorum, and have the ability to move, second, and/or vote on motions. Members are asked to contact the AGC Secretariat in those instances they wish to participate in an upcoming AGC meeting in this manner.

[See Section 12.8.1, of the AGC Bylaws.]

Scheduling Meetings: A great deal of care and attention goes into the creation of AGC’s and its standing committees’ meeting schedules. These carefully-constructed rolling schedules allow members and participants throughout the system to plan accordingly. As part of its work as the administrative support to AGC and a number of AGC’s committees, subcommittees, and working groups, the AGC Secretariat sets the meeting schedules of these bodies. As of the 2017-2018 academic year, in addition to AGC, the following AGC committees administratively supported by the AGC Secretariat have set, rolling schedules:

- AGC Executive Committee
- Academic Planning and Priorities Committee (APPC)
- Committee on Admissions and Transfer
- MacEwan Committee on Internationalization
- Student Services Committee

These committees’ schedules are linked to the deadlines of AGC and the AGC Executive Committee, which are ultimately linked to the Board of Governors’ deadlines. The AGC Secretariat has developed schedules for AGC committee meetings two years in advance (2017-2018 and 2018-2019) (links for these meeting schedules are provided in the ‘Appendices’). It was found that a set rolling schedule was needed for AGC standing committees to ensure that Faculty/School Councils, for example, could predictably meet AGC committee deadlines, thereby ensuring that Faculty/School Council materials can go through AGC in a timely manner, while keeping in mind institutional deadlines, such as Calendar publication deadlines. The administrative support teams for Faculty/School Councils have been asked to keep in mind AGC and AGC committees’ materials deadlines when scheduling their meetings. The AGC Secretariat encourages other committees throughout the institutional governance system to work toward a similar scheduling system, where possible.

These schedules have been developed around:

- Historical timelines and schedules (when meetings are typically held; predictability).
- Major document approval and deadlines (e.g., Annual Report review; CIP review).
- Board of Governors’ meetings.
- Other standing meetings within the institution (e.g., Deans’ Council).
- Statutory holidays and planned University closures.
- Anticipated workload – whether a meeting would be needed.

Meetings are generally a month apart to give the AGC Secretariat sufficient time between meetings to prepare, plan, coordinate, communicate, follow up, and manage the information of each meeting.

Quorum and Attendance

Quorum is the minimum number of Members that, when assembled, is sufficient for AGC to conduct business. AGC's quorum is established at 29 members, 18 of whom must be Academic Staff.

It is the duty of the Chair, with the Secretary to AGC's assistance, to determine if quorum is present before calling the meeting to order. When quorum is present, the body is able to make decisions and all members (present or not) are bound by these decisions. However, if, within 15 minutes from the time appointed for the start of the meeting of Council, a quorum is not present, the meeting stands adjourned to a date and time and place to be determined by the Chair. Urgent business that would otherwise have been considered at the adjourned meeting may be referred by the Chair to the AGC Executive Committee immediately for action.

A meeting that begins with a quorum is deemed to be properly constituted and will continue until the meeting is adjourned or a Member other than the Chair challenges quorum and less than a majority of current Members are present at the meeting. A meeting at which quorum is challenged and lost is deemed adjourned at the time that quorum is challenged.

[See Section 12.7.4, of the AGC Bylaws.]

Attendance Expectations: It is understood there are legitimate reasons why Members may miss a regular or special Council meeting from time to time. Members unable to attend a regular or special meeting of AGC for legitimate reasons are expected to notify the Secretariat in writing, indicating the reason(s) for their absence.

[See Section 7.4.1, of the AGC Bylaws.]

AGC's Agendas

Agendas of AGC normally include: a call to order (to establish quorum); adoption of the agenda; approval of the previous meeting's minutes; business arising from the minutes (or old business left over from the previous meeting); new business; next meeting (time and place of next meeting, as well as possible agenda items for next meeting); and adjournment. Below is a typical example:

1. Call to Order
2. Approval of the Agenda/Consent Agenda (detail on 'consent agendas' is noted further on in this section)
3. Officers' Reports
4. Presentations (if any)
5. Committee Reports
6. Faculty and School Council Reports
7. Question Period
8. Announcements
9. Closed Session (if any)
10. Future Agenda Items/Time and Place of Next Meeting
11. Adjournment

The AGC Executive Committee is responsible for setting the agenda for AGC meetings. All policies recommended to AGC for approval must first be recommended to Council by the Executive Committee. Other items of business must first be recommended to Council by the relevant AGC standing committee or committees or Faculty/School Council. Items to be included in the agenda are to be submitted to the Chair through the AGC Secretariat according to submission deadlines published annually by this unit. All materials and presentations for an AGC meeting must be reviewed by AGC Executive Committee first, and so, AGC's materials deadline is the same as Executive Committee's. The late submission of materials will not be accommodated. Additions or changes to the agenda at the time of the AGC meeting require advance notice and approval by a simple majority vote of the Council.

[See the AGC Special Rules of Order: Agenda Procedures, a link for which is provided in the 'Appendices'.]

Agenda packages must be distributed to Members by the AGC Secretariat a minimum of at least five calendar days prior to the meeting, with the exception of special sessions. Packages will include at the time of distribution all documents in support of motions, draft minutes of previous meetings, and any other documentation deemed appropriate by the Executive Committee.

Notice of Motion: At any meeting, any Council Member may give notice of a motion on an agenda item to be presented at a subsequent AGC meeting.

Consent Agendas: To ensure AGC has sufficient time at its meetings to deal with strategic and substantive matters, Council uses a consent agenda format within the context of the larger AGC agendas. A consent agenda is a component of a meeting agenda that enables the grouping of action and information items that are routine, standard, non-controversial, and self-explanatory so they can be passed on a single motion. The consent agenda implies there is unanimous consent and that issues do not need any discussion before a vote is taken. Should a Member wish to separate an item for discussion and/or vote, the Member must make this request prior to the meeting, except for minutes which can be removed during the meeting. Any minutes to be taken off of the consent agenda must be done during the approval of the agenda and consent agenda at the beginning of the meeting. The minutes of the meeting will report matters approved as part of the consent agenda.

[See Section 12.4, of the AGC Bylaws for information on Council agendas.]

AGC Agenda Item Changes – Special Rules of Order: Any materials or motions modified or amended after they are published in the AGC meeting package must be submitted electronically to the AGC Secretariat at least 48 hours prior to the AGC meeting with a written rationale of each change made. The specific processes associated with such modifications or amendments are outlined in AGC's *Special Rules of Order: Agenda Procedures*, summarized immediately below.

AGC Special Rules of Order: Agenda Procedures

Point #1: 48-Hours' Advanced Notice of Changes to the AGC Agenda

The AGC Bylaws state that meeting materials must be circulated at least five days in advance. Currently, the AGC Secretariat consistently aims for having materials out to members seven to 10 days in advance. Therefore, it is reasonable that any changes to the AGC agenda should be received at least 48 hours before the AGC meeting; normally, this would mean the Sunday evening before a Tuesday evening meeting. The following are examples of changes that would need notice:

- Changing the requested action taken by AGC, for example, changing an information item to a decision item. This includes those items on the consent agenda.
- Asking AGC to rule on something for which materials were not provided within the regular five days before the meeting.
- Adding, postponing, or rescinding an item on the AGC agenda after the meeting materials have gone out.
- Substantively changing an item presented in the meeting package, including minutes.
- Requesting changes to graduand lists.

Point #2: Consent Agenda Items

With the exception of AGC and the Executive Committee items, as a courtesy to presenters, all consent agenda questions should be received 48 hours prior to the start of the meeting. For any questions about consent agenda items received after the deadline, the Chair reserves the right to postpone the consent agenda item until the next regularly-scheduled AGC meeting in order to research the answer. 48 hours also allots enough time to inform presenters that their item will be taken off of the consent agenda in order to provide them with sufficient time to research previous decisions and determine if they may need other resource people to attend the AGC meeting to answer questions.

This would not apply to AGC or Executive Committee materials on the consent agenda as these bodies should always have members available at any AGC meetings (the AGC Executive Committee is composed solely of AGC members).

Point #3:

Any changes to the AGC agenda or materials cannot contradict legislation, policy, Bylaws, administrative law, or Robert's Rules of Order. Changes that specifically contradict the Council's rules of order must be suspended by a vote of a two-thirds (2/3) majority.

Point #4:

Requested changes received 48 hours prior are debatable at the AGC meeting.

Point #5:

All requested changes must be received by the AGC Secretariat with a cover page. This cover page will be posted on the AGC myShare site by the Secretariat with an e-mail notice to all AGC members of the change requested, including rationale, and which AGC member or members are requesting the change. The AGC Secretariat will not willfully withhold any requests and will post requests within one business day of receiving the request, whenever possible.

Point #6:

Procedures must be in place for emergencies and urgent action. Exceptions to these *Special Rules of Order* are left to the judgment of a two-thirds (2/3) majority of AGC members, the request of the Chair, or at a special request of the Board of Governors. An item requiring urgent action will be defined and judged in each situation, but, generally, is understood as an emerging or unforeseen issue that, if left to take the usual course, would cause harm or undue hardship to the University, the President, or the MacEwan University community, which could otherwise be mitigated with immediate and thoughtful action by AGC.

[The link to the official AGC Special Rules of Order: Agenda Procedures is available in the 'Appendices'.]

Minutes

The AGC Secretariat will record and disseminate minutes of all Council meetings. Only motions and motion revisions will be recorded verbatim unless an AGC Member requests that comments also be recorded verbatim. Between meetings, the Secretariat may contact a Member for clarification of discussion points. Editorial revisions using the ‘Scribe’s Notes’ (i.e., information included and clearly identified in meeting minutes that was not stated at the meeting that enhances understanding of an agenda item (e.g., clarifies/corrects discussion points; notes something that occurred in relation to an item before, during, or after the meeting; indicated the order an item was discussed on the agenda)) may be made by the Executive Committee prior to the preparation of final draft minutes.

Members’ names are only recorded when the person is speaking as a representative of their position (e.g., presenter Jane Doe, University Registrar). After the initial identification of the speaker, first initial and last name are used (e.g., J. Doe). Otherwise, the AGC Secretariat staff only record the points made rather than who the Members were who brought up the points (in this way, the person preparing the minutes can collapse similarly-stated points without identifying the people who brought them up).

Discussion is recorded in point form—in other words, there will be a record of the salient points that either illustrate how Council came to its decision or give relevant details. Often, there is research involved afterward to ensure accuracy of decisions/detail. Members may be asked by the AGC Secretariat for clarification during or after the meeting in order to have accurate minutes.

The Chair and AGC Executive Committee review the draft minutes prior to appearing in the AGC meeting package. AGC minutes are then approved by Council at a subsequent meeting. Errors in the minutes should be reported to the AGC Secretary, ahead of the meeting if possible, so that errors can be corrected and reported at the meeting rather than using time at the meeting. Advance notice of questions regarding the content of the minutes is also appreciated whenever possible, and the appropriate officer will raise and address these during the meeting. Once approved, the minutes are posted on the AGC Secretariat website.

The AGC Secretariat maintains an official repository of AGC records and documents.

[See Section 12.6.1, of the AGC Bylaws.]

Robert’s Rules of Order, Parliamentary Procedure, and Motions

AGC meeting protocols will be guided by current Robert’s Rules of Order, a set of rules based on parliamentary procedure, except where otherwise provided for in AGC Bylaws or relevant legislation.

The AGC Chair is empowered to adjudicate rules of order and procedures, if and when necessary. Any Member of AGC can challenge a ruling of the Chair by simply moving to challenge immediately following the ruling. A seconder is required for such a motion. The mover of the challenge will state succinctly the basis of the challenge, and the Chair will state succinctly the rationale for his/her ruling. With no further debate, a vote shall be taken on whether the Chair’s ruling will be sustained, the result is decided by a simple majority, and the vote is final. At the conclusion of the vote, the meeting shall proceed accordingly.

[See Section 12.1.1, of the AGC Bylaws.]

Introduction

Parliamentary procedure is a set of rules for conduct at meetings that allows everyone to be heard and to make decisions without confusion.

A time-tested method of conducting business at meetings and public gatherings, it can be adapted to fit the needs of various organizations. *Robert's Rules of Order* is the most widely-used set of rules codifying parliamentary procedure. It is revised regularly (Robert, H., *Robert's Rules of Order*, 11th Edition (Cambridge, Mass.: Perseus Publishing, 2011), is the latest edition), with the updated version available on the Web (see the 'Appendices' for the relevant link). (Other protocols used by a number of institutions include Kerr and King's Procedures (Kerr, K and King, H, *Procedures for Meetings and Organizations* (Toronto: Carswell, 1996) and Bourinots' Rules of Order.)

According to the Bylaws of AGC, meeting protocols will be guided by Roberts' Rules of Order, except where otherwise provided for in the Bylaws. With this in mind, the following summary information is provided for Council Members.

The intent in providing this summary of Robert's Rules of Order is to familiarize Council Members with common terminology and procedures, keeping in mind that the purpose of adopting this set of protocols is to provide order to the decision-making of Council while, at the same time, ensuring Members have the opportunity to fully participate in the deliberations and debate and that questions are thoroughly discussed before action is taken. Organizations have adopted Robert's Rules of Order as they find it provides for constructive and democratic meetings, designed to help, rather than hinder, the business of the assembly. As a matter of principle, under no circumstances should "undue strictness" be allowed to limit full participation of Members.

Order of Business (The Agenda)

Organizations using parliamentary procedure usually follow a fixed order of business. Below is a typical example:

1. Call to Order
2. Approval of Minutes of the last meeting
3. Officer's Reports
4. Committee Reports
5. Special Orders (important business previously designated for consideration at this meeting)
6. Unfinished Business
7. New Business
8. Announcements
9. Adjournment

As previously noted, AGC uses a similar order of business as a guide to setting its own agendas, keeping in mind the particular purpose of AGC as the academic governance body of MacEwan University.

[See 'AGC's Agendas', earlier in this guidebook, for further details.]

Bringing Items for Action: Motions

The method used by Members to express themselves is in the form of moving motions. A motion is a proposal that the entire membership take action or a stand on an issue.

Motions not only bring matters to Council for scholarly debate, but also, by virtue of a voting process, force closure to the matter and prescribe a course of action. The components of a minuted motion/resolution are (a) the mover/seconded (if required); (b) the proposed action; and (c) the outcome of the decision.

- Motions should be succinct.
- Motions should be unambiguous.
- Motions should be unbiased.
- Motions should be as detailed as possible and as warranted.
- Motions should be prepared in affirmative language (e.g., to approve or to endorse).
- Motions must be within the purview of Council.
- Motions must not be at variance to the Bylaws of Council and/or the Mandate and/or the policies of the University, unless altering these is the purpose of the motion.
- New terms, or terms vulnerable to misinterpretation, must be defined within the motion using expressions such as “defined as” or “for the purposes of this motion, defined as.”
- Motions should be grammatically correct.

The AGC Secretariat publishes guidelines for submitting recommendations (motions) to the Council. This ensures that, when making decisions, Council Members are provided with the background and context for the motion, the evidence and rationale for the recommendation, and supporting documentation. Typically, motions will come forward from AGC’s standing committees for the consideration of Council.

Four Basic Types of Motions

1. *Main Motions*: A Main Motion is one which brings business before the meeting of Council. It is the most often-used motion and is the device by which a matter is presented to the Council for discussion and possible action.
2. *Subsidiary Motions*: Subsidiary Motions assist the Council in treating and/or disposing of a main motion. Subsidiary Motions are always related and applied to another motion while it is pending. The adoption of a Subsidiary Motion alters the original motion in some way such that the vote on the original motion assumes the vote is on the changed motion.
3. *Privileged Motions*: Privileged Motions do not relate to a pending motion nor to pending business. Privileged Motions relate to special matters deemed important enough to interrupt the consideration of anything else. Privileged Motions should be relatively rare and might be used to address an emergency situation.
4. *Incidental Motions*: Incidental Motions relate to the pending business or other business. Normally, Incidental Motions are related to the main question but must be dealt with immediately before business can proceed. Often, an Incidental Motion enables proceeding with the main business.

Examples and further explanations will be provided, as follows.

Six Steps to Every Motion

Every motion requires six steps (with some exceptions), as follows:

Step #1

A Member who is in support of the motion is recognized and makes a motion, speaking in a clear and concise manner. The motion is stated affirmatively (“I move that we ...” rather than “I move

that we do not ...”). Avoid personalities, and stay on subject. Note that, for AGC, motions will typically come forward from a committee.

Common Mistake: Members do not wait to be recognized and, typically, start to discuss their motion before completing Steps #2, #3, and #4, below.

Note: A mover of a motion can change their view of and support of the motion during the course of ensuing discussion; they need not, finally, vote in favour of this motion.

Step #2

Another Member seconds the motion, or the Chair will call for a second. If there is no second to the motion, the motion is lost.

Common Mistake: The person seconding the motion immediately dives into the merits of the motion.

Step #3

The Chair restates the motion to the assembly, thereby placing the motion before the membership for consideration and action. Once the motion is presented to the membership by the Chair, it becomes “assembly property” and cannot be changed without the consent of the Members.

Common Mistake: The motion is restated differently from the wording of the maker. Note that the motion that is adopted is the one stated by the presiding officer and not the one stated by the maker of the original motion.

Step #4

The Members debate the motion or may move directly to a vote. This is the time for the mover to speak in favour of his/her motion, rather than at the time the motion is presented. The mover is always allowed to speak first. All comments and debate must be directed to and through the Chair who may establish a time limit for speaking. The mover may speak again only after other speakers are finished, unless called upon by the Chair.

Common Mistakes: Debate gets out of control in tone, in duration, and/or in relevance. Members talk at each other across the room rather than to and through the presiding officer.

Step #5

The Chair asks, “Are you ready to vote on the question?” If there is no more discussion, a vote is taken with the Chair asking for the affirmative votes and, then, the negative votes.

Common Mistakes: The presiding officer states “All in favor” and fails to tell the members what to do as a matter of voting (for example, “say aye,” “stand up,” “raise your hand,” *etc.*); or the negative vote is never requested or counted.

Step #6

The Chair announces the result of the voting; instructs the corresponding officer(s) to take action; and introduces the next item of business.

Common Mistakes: The presiding officer fails to announce the result of the voting. No one is instructed to take action subsequent to the final decision being rendered by Council.

Unanimous Consent

“If there is no objection....”

In cases where there seems to be no opposition in routine business, or on questions of little importance, and in the presence of a quorum, you can save time by obtaining “unanimous consent” (general consent) from the assembly.

After all, parliamentary procedure is designed to protect the minority and, generally, need not be strictly enforced when there is no minority (opposition) to protect. In these cases, a motion can be adopted without the aforementioned Six Steps or even the formality of making a motion.

Any meeting can be significantly more productive if the Chair merely states, “If there is no objection, we will adopt a motion to do <such and such>.” When no objection is heard, the Chair states, “Since there is no objection, <such and such a motion> is adopted.” If someone objects, the Chair proceeds with the traditional Six Steps.

Examples of situations that fit with the unanimous consent approach are:

- To correct or approve the minutes.
- To withdraw one’s own motion before the vote is taken. The maker may wish to withdraw his/her own motion, but the motion belongs to the assembly. Only the assembly may allow the withdrawal of a motion.
- To suspend a rule on a matter clearly not controversial (and as long as no bylaw is violated).
- To allow a speaker a few more minutes than the prescribed time.
- To allow a guest speaker to speak in an order contrary to the approved agenda (or Rules of Order).
- To divide a complex motion into logical parts for discussion, amendments, and voting purposes.
- To close polls on a voting process after inquiring if there are any more votes. No motion to close the polls is necessary.
- To elect a lone nominee by acclamation.

In reality, as long as you have a quorum and do not violate a bylaw, these five powerful words can allow a Chair (and, by extension, the governing body) to much more quickly accomplish business.

Some Exceptions: When Six Steps Do Not Apply

As noted above, the typical motion follows Six Steps. Here are some of the exceptions:

Privileged Motions do not relate to the pending motion but are of such immediate importance that they take precedence over any main motion.

- Question of Privilege: As a member of the assembly, you believe that you cannot hear or see the proceedings, but you have a feasible solution. You have the right to stop the meeting and have the problem corrected.
- Call for the Orders of the Day: You notice that the agenda specifies the time for each portion of the agenda. You notice that the part you are interested in is scheduled for 9:15 am, and the time is now 9:16 am. The meeting is stuck with the 9:05 am item. You “*Call for the Orders of the Day.*” This automatically forces everyone to abandon the 9:05 item and deal with 9:15 item.

In both cases, you do not need to be recognized or seconded. No one can amend or debate your motion. No vote is necessary.

Incidental Motions do not relate directly to the substance of the pending motion but, rather, to the method of transacting the business of the motion. Incidental motions must be dealt with immediately.

- **Point of Order:** During a meeting, you notice that someone (even the presiding officer) is disobeying Robert's Rules of Order. You state "Point of Order" and explain your point. The presiding officer rules on your point which can assist in keeping the meeting running in an orderly fashion.
- **Point of Information:** One right no one can take from you is the right to understand the process and the potential consequences of the next vote. You have the right to stop business and have someone explain the process and consequences of the debate or the voting. Generally, this applies to information desired from the speaker: "I should like to ask the speaker a question." Your request for information cannot be ignored by the presiding officer.

In the above two cases, you do not need to be recognized or seconded. No one can amend or debate your motion. No vote is necessary.

- **Object to Consideration:** Sometimes, a sensitive or embarrassing motion is made. You can kill it before it is discussed by getting two-thirds (2/3) of the assembly to agree with you to kill the motion before it is discussed.

In this case, you do not need to be recognized or seconded. No one can amend or debate your motion. A two-thirds (2/3) majority vote is necessary.

Four Motions That Are Always Out of Order

A Main Motion reflects the will of the members of the organization. However, the following four motions are never in order, even if adopted by a unanimous vote:

1. Motions which *conflict with laws* (federal, provincial, or local) or with bylaws, the constitution, or rules of the organization.
2. Motions which present something *already rejected* during the same session or *conflict* with a motion already adopted. (See the sections on *Rescind*, *Reconsider*, and *Amend Something Already Adopted* in Robert's Rules of Order.)
3. Motions which conflict with or present substantially the *same question* as one of which has been temporarily disposed (meaning, *Postponed*, *Laid on Table*, *Referred to Committee*, or *Being Reconsidered*),
4. Motions which propose actions *beyond the scope* of the organization's bylaws.

Three Ways to Amend a Motion

Motions can be amended in the following ways (with the exception of the more urgent motions which cannot be amended, namely, Adjourn; Question of Privilege; Orders of the Day; Lay on/Take from the Table; Previous Question; Point of Order; Appeal; Parliamentary Inquiry; Suspend the Rules; and Reconsider).

During the debate step of a pending motion, one may move to 'amend the pending motion'. All one needs to remember is that there are really only three basic processes of amendments. Let us amend this sample motion: "I move that we buy a new sign."

1. You can Move to Amend by inserting words or paragraphs.

“I move to amend by inserting the phrase ‘not to exceed \$50 dollars’ at the end of the motion.”

2. You can Move to Amend by striking out (not deleting) words or paragraphs.

“I move to amend by striking out the word ‘new’.”

3. You can Move to Amend by striking out and inserting words or paragraphs.

One can even ‘Amend by substituting’ (striking out and inserting) entire paragraphs or the complete motion.

“I move to amend by striking out the word ‘sign’ and inserting the word ‘billboard’.”

4. You can also Amend the Amendment, before it is voted upon.

In this instance, you can only amend the inserted or struck out words. You cannot amend a separate part of the main motion not covered by the amendment that is currently being discussed. After the current amendment is voted upon, you can amend the motion again and, if desired, amend this new amendment.

Five Ways to Modify a Motion

If there is a need to modify a motion, the following apply according to Robert’s Rules of Order:

1. Between the time that a motion is made and before the Chair states the motion, any Member may informally offer modifying suggestions to the maker of the motion. The maker may accept or reject that Member’s recommendations.
2. After the Chair has stated the motion, the maker of the motion may request unanimous consent from the Members to modify the motion. Remember that, at this time, the motion belongs to the assembly and not the original maker.
3. By means of the subsidiary motion to amend, any Member may propose changes to the motion before the motion is voted upon. These proposed changes must be seconded and may be amended and/or debated.
4. If a motion requires further study, the Members may vote to Refer the Main Motion to a Committee. When the committee returns the motion to the assembly, the committee normally proposes amendments for the assembly to vote upon.
5. Sometimes the motion is so complex that the only way to do it justice is for a Member to urge its rejection and offer to propose a simpler version as a Substitute Motion. Upon defeat of the complex motion, anyone may propose the Substitute Motion.

There are two other motions that are commonly used that relate to voting:

1. *Motion to Table*: This motion is often used in the attempt to “kill” a motion. The option is always present, however, to “take from the table” for the reconsideration by the membership.
2. *Motion to Postpone Indefinitely*: This is often used as a means of parliamentary strategy and allows opponents of a motion to test their strength without an actual vote being taken. Also, debate is once again open on the main motion.

Some Common Misconceptions

1. “So Moved”

This is a common statement which means nothing. One must state the actual motion so as to avoid confusion in the assembly. Everyone has the right to know exactly what is being moved and discussed. “So moved!” is vague and pointless.

2. “I Move to Table”

First of all, the motion is “*move to lay on the table.*” According to Robert’s Rules of Order, this motion is in order only as a *temporary interruption of the agenda*, so as to allow something special and urgent out of turn. It is not intended to kill a motion. If your members wish to kill a motion, let them use the correct motion, “*move to postpone indefinitely.*”

3. “Call for the Question!”

This is not a motion. The person calling “question” is being disorderly if another person has the floor. At best, it is a nagging hint to the Chair to stop the discussion and get on with the voting. The Chair should make sure that everyone has had an opportunity to speak and, at the same time, still acknowledge the nagging “call for the question” hint. The Chair should normally state that, after one or two more speakers’ comments, the vote will be taken.

It is critical that the Chair not automatically stop the discussion when someone says “call for the question.” The disorderly member who wishes to stop the discussion does not have more rights than the members who wish to discuss the issue. Actually, a motion to stop the discussion (“*I Call for*” or “*I Move the Main Question*”) would require a two-thirds (2/3) vote to be adopted.

Conclusion

Parliamentary procedure can provide the framework for efficient and effective meetings. That said, it will only work if it is used properly:

- Allow motions that are in order.
- Have members obtain the floor properly.
- Speak clearly and concisely.
- Obey the rules of debate.
- Most importantly, be respectful of other members.

In the case of AGC, parliamentary procedure can provide the framework for Council meetings to be a forum for scholarly discussion, focusing on debate and the respectful exchange of ideas with a view to providing an environment of academic excellence.

Voting

Only AGC Members may move, second, and vote on motions presented at AGC meetings. Motions shall be passed by a simple majority of Members present at the meeting, with the exception of Bylaws changes which require a two-thirds (2/3) majority of voting Members present, and such resolutions are binding on all Members. *Voting by proxy is not allowed.* (Although proxy voting is common in the private sector, it is uncommon in University governance. The underlying principle for denying proxy voting is that the decision-making should be informed by discussion and debate.) The Chair will declare that a motion has been carried or defeated, and an entry regarding the resolution will be recorded in the minutes.

Counting Votes and Voting Results

Voting on a Motion

The method of voting on any motion depends on the situation and processes set out in the Bylaws. Most organizations use five differing methods of voting. They include:

1. *By Voice*: The Chair asks those in favour to say, “*aye*” and those opposed to say “*no.*” Any member may move for an exact count.
2. *By Roll Call*: Each member answers “*yes*” or “*no*” as his/her name is called. This method is used when a record of each person’s vote is required.

3. *By General Consent*: When a motion is not likely to be opposed, the Chair says, “If there is no objection \diamond....” The membership shows agreement by their silence; however, if one Member says, “I object,” the item must be put to a vote.
4. *By Division*: This is a slight verification of a voice vote. It does not require a count unless the Chair so desires. Members raise their hands or stand.
5. *By Ballot*: Members write their vote on a slip of paper; this method is used when secrecy is desired.

What is a Majority?

Does Robert’s Rules of Order mean...

- The Majority of the entire membership?
- The Majority of the Members present?
- The Majority of the votes cast?
- How should you count the blank votes (or those present who choose not to vote), that is, the abstentions?

The basic requirement for adoption of a motion by any assembly with a quorum is a **Majority Vote**. A Majority is ‘more than half’ of the votes cast by persons legally entitled to vote, excluding blank votes and abstentions.

Majority does not mean 51%. In a situation with, for example, 1000 votes, Majority equals (=) 501 votes; but 51% equals (=) 510 votes. The following is an example:

- The Chair instructs the Members, at a meeting with a quorum, to vote by writing ‘yes’ or ‘no’ on a piece of paper.
- Of the Members present, 85 were entitled to vote. Of the 85 votes cast: 81 were valid; and four (4) were turned in blank (abstained).
- The Majority is any number larger than one half of the total of <valid votes cast> minus (-) <blank votes cast>.
- Of the 85 votes cast by members entitled to vote: <85 votes were cast> minus (-) <four (4) were blank> equals (=) 81 votes cast.
- One half of 81 votes cast is 40½. Hence, Majority is 41 votes.

Voting at AGC

At meetings of AGC:

- A motion requires a mover and, normally, a seconder, both of whom must be Members of Council.
- Significant amendments to motions shall be governed by current Robert’s Rules of Order.
- Tabled motions shall be governed by current Robert’s Rules of Order.
- Questions arising at a Council meeting are normally decided by a majority of votes. (There are some exceptions to this, as stipulated further in AGC’s Bylaws.) Voting shall normally be by a show of hands. However, in elections, a secret ballot will be used.
- Members may choose not to vote. Abstentions are not votes, are not normally recorded, and are not factored in the tallying of votes (although Members who are present and who choose not to vote are counted as part of quorum).
- A Member may ask at the time of the vote to record that Member’s individual vote or the Member’s abstention, including an explanation for the abstention.

- The Chair only votes to break a tie. If, in such cases, the Chair chooses not to vote, the motion is lost.

[See Section 12.5, of the AGC Bylaws.]

Some Additional Points

Resource attendees at Council meetings do not vote and do not count toward quorum. They can, however, speak (as the Bylaws dictate and the Chair permits), provide information and expertise, and sit on working groups and subcommittees, as needed and where appropriate.

Where there is *conflict of interest* (actual, potential, or perceived), the Member should recuse themselves or abstain from voting and request to be recorded as such in the minutes. (See ‘Conflict of Interest’, further on in this guidebook.)

Observers (i.e., non-Member visitors) can observe the public portion of Council meetings but do not vote and do not speak unless called upon by the Chair.

Committee of the Whole

A large assembly like AGC may occasionally need to form a *Committee of the Whole*. The purpose of a Committee of the Whole is to suspend a formal meeting of Council in order to address a matter that can better be dealt with informally. Any votes taken during a Committee of the Whole session are not considered decisions of AGC but, instead, as recommendations to AGC (as *per* process set out in Robert’s Rules of Order). The steps for moving into a Committee of the Whole are, as follows:

1. AGC requests to refer a matter to a Committee of the Whole.
2. A motion is made to go into Committee of the Whole with a time limit included; an example of such a motion would be:

“MOVE THAT Academic Governance Council resolve itself into a Committee of the Whole to consider and discuss the 2017-2018 MacEwan University Budget Update and that Committee consideration and discussion take no longer than 70 minutes to complete.”

3. AGC holds a vote on whether or not to go into Committee of the Whole
4. In the case of an affirmative vote, a new Chairperson is appointed; this is usually AGC’s Vice-Chair. No formal motion is required in this instance.
5. The Committee of the Whole considers the matter referred to it; members are free to speak as often as they are given the floor. The Secretary keeps notes of the main points made, creating a ‘temporary memo’ (i.e., the meeting notes) which will finally be treated as an attachment only to the official AGC meeting minutes. If, at any point, the Committee of the Whole becomes disorderly, the presiding officer of AGC can declare the Committee of the Whole dissolved.
6. The Committee of the Whole cannot alter text of any resolution referred to it but can make amendments thereof which are then reported to AGC; these amendments should be incorporated into the resolution before reported back to AGC for action.
7. The only motions which are in order while in a Committee of the Whole are:
 - a) To ‘adopt’ (for inclusion in its report to AGC).
 - b) To ‘amend’ (what it will report).
8. To ‘rise and report’. Members can use Division of Assembly to vote for ‘rise and report’.
9. The Committee of the Whole cannot refer a matter or recommendation to another committee.

10. The Committee of the Whole votes to adopt its report to be made to AGC. This report is made up of the main points captured in the Secretary’s temporary memo. (Ostensibly, these are the minutes of the Committee of the Whole meeting.)
11. The Committee of the Whole moves and votes to ‘rise and report’ (“rise” means to cease function as a Committee of the Whole); an example of such a motion would be:

“MOVE THAT the Committee of the Whole rise and report to Council regarding the discussion of the 2017-2017 MacEwan University Budget Update.”
12. The Chairperson of the Committee of the Whole presents the Committee’s report to AGC.
13. AGC considers the Committee of the Whole’s recommendation(s).
14. AGC votes to accept the recommendation(s) or not.
15. If a Committee of the Whole is unable to achieve closure in the time allotted or if the discussion runs up against the end time for the AGC meeting itself, then, the Chairperson states the Committee of the Whole will rise and, in turn, report there was no conclusion to the matter under consideration.

The Policy Document Framework and MacEwan University’s Policy Manual

The policies of MacEwan University are umbrella policies that provide the framework to support the institution’s mission and provide an environment in support of teaching and learning excellence as well as judicious stewardship of resources, altogether respecting the importance of a consultative learning community. Under the University’s shared governance structure, the Board of Governors has authority for business governance while AGC has authority for academic governance. The two bodies are responsible for approval of new policies and substantive changes to existing policies within their respective purviews.

On March 1, 2015, the University’s newly-approved [Policy Document Framework](#) (“Framework”) came into effect. The Framework centralizes the oversight and coordination of policy document development and approval within the University and sets out roles, responsibilities, and procedures associated with policy document development, review, and approval. All policy documents now follow the same standardized processes, thereby supporting the development and implementation of clear, concise, and consistent policy documents across the institution. The Framework and its related tools can be accessed through the Office of General Counsel, that is, the Office responsible for, amongst other things, management of the legal affairs of the University and oversight of the development, review, and monitoring of institutional policy. (A link to the Framework is provided in the ‘Appendices’.)

Policy documents reflect an institution’s position, principles, standards, and processes on key issues. The purpose of the Framework is to establish appropriate policy documents that provide direction to faculty, staff, students, volunteers, and others who act on behalf of the University and to standardize the processes for developing and implementing clear, concise, well-written policy documents within the institution. The Framework assists members of the University community to understand and comply with legislative, regulatory, professional, and institutional requirements, expectations, and standards.

The Framework describes the [policy document development process](#) and defines the roles and responsibilities of all persons involved at every stage of this process. Policy document development, approval, and implementation involve collaboration among academic areas, operational areas, the Board, AGC, key administrative bodies (e.g., the Policy Advisory Group

(PAG)), AGC Executive Committee, Policy Sponsors, Responsible Offices, stakeholders, and the Office of General Counsel as owner of the Framework.

The Framework describes each element in the document cycle. These elements provide direction and guidance for complying with legislative and legal requirements, promoting best practices, mitigating risk, upholding academic values and integrity, and supporting industry and professional standards. More importantly, the elements ensure that engagement with all appropriate areas and stakeholders takes place in order to identify resources, infrastructure, communication, procedural change, and education necessary to support the development and implementation of policy documents and impact the direction of the University as a whole.

The University's policies are categorized according to:

- Governance and Organization of the University (Board of Governors, Academic Governance Council)
- Academic (i.e., admission to programs, attendance, research, etc.),
- Administrative (i.e., employment, finance, facilities, etc.) and
- Student (i.e., academic calendar, tuition fees, student appeals, student government, *etc.*).

The University's Policy Manual 'Table of Contents' provides the reader with a list of the institution's approved policies along with their renewal dates. A link to the Policy Manual is provided in the 'Appendices'.

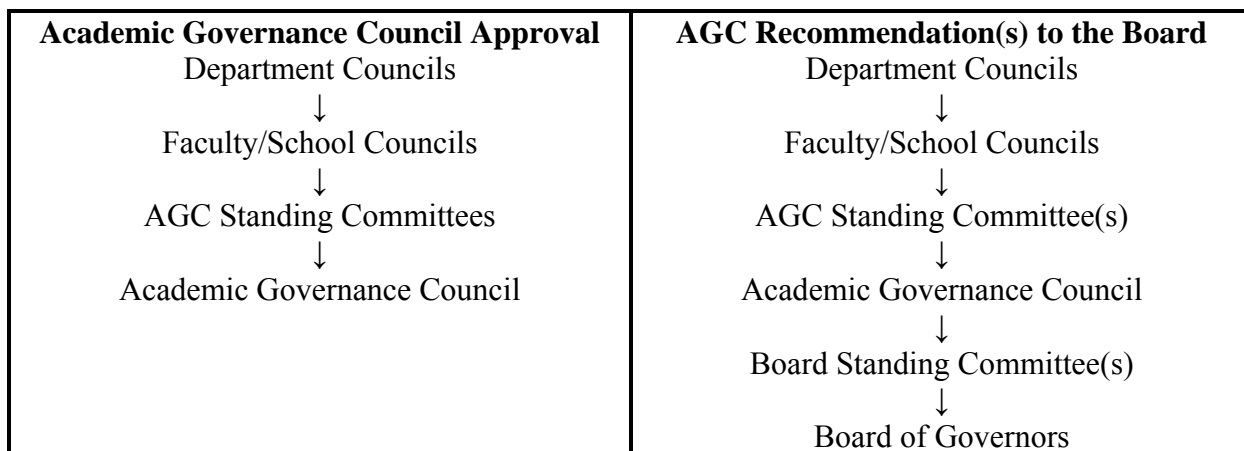
The Process of Approval (An Overview)

Matters on which AGC deliberates normally are initiated from recommendations by Faculty/School Councils and/or AGC standing committees. Council may approve outright those matters within its exclusive jurisdiction (under delegated authority of the Board of Governors). Alternately, AGC may recommend to the Board on those matters which are within Council's jurisdiction to recommend to the Board.

Matters on which the Board deliberates normally are initiated by Board bylaws, University Administration recommendations, or by AGC's recommendations.

Although the Board may make decisions on those matters within its power (whether or not AGC makes a recommendation), it would be most unusual for any university board not to hear what its central academic governing body might have to say on an issue that that body regards as important. This dialogue between the Board and the institution's academic governing body (e.g., AGC) is fundamental to university bicameral governance. An academic governing body such as AGC, a general faculties council, or an academic senate has the academic knowledge and expertise to inform the Board about the impact their potential decisions would have on teaching, learning, and research. The Board, in turn, can focus on whether: a) the action is consistent with the institution's mission, vision, values, and core principles statements; b) the strategic plan supports the recommended action; c) there are sufficient human and/or financial resources to support the recommended action; and/or d) there are contractual or other factors which will affect a Board decision.

The following illustrates the basic approval processes for matters which are submitted to MacEwan University's institutional-level governance for consideration:



AGC's Standing Committees

MacEwan University has a fairly flat decision-making structure. That is to say, institution-wide decisions are often made through consultation and committee deliberation that is submitted, in turn, to the appropriate University governance body for consideration and approval; upon final, formal approval, the decisions reach are generally implemented by administration. AGC appoints such standing and *ad hoc* committees as it, from time to time, determines necessary. As Council is the forum for academic discussion and decision making, the committees of AGC, supported either by the AGC Secretariat or another office most capable of providing the necessary, competent administrative support, will prepare research and documentation in support of scholarly debate.

As noted above, committees assist AGC in fulfilling its responsibilities and are accountable to Council. AGC may establish terms of reference for, and appoint individuals to, standing or *ad hoc* committees for the purpose of making recommendations to Council. Non-voting persons from the University who, from time to time, may attend meetings are resources to provide input, make presentations, and update committee Members on activities related to the committee's terms of reference.

AGC's standing committees, central to Council's role, are responsible for the following: (a) reporting, as warranted or required, on activities at Council meetings; (b) submitting annual reports with a focus statement for the next year for information, generally at the June AGC meeting; (c) submitting proposed changes to the committee's terms of reference, as applicable, for AGC's consideration and approval; and (d) submitting recommendations as motions for the consideration and approval of Council. Further, as specified in policy and terms of reference, AGC provides each standing committee authority to make recommendations on behalf of Council in the standing committee's defined area of responsibility. This authority of the standing committees is intended to permit AGC the opportunity and time to pursue major policy and strategic issues. It should be noted, however, that, currently, all standing committee recommendations are subject to AGC's final approval, either through deliberation or by consent.

Most AGC committees have a mix of faculty, students, administrators, and staff. At least one has community members. Most AGC committees have moved toward a ratio of at least 60 percent faculty as voting Members to reflect the composition of AGC itself. A diverse range of expertise, experience, and perspective is sought when the composition is planned and committee slates are

elected as a means to support collegial decision-making. As noted in the University of Northern British Columbia (UNBC) 2003 *Report of the Task Force on Collegial Governance*:

“Collegial governance of universities is dependent upon mutual respect and upon responsible management by all parties – Senators [aka AGC members], Governors and senior management. Collegial governance implies the opportunity to make informed decisions based on access to information, free exchange of ideas, reasoned debate and a recognized process for resolving questions about which opinions may differ.”

The AGC standing committee model strives to uphold the ideal of collegial governance at MacEwan University.

Terms of Reference and Guiding Documents

As set out in the AGC Bylaws, terms of reference are established for each standing committee of Council. As a general rule, the terms of reference should define the following:

- Mandate: the purpose of the committee.
- Accountability: information on the relationship to AGC and other reporting relationships.
- Composition: who is on the committee.
- Terms of Office: how long members are on the committee and if the terms are renewable (and how many times).
- Committee Operations: how does the committee operate? Typically, this is the section within the terms of reference where vice-chairing is explained, quorum is defined, an administrative support office is identified, and the AGC Secretariat is identified as the office of record.
- Wording should align with AGC’s Bylaws: for example, use the term “membership” rather than “representation.”

Terms of reference are generally reviewed by each standing committee once a year to identify any housekeeping and substantive changes to be made that year. It is recommended that this happen at the first committee meeting of the year so that members are familiar with the terms of reference and so that any changes can be identified early. Housekeeping and substantive changes to terms of reference of AGC standing committees should be identified for submission to the AGC Executive Committee and/or AGC, with AGC providing final approval.

Committee memberships run July 1 to June 30 (except student members and committees with only AGC members, which run September 1 to August 31).

Nomination calls for service on AGC’s standing committees will be sent out by the AGC Secretariat about twice a year, generally, once in the Fall and once in the Spring. Vacancies arising during the year will be dealt with using applicable off-cycle nomination processes. Otherwise, vacancies are filled following the regular nominations schedule. Further information on these processes is available from the AGC Secretariat. (See, also, AGC’s Bylaws and the *AGC Committees Nominations Process*, the link for which is provided in the ‘Appendices’.)

AGC Committee Structure Summary

AGC currently has eight committees within its committee structure. As noted previously, Council’s standing committees are central to AGC’s mandate. These committees are responsible for reporting on their activities at Council meetings; submitting annual reports for information; submitting changes to individual terms of reference for approval; and submitting recommendations for approval to AGC.

Academic Governance Council
AGC Executive Committee
Academic Planning and Priorities Committee
Committee on Admissions and Transfer
Faculty Development Committee
MacEwan Committee on Internationalization
Research Council
Research Ethics Board
Student Services Committee

AGC Executive Committee

An Executive Committee of AGC has been established, with all Members drawn from the membership of AGC, as determined by Council according to the Committee’s terms of reference. The Executive Committee (a) has a coordinating role in managing the academic affairs for AGC and its committees; and (b) it may elect to flag for AGC’s consideration questions or issues of particular interest or concern in the documentation directed to AGC for its approval. In circumstances where a matter cannot be delayed until the next regular Council meeting, and where a special meeting of AGC cannot be called, the Executive Committee may act on behalf of Council between regular meetings. The Executive Committee also ensures that other AGC committees have their full complement of members.

Specifically, the Executive Committee is responsible for:

- Setting agendas for AGC meetings and ensuring relevant background information is available to AGC members prior to Council meetings.
- Acting on behalf of AGC when required (i.e., a decision is needed and AGC is not able to meet) or acting on behalf of Council in matters specifically delegated to it by AGC.
- Considering major reports prior to distribution to AGC.
- Considering policy matters related to AGC.
- Reviewing and making recommendations regarding AGC’s committee structure.
- Recommending to AGC candidates for AGC committees, except for AGC Executive Committee, itself.
- Consulting widely to ensure that the University community is made aware of all vacancies to be filled. The Executive Committee is charged by Council with the

development and maintenance of processes for the selection of committee Members that emphasize relevant skill sets and experience along with other factors such as diversity.

[See Sections 7.3.1, 7.4.1, 7.4.2, 9.1, 9.2, 12.4.1, 12.4.3, 12.6.1, 14.1, 14.1.1, of the AGC Bylaws.]

Academic Planning and Priorities Committee

The Academic Planning and Priorities Committee (APPC) reviews and recommends the following:

- All new program proposals and recommended program terminations tabled by the Faculty/School Councils.
- All academic directions of the University, such as general education, sustainability inclusion, interdisciplinary directions, et cetera.
- All internal and external domestic collaborative agreements that have University-wide impacts.
- The alignment and harmonization of institutional strategic and budget plans with the academic plans.

The Committee is also charged with ensuring quality assurance in academic programming for the University.

Committee on Admissions and Transfer

The AGC Committee on Admissions and Transfer develops and reviews policies and regulations on admission and transfer. This includes the review and recommendation of admission requirements and averages as well as the research, review, and development of recommendations regarding issues related to admissions and transfer. Specifically, the Committee is responsible for:

- Development and review of the University policy on Admissions.
- Review and recommendation of program-specific admission criteria.
- Research, review, and development of recommendations regarding issues related to admissions and transfer, including English language proficiency requirements.

Faculty Development Committee

The Faculty Development Committee is responsible for:

- Fostering faculty development and scholarship of teaching and learning throughout the University.
- Providing advice and feedback about faculty development programming to the Faculty Development Coordinator and to the Centre for the Advancement of Faculty Excellence (CAFÉ).
- Reviewing and establishing allocation percentages for the three categories of professional development in compliance with the University's Faculty/Board Collective Agreement and Faculty Development Policy.

MacEwan Committee on Internationalization

The MacEwan Committee on Internationalization provides guidance on the internationalization of MacEwan University, as outlined in the institution's Integrated Strategic Plan (ISP). Further, the Committee advises on institutional strategies and initiatives, including those designed:

- To increase international student enrolment to established goals.

- To research, develop, implement, and evaluate a wide range of services to support international students.
- To achieve an internationally- and culturally-diverse campus and to create opportunities for students and faculty to learn and grow internationally.
- To become a leader in providing opportunities for students to study abroad.
- To inspire students to be engaged global citizens and promote intercultural understanding.
- To expand scholarly networks internationally and to increase the number of academic international collaborations.

Research Council

The Research Council is responsible for:

- Advising the University community on research policy and supports faculty in making a contribution in their disciplines and the wider world, informing teaching and learning.
- Promoting the integration of teaching and research by encouraging faculty members to share their research outcomes and interests in the classroom.
- Encouraging and valuing all forms of faculty research and scholarly activity.
- Strategic planning related to research at the University.
- Encouraging faculty members in developing research initiatives rooted in their work with students.

Research Ethics Board

The Research Ethics Board (REB) is charged by AGC with responsibility to:

- Approve, reject, propose modification to, or terminate any proposed or ongoing research falling under the scope of the University's Ethical Review of Research with Human Participants Policy.
- Ensure that all research carried out by investigators meets the highest ethical standards as per the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans ([TCPS-2](#)).

Student Services Committee

The AGC Student Services Committee provides a forum for dialogue and communication about issues of shared campus-wide interest related to the academic, social, and health determinants of student success. Further, the Committee is charged with defining, identifying, developing, and evaluating or suggesting student success strategies to support the academic, social, and health determinants of student success.

Specifically, the Student Services Committee:

- Gathers, reviews, and disseminates information relevant to the academic, social, and health determinants of student success.
- Determines and advocates for meaningful, measurable outcomes that describe student success, speaking to retention, program completion, learning outcomes, and student-intended outcomes.
- Provides input on institutional policies that impact student success at MacEwan University.

The Relationship of AGC to Faculty/School Councils

Faculty/School Councils were first established by AGC in June of 2011. The Bylaws for the Councils were subsequently approved by AGC in June, 2012 and in 2015-2016. Each Faculty/School at MacEwan University (i.e., the Faculty of Arts and Science, the Faculty of Fine Arts and Communications, the Faculty of Health and Community Studies, the Faculty of Nursing, the School of Business, and the School of Continuing Education) has a Council, comprising the Dean, the President, the Provost and Vice President Academic, the Dean of Libraries, the University Registrar, all full-time continuing academic staff (generally), other staff Members, and student Members. Each Council is the senior academic governance body of the Faculty/School, subject to the authority of AGC, and its purpose is to provide a forum in order to exercise self-governance in academic matters.

More specifically, the Faculty/School Council:

- Provides a forum for discussion and considers endorsements of relevant academic matters.
- Recommends to AGC actions on program and curriculum items (e.g., new certificate, diploma, and/or degree programs; recommendations on major program changes).
- Reviews and responds to program evaluations and similar reports.
- Acts on business brought forward from its committees.
- Addresses matters of governance referred to it by other University bodies.
- Submits suggestions for ‘Distinguished Recognition’ (e.g., the MacEwan Medal of Excellence) recipients to the appropriate institutional committee.

Each Council shall determine its own Bylaws and the amendments thereof, using as guides the Bylaws of AGC and the Faculty/School Council Bylaws template provided by AGC. The meetings of the Council and its committees shall be guided by such duly-established Bylaws and by the current Robert’s Rules of Order. Individual Faculty and School Council Bylaws (and the amendments thereof) are filed for final approval with AGC. Unless prescribed or proscribed by legislation, AGC, policy, or procedure, a Faculty or School Council may conduct any of its powers, duties, and functions as it sees fit and may prescribe conditions governing the exercise or performance of any power, duty, or function, as set out in its approved Bylaws.

It is understood that the Faculty and School Councils, which are themselves subsidiary parts of the structure of AGC, provide a forum for discussion of relevant academic matters and, generally, retain their responsibilities in the conduct of University affairs. Much of the initiative in academic policy-making takes place within these Faculties/Schools and their Councils and, often, it begins in their academic units or other component organizations. Nothing in AGC’s Bylaws is intended to alter this general practice, and it is assumed that in the conduct particularly of their academic planning, the Faculties/Schools have full responsibility, with the help as appropriate of their academic units, for designing and developing the plans and priorities that come to AGC for full consideration. Much of the creative power of the University remains at individual Faculty/School and subordinate levels. AGC Members are encouraged to familiarize themselves with the academic goals, priorities, planning, and programming of their (and, if desired, all) Faculties/Schools.

AGC requires Faculty/School Councils to submit annual reports to Council each September for information in order to provide transparency and clarity regarding the work of these Councils, as well as align their reporting practices with other academic governing bodies of the University.

The minimum amount of information provided shall be similar in content to AGC's annual summaries, where a brief explanation is provided regarding the work of the Council, with the work of the previous year separated into categories and listed with the dates of the meeting where items were approved or reviewed. Should a Faculty/ School Council wish to provide a more comprehensive report, they may certainly do so. The AGC Secretariat is charged with providing the Faculty/School Councils with relevant deadlines and distributes templates/examples each Spring.

All approved Faculty/School Bylaws are available for review by means of the links provided in the 'Appendices'.

The Faculty, Staff, and Students' Associations

Academic Staff Association

This association is responsible for representing academic staff members to the Board of Governors and has the exclusive authority, on behalf of academic staff members, to negotiate and enter into an agreement with the Board. These agreements are binding on the Board, the academic staff association, and academic staff members. As a separate statutory corporation, the academic staff association may charge membership fees, elect an executive, and acquire, manage, and dispose of property. After consultation with the academic staff association, the Board is required to designate employees or categories of employees as academic staff members (or non-academic staff members).

At MacEwan University, the academic staff association is named 'The Grant MacEwan University Faculty Association' ("[GMUFA](#)"). It negotiates the terms and conditions of employment for its members as well as the proper application and interpretation of the Collective Agreement between GMUFA and the University's Board of Governors. Its existence is based on the legal authority of the PSLA, specifically Sections 85 (Academic staff associations) and 86 (Academic staff association executive), and its members are designated by the University's Board—these include professorial ranks, professional resource faculty, instructors, nurse educators, EAL/UP (English as an Additional Language/University Preparation) Instructors, full-time limited-term staff, and sessional and sessional-extended staff.

Non-Academic Staff Association

The non-academic staff association is the bargaining agent responsible for negotiating and entering into agreements with the Board in respect to non-academic staff members. In the Province of Alberta, in some cases, this role is undertaken by a union such as the Alberta Union of Provincial Employees (AUPE) or the Canadian Union of Public Employees (CUPE), although it may also be an institution-specific association. PSLA Section 1(k) (Definitions) refers to the establishment of staff associations at post-secondary institutions in Alberta.

At MacEwan University, the institution-specific non-academic staff association is named the 'MacEwan Staff Association' ("[MSA](#)"). The MSA is committed, as it states on its website, "to enhancing the work environment and advocating the interests of its members while contributing to the success of the University." It provides representation and services in the areas of labour relations, disability management, and collective bargaining. MSA members' jobs vary: they include administrators, clerical personnel, research analysts, education assistants, finance staff, customer service representatives, mailroom staff, cooks, child care workers, maintenance service workers, custodians, library staff, computer technicians, parking staff, electricians, plumbers, program advisors, graphic designers, marketing consultants, buyers, and event planners. MSA is

a union controlled directly by its members who elect their executive; under the executive's direction, MSA staff manage the day-to-day functions of the Union.

Students Association

The students' association is responsible for the administration of student affairs at the institution, subject to the authority of the Board (and at Alberta's Comprehensive and Research Institutions (CARI), the President and General Faculties Council (GFC)). This may include the development and management of student committees, the development and enforcement of rules relating to student affairs, and the promotion of the general welfare of students. The students' association may levy fees on its members and also acquire, hold, and dispose of property with the approval of the Board. The council of the students' association is the official channel of communication between students in credit courses (with the exception of graduate students at a CARI) and the Board and also nominates student members to other internal bodies. Sections 93 (Students association) and 95 (Management of student organizations) of the PSLA refer to the establishment of students' associations at Alberta post-secondary institutions.

At MacEwan University, the students' association is named 'The Students' Association of MacEwan University' ("[SAMU](#)"). It is a student-centred organization governed by students, with all students as its members. SAMU exists, as it states on its website, "to enrich the student experience. As the collective student voice and champion for leadership and advocacy, [it] empowers students through [its] programs and services, creating an engaging environment that maximizes opportunities."

The University Governance Secretariat and the University Secretary

The Unit: The University Governance Secretariat is the primary body responsible for coordinating and facilitating the activities of the Board of Governors and their standing and *ad hoc* committees. The Office provides secretarial, administrative, and advisory services to these bodies and serves as the repository of information and data on all matters relating to the Board.

The Position: Leading the University Governance Secretariat and reporting to the President as well as the Chair of the Board of Governors, the University Secretary plays a senior and central role in the guidance and support of good governance at the University. Established under the Board Bylaws, the University Secretary provides senior-level administrative, liaison, supervisory, and secretarial support to the Board of Governors and the President to enable them to carry out their corporate and governing responsibilities under the PSLA.

As the University's senior resource providing expertise and leadership on all Board governance processes, the University Secretary advises and provides guidance on jurisdiction, strategy, policy, and process. The University Secretary undertakes analysis and interpretation of legislation, understands fully past and current university practice, and reviews regularly the best practices and benchmarks from universities across Canada—all of these are key requirements of the position. The University Secretary has a strong professional background in governance as well as a demonstrated interest in and ability to create governance and operational plans and proposals. To ensure effective and efficient operation of the University's bicameral system of governance, the University Secretary coordinates and facilitates the business of the Board of Governors, its standing committees, and *ad hoc* committees and works closely and regularly with the Secretary to AGC and members of the AGC Secretariat.

Margo Baptista, BAdmin and MA Leadership, is the current University Secretary, Secretary to the Board of Governors, and head of the University Governance Secretariat.

The AGC Secretariat and the Secretary to AGC

The Unit: The AGC Secretariat, overseen by the Secretary to AGC, plays a central role in guidance and support of good governance at the University and coordinates and facilitates the activities of AGC and its committees to ensure the effective and efficient operation of the University's senior academic governance framework.

More specifically, the Secretariat supports Council and many of its committees and has responsibility for the following:

- Liaising with the Chair in the preparation of AGC meetings.
- Facilitating the work of AGC in setting the schedule of meetings and the preparation of meeting agendas, in close consultation with the Chair and other relevant University officers.
- Facilitating the work of the AGC Executive Committee and the other AGC standing committees supported by the unit in setting the schedule of meetings and the preparation of meeting agendas, in close consultation with the committee Chairs and other relevant University officers.
- Either directly or indirectly, advising on, researching, and/or preparing materials regarding academic issues for scholarly discussion at Council and liaising with committee Chairs to ensure materials in support of motions and discussion items are in order.
- Preparing informational documents and websites for the dissemination of information both within and beyond the University community.
- Arranging invitations for guests to Council meetings.
- Preparing and distributing agenda packages to those on the AGC meeting distribution list.
- Acting as a resource to the Chair (and others, as necessary) at Council meetings.
- Ensuring that minutes of Council meetings are recorded.
- Arranging for facilities and technology support for AGC meetings.
- Facilitating elections in Council and supporting the work of the nominations and elections of Academic Staff and Support/Supervisory Staff Members of AGC. In this regard, the Secretariat has general oversight for ensuring the rotation and replenishment of staff and student Members on AGC and its standing committees.
- Providing, at least annually, an orientation to new Members of Council and other interested parties. This orientation should normally provide information about the following: (a) the role and responsibilities of AGC and its standing committee system; (b) the role and responsibilities of Members, including reference to the AGC Bylaws and their associated procedures, other relevant institutional policies and procedures, and codes of conduct; (c) shared governance and collegiality; (d) the rules of order; (e) academic policies; (f) other relevant academic committees, bodies, and entities; and (g) a broad overview of the organizational structure of the University.
- Acting as a resource from whom information may be obtained on any matters which fall within the purview of AGC.
- Providing advice on the proper interpretation and application of the Bylaws, rules, policies, procedures, and academic regulations of AGC.
- Liaising on a regular, recurring basis with the University Secretary, both in his/her governance oversight role and role as Secretary to the Board of Governors.

- Carrying out such other duties as may be required to ensure the proper functioning of AGC.

[See Sections 6.1, 8.1, 8.2, 9.0, 11.0, 12.4.1, 12.5.1, 12.5.3, 12.6.1, 13.2, 15.1.1, of the AGC Bylaws.]

The Position: The Secretary to AGC plays a central role in the guidance and support of good governance at the University. The Secretary provides senior-level administrative, liaison, supervisory, and secretariat support to AGC, thereby enabling it to carry out its legislative and governing responsibilities under the PSLA. The Secretary attends all open and closed AGC meetings and, as he or she deems appropriate, standing and other committee meetings, ensuring all proceedings are recorded and official records are retained, as outlined in the AGC Bylaws. On occasion, the Secretary may observe Faculty/School Council meetings

The Secretary liaises with the University's students' association to ensure matters of academic concern are addressed and to examine ways of increasing student participation in academic governance; and assists student Members of AGC in their role as Members of Council.

The Secretary is responsible for the long-term planning and budget submissions for the AGC Secretariat. The Secretary is responsible for the internal management functions of this unit, such as hiring and discipline, setting objectives and priorities, evaluating performance, and general direction to the unit's staff.

From time to time, the Secretary may undertake, of his/her own volition, reviews of AGC and/or AGC committees as to their effectiveness and, if necessary, recommend changes to improve the efficacy of academic governance at the University.

Kim Warkentine, MA, is the current Secretary to AGC and head of the AGC Secretariat.

Conflict of Interest

Members are expected to demonstrate high standards of personal and professional conduct, including the need to avoid conflicts of interest. Such expectations, and processes through which members shall disclose or identify real, potential, deem, or perceived conflicts of interest, are outlined in AGC's Bylaws.

For Members, there is an obligation to avoid and address conflicts of interest whether real, perceived, or potential. This obligation is deemed to extend beyond that requested of University employees in the institution's policy, Conflict of Interest and Commitment. Every Member has a responsibility first and foremost to the interests of the University and must function primarily as an AGC Member, not as a member of any particular constituency. This expectation also applies to other persons who engage with AGC, including alumni and external advisors.

A conflict of interest may exist when a Member has or represents interests that have the potential to, or actually, compromise a Member's objectivity or create a reasonable apprehension of bias or compete with those of the University. This includes discussions or decisions of AGC which, directly or indirectly, affect or could affect the University's dealings or relationship with any organization with respect to which the Member or any person related to the Member holds a position of influence within the organization, unless the AGC Chair determines otherwise.

In the event a real, potential, or perceived conflict of interest occurs, the Member may declare his/her conflict when speaking to the matter at the meeting of AGC at which this matter is being considered and prior to voting on any motion to which the conflict relates. A Member who has declared such an interest may abstain from participating in further discussion with respect to the

matter and from voting thereon and may choose to absent himself/herself from that portion of the meeting. The minutes of the meeting shall record the Member's disclosure, abstaining, recusal, and/or absention.

Confidentiality

Alberta's Freedom of Information and Protection of Privacy Act ("FOIPPA") ensures that public bodies are open and accountable to the public by providing a right of access to records; and to protect the privacy of individuals by controlling the manner in which public bodies collect, use, and disclose personal information. Each public post-secondary institution under the PSLA is a public body as defined in FOIPPA. Each institution has its own FOIPP Coordinator.

AGC Members may, on occasion and during the course of Council business, have access to confidential personal or business information. This privilege invites a great expectation of responsibility in ensuring that unauthorized persons do not have access to confidential personal or business information that may be entrusted to Members in the course of their work.

Unauthorized access to or the use of confidential personal information by an unauthorized individual amounts to a privacy breach. While Alberta's FOIPPA does not require mandatory breach reporting and notification, public bodies such as MacEwan University generally report privacy breaches to the Office of the Information and Privacy Commissioner if they perceive real risk of significant harm to an individual or individuals. There are personal and institutional implications for privacy breaches, as FOIPPA regards unauthorized use or disclosure of personal information as an offence that is punishable by the imposition of fines, some of which can be considerable.

In order to forestall the commission of privacy breaches by AGC and AGC committee Members, the AGC Secretariat will arrange with the University's Privacy and Information Management unit for periodic presentations on basic privacy tenets for Members.

Confidential Information and Confidentiality Requirements

Information and documents brought before Open Sessions of AGC, as well as those proceedings, are not considered to be confidential, unless the Chair has specifically identified them as such. Information and written material brought before Closed Sessions of Council, as well as those proceedings, are designated as confidential (unless otherwise directed by the Chair) and will not be disclosed to any person not attending the meeting unless authorized in accordance with University policy or law in respect to the disclosure of confidential information. Confidential AGC records and information include all non-public information that might be of use to competitors of the institution or harmful to the University or its stakeholders if disclosed.

Except where disclosure is authorized by institutional policy, required by law, or otherwise determined by Council, Members and permitted resources to AGC are to protect confidential and privileged information and to respect the confidentiality of proceedings at AGC's Closed Sessions. It is the responsibility of Members who receive such information to ensure its security at all times. All AGC records provided to Members for individual use or created by a Member remain AGC's property and will be returned to the AGC Secretariat at the request of the Chair or will be destroyed by the Member immediately following the Closed Session at which they were considered.

A Member's duty to maintain confidentiality of records and information continues after that individual ceases to be a Member of AGC.

Members are reminded that, although MacEwan University strives to uphold the tenets of academic freedom, collegiality, and shared governance, they have a responsibility to firmly adhere to confidentiality legislation, policy, and guidelines. This is to protect the trust in and integrity of such important University mechanisms as peer review and informed discussion.

More information about confidentiality and securing sensitive information at the University can be found *via* the following, amongst other institutional policies and procedures:

- [MacEwan University Employee Code of Conduct](#)
- [Privacy Policy](#) (and its associated Procedures)
- [Safe Disclosure Policy](#)
- [Information Security Framework](#)
- [Records Management Policy](#)

For additional information on these matters, Members may contact the AGC Secretariat or the University's Information Management and Privacy Coordinator at privacy@macewan.ca.

[See Sections 12.3.1 and 15.1, of the AGC Bylaws.]

Accessing AGC Meeting Materials Online

The myShare platform will be utilized primarily to make the AGC meeting agenda and related materials electronically available to the members of AGC a minimum of at least five days prior to the meeting, with the exception of special sessions. The documents, accessed *via* 'My Teams'/'Academic Governance Council', are organized under 'AGC meeting packages' by chronological meeting dates; there is one folder *per* meeting, with the folder containing all the documents needed for the meeting—individual documents are accessed *via* the 'Bookmarks' function/icon. It is anticipated that, over time, Members will adopt that process for accessing AGC's materials with which they feel the highest degree of comfort.

Members are notified by e-mail by the AGC Secretariat after a meeting's documentation has been uploaded.

The myShare platform can be accessed *via* the MacEwan University myPortal **or** *via* <http://myshare.macewan.ca> (your User ID is the same as your MacEwan network ID).

[See the Appendices for step-by-step instructions on accessing AGC meeting packages in myShare.]

Contact Information

AGC Secretariat

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[AGC Website](#)

The University Secretary

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[Board of Governors Website](#)

Acknowledgements

In the compiling of information to be included in this guidebook and in its preparation, MacEwan University's AGC Secretary and University Secretary were consulted. A wide variety of University, AGC, AGC standing committee, and Board documents were reviewed and drawn upon; information on Alberta's post-secondary system was drawn from a number of Provincial Government sources (including, most importantly, relevant Provincial legislation as accessed from Alberta's Queen's Printer site); and an extensive range of peer Canadian universities' practices were taken into consideration. (In particular, we are indebted to the orientation materials deployed by the University of Calgary, the University of Manitoba, Athabasca University, and Douglas College.)

The Guidebook itself is really a synthesis of all sorts of information (e.g., websites, other handbooks, guidebooks and guides, Robert's Rules of Order, bylaws, regulations, policies, procedures, reports, conversations, e-mails, observations, books, *etc.*), the end result of which is the document in hand. With regard to that section devoted to *Robert's Rules of Order, Parliamentary Procedure, and Motions*, special thanks are given to Judith Elaschuk, Past-Tri-Council Secretary, University College of the North, for sharing summary information on Robert's Rules of Order and to Judith Hughes, (past) consultant to MacEwan University, for material on motions and academic terminology.

Appendices

What now follows is a comprehensive listing of a wide variety of resources (i.e., the Appendices to this guidebook) you will find, generally, useful as a member of AGC. Where available, links have been provided.

Legislation, Policy, Government Agencies

Provincial

- [Post-secondary Learning Act](#)
- [Alternative Academic Council Regulation](#)
- [Interpretation Act](#)
- [Campus Alberta Sector Regulation](#)
- [Programs of Study Regulation](#)
- [Public Post-secondary Institutions' Tuition Fees Regulation](#)
- [Alberta Public Agencies Governance Act](#)
- [Public Service Employee Relations Act](#)
- [Public Interest Disclosure \(Whistleblower Protection\) Act](#)
- [Freedom of Information and Protection of Privacy Act](#)
- [Office of the Information and Privacy Commissioner of Alberta](#)
- [Campus Alberta Quality Council \(CAQC\) Assessment Standards – Organizational](#)
- [Campus Alberta Quality Council\(CAQC\) Program Assessment Standards](#)

- [Campus Alberta Quality Council \(CAQC\) Handbook: Quality Assessment and Quality Assurance](#)

National

- [Canadian Degree Qualifications Framework](#)
(*The Canadian Information Centre for International Credentials*)
- [TCPS 2 \(2014\) – Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans](#) (*Government of Canada*)

MacEwan University Policy

- [Policy Manual](#)
- [Board of Governors Bylaws](#)
- [Academic Governance Council Bylaws](#)
- Faculty/School Admission Criteria Approval Processes
- [Policy Document Framework](#)
- [Establishing University Policy Documents](#)
- [Policy Document Classification, Oversight, and Delegation](#)
- [Code of Conduct Policy Guide \(2013\)](#)
- [Barrier-Free Access and Accommodation](#)
- [Conflict of Interest and/or Conflict of Commitment Disclosure Form and Management Agreement](#)

Academic Governance Procedure, Process and Terms of Reference

- Academic Governance Council Special Rules of Order: Agenda Procedures
- Academic Governance Council Special Sessions Procedures
- Academic Governance Council Faculty Reapportionment Procedures
- Election Procedures for Academic Governance Council
- [Academic Schedule Regulations](#)
- [Academic Governance Council Standing Committees](#)
 - Executive
 - Academic Planning and Priorities
 - Admissions and Transfer
 - Faculty Development
 - Committee on Internationalization
 - Research Council
 - Research Ethics Board
 - Student Services
- [AGC Committees Nominations Process](#)
- APPC Curriculum Development Resources
- Executive Committee–Curriculum Items for AGC’s Consent Agenda (including AGC Secretariat Curriculum Deadlines, etc.)
- [Faculty and School Councils](#)
 - Arts and Science
 - Fine Arts and Communication
 - Health and Community Studies
 - Nursing
 - Business

- Continuing Education
- [Faculty/School Council Committees](#)

MacEwan University Institutional Plans, Roles, Mandates

- [The Board of Governors of Grant MacEwan University Mandate and Roles Document](#)
- [MacEwan University Integrated Strategic Plan \(2014/15 – 2018/19\)](#)
 - Strategic Directions, Goals, Objectives and Measures of Success (*D. Governance*)
 - Fulfilling the Integrated Strategic Plan
- [MacEwan University Mission, Vision, Mandate, Values, Educational Goals and Educational Philosophy](#)
- Grant MacEwan University Governance Change Business Case
- [Statements on Student Success, Mental Health, Students with Disabilities, and Accessibility \(Student Services Committee\)](#)
- [Community Engagement Framework \(Academic Planning and Priorities Committee\)](#)
- [MacEwan Internationalization Strategic Plan \(MacEwan Committee on Internationalization\)](#)
- Research Strategic Plan (2012-2017) (*Research Council*)
- United Nations Academic Initiatives

MacEwan University's AGC Business (Schedules, Documentation, Committees, Faculty/School Councils, Etc.)

- [AGC Review Report](#)
- AGC Review Implementation (2014-2015)/Final Report
- [AGC Meeting Schedules](#)
- [AGC Membership](#)
- [AGC Table of Motions](#)
- [AGC Standing Committees Meeting Schedules](#)
- [Faculty/School Council Annual Reports](#)
- Guidelines for Submission of Committee/Council Annual Reports to Academic Governance Council
- Responsibility Regarding Admissions Criteria Chart (AGC Committee on Admissions and Transfer)
- Subcommittees and Working Groups
 - English Language Proficiency Subcommittee
 - Student Success Subcommittee
 - Institutional Learning Outcomes Working Group
 - Residence Working Group
- AGC Submission Template and Style Guide

Other Publications and Documents

- Robert's Rules of Order Newly Revised, 11th Edition (2011)
- Acronyms List for MacEwan University (AGC, Board)
- [MacEwan University Organizational Overview](#)

Instructions for Accessing AGC Meeting Packages in MyShare

1. Log in to myShare from:
myPortal:

Or via <http://myshare.macewan.ca>

(note: your User ID is the same as your MacEwan network ID)

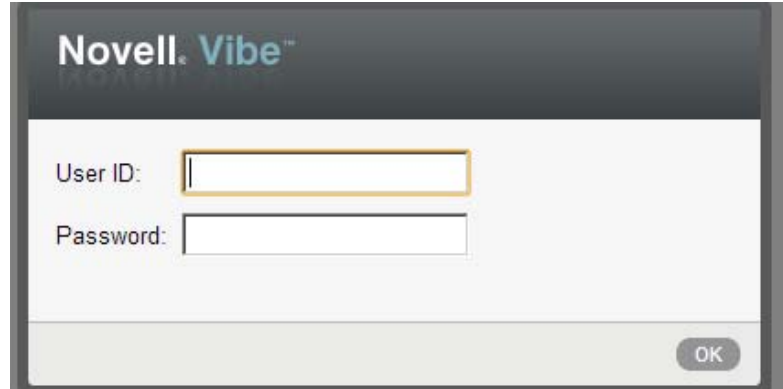


MacEwan UNIVERSITY

MacEwan Network ID

Password

LOGIN



Novell. Vibe™

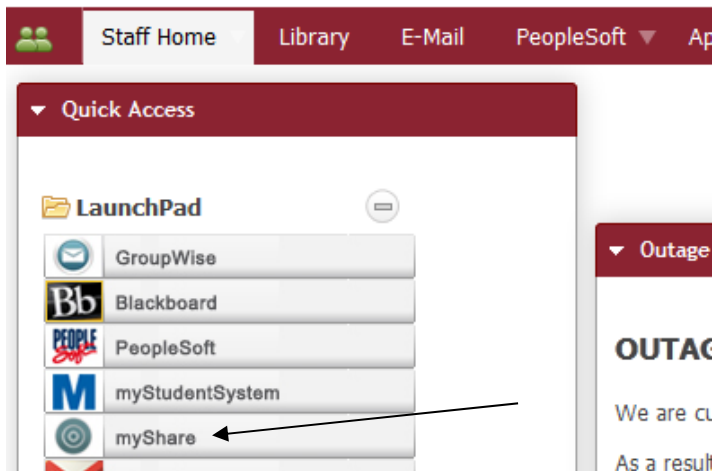
User ID:

Password:

OK

2. If you log in from myPortal, choose **myShare** from the Quick Access Launch Pad on the left side of the page:

myPortal.MacEwan.ca



Staff Home Library E-Mail PeopleSoft Ap

Quick Access

LaunchPad

- GroupWise
- Blackboard
- PeopleSoft
- myStudentSystem
- myShare

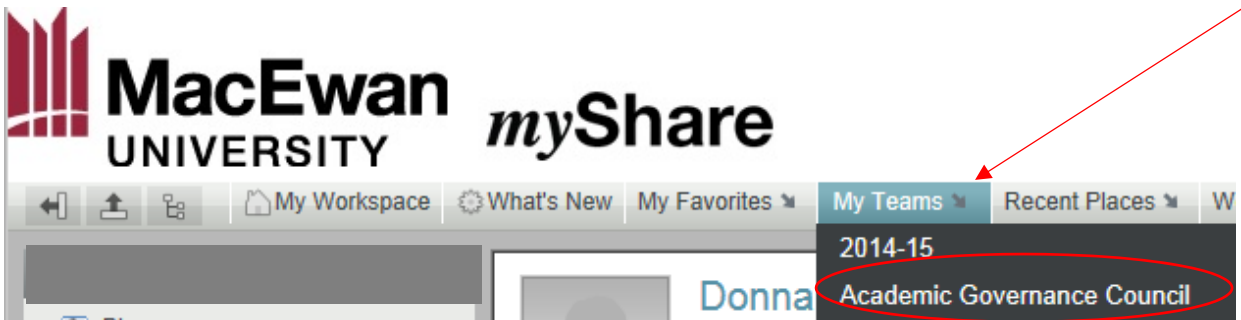
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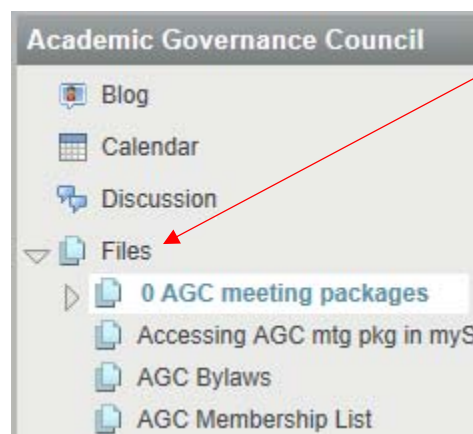
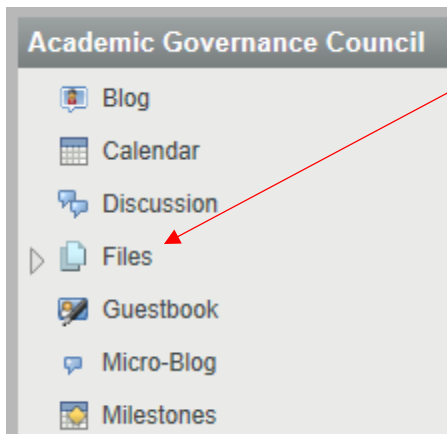
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As a result

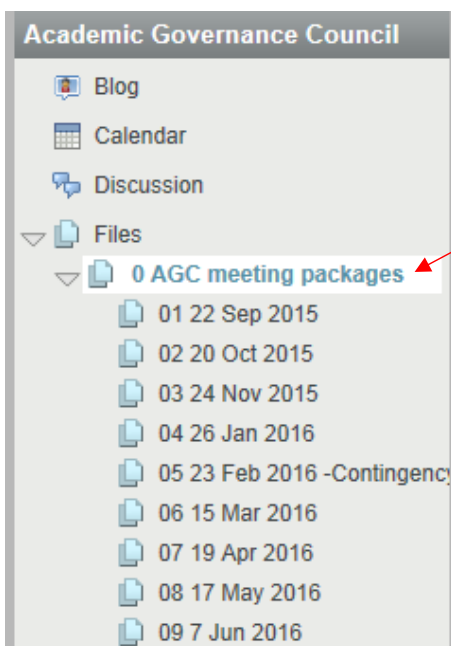
3. Once myShare opens, choose **MyTeams** from the menu bar at the top of the workspace page, then **Academic Governance Council**.



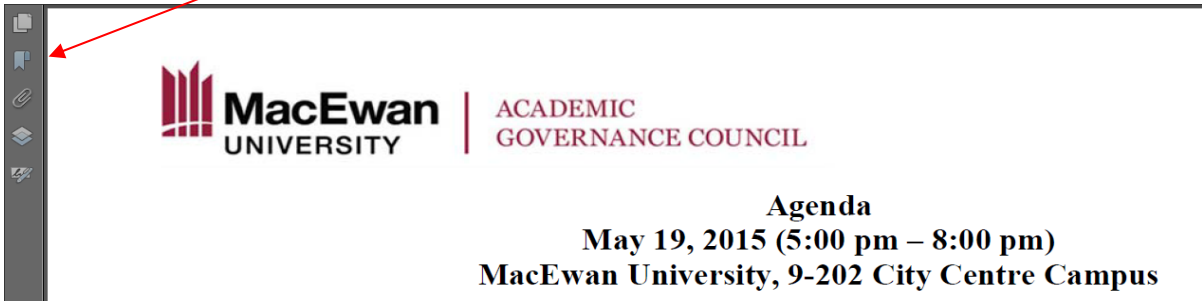
4. Choose **Files** from the left side menu and this page displays.



5. Choose **AGC meeting packages** folder under the Files folder:



6. The **AGC meeting package** will be posted under the applicable date folder. Click on the AGC meeting package document to open it.
7. After opening the AGC meeting package, open the **Bookmarks** panel on the left hand side of the page of the pdf document.



8. The **bookmarks** will allow easy movement through the meeting package.

