

**General Faculties Council
December 6, 2021 Open Session Agenda**

No		Presenter	Action*	Time
1.0	Call to Order	A. Trimbee		5 min
1.1	Land Acknowledgement		I	
1.2	Agenda of December 6, 2021 and Consent Items			
	1.2.1 GFC Minutes of October 25, 2021		A	
	1.2.2 GFC Executive Minutes of November 22, 2021		I	
2.0	Reports			
2.1	President's Report	A. Trimbee	I	10 min
2.2	Provost's Report	C. Monk	I	10 min
2.3	GFC Executive Committee Report	K. Harcombe	I	15 min
2.4	Academic Planning and Quality Assurance Committee Report	I. Bica	I	15 min
	2.4.1 Termination of the Bachelor of Applied Business Administration – Accounting (BABAA) Program (MOTION)	C. Kuziemyky	A	
	2.4.2 Bachelor of Science in Nursing Program Review Action Plan (MOTION)	C. Raymond	A	
2.5	Academic Standards, Curriculum, and Calendar Committee Report	K. Harcombe	I	5 min
2.6	Teaching and Learning Committee Report	C. Zutter	I	5 min
2.7	Scholarly Activity Committee Report	K. Miller	I	10 min
2.8	Council on Student Affairs Report	J. Loh	I	5 min
3.0	Budget Approach and Primer for FY2022/23	C. Earle	I	60 min
4.0	Adjournment			

October 25, 2021

Open Session

Open Session 3:00 PM – 5:00 PM

Virtual

Members Present:

<i>Chair</i>	Annette Trimbee	
<i>Vice-Chair</i>	Kim Harcombe	
<i>VPs</i>	Barry Horan, Myrna Khan, Craig Monk, Helen Ngan-Pare	
<i>Academic AVPs and</i>	Allan Gilliland, Karen Keiller, Craig Kuziemy, Christy	
<i>Deans</i>	Raymond, David McLaughlin, Heather McRae, Cassie Prochnau, Melike Schalomon, Tim Tang	
<i>Student Members</i>	Freya Cartujano, Myles Dykes, Cassey Fallis, Raymarck Unera	
<i>Faculty Members</i>	Fernando Angulo-Ruiz, Mary Asirifi, Calin Anton, Cristina Anton, Ion Bica, Katie Biittner, Brendan Cavanagh, Bob Graves, Erin Grey, Kimberley Harcombe, Jim Head, Robert Irwin, Dave Kato, Emily Khalema, Kari Krell, Tiffany Kriz, Eric Legge, Joanne Loh, Lee Makovichuk, Lucille Mazo, Kathy Miller, Peter Myhre, Tory Pino, Eva Revitt, Vahid Rezaia, Chandelle Rimmer, Tara Stieglitz, Chris Streimer, Josh Toth, Martin Tucker, Andrea Wagner, William Wei, Rene Wells, Cynthia Zutter	
<i>Faculty Assoc. President</i>	Rafat Alam	
<i>Alumni</i>	TBD	
<i>Resource Members:</i>	Sumiko Yip	Marco Turlione
	Bronwyn Sneffjella (recording secretary)	

Regrets: Lucio Gelmini

Guests: Kit Anderson, Sharon Bratt, Tamara Bruins-Smith, Geneve Champeux, Rose Ginther, Ian Hanson, Scott Johnson, Stacey Martin, Melissa Merrigan, Tony Norrad, Kenneth Ristau, Kelsey Romaniuk, Fernanda Santos, Theresa Vladicka, Melissa Li Sheung Ying

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1.0 Call to Order

The Chair called the meeting to order at 3:03 pm

1.1 Land Acknowledgement

- President and Chair A. Trimbee commenced with acknowledgment of traditional Indigenous land.

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1.2 Approval of Agenda and Consent Items (MOTION)

MOTION#GFC-01-10-25-2021: Moved by D. Kato and seconded that the General Faculties Council approves the October 25, 2021, open meeting agenda and consent items.

Motion carried

Consent items:

1.2.1 Previous Minutes: September 13, 2021

- *Amendment to previous minutes to clarify MacEwan will apply principles of Scarborough Charter

2.0 Reports**2.1 President's Report**

A.Trimbee, President and Chair, reported on the following:

- Strategic vision was approved by the Board of Governors on October 7, 2021. GFC will be involved again when a dashboard is developed.
- GFC has received for information a report to the Board on progress on the President's goals.
- School of Business has been accredited by the European Foundation for Management Development.
- Thanks to Terri Suntjens and Tim Tang and his team for the successful activities and events to recognize the September 30 Day of Truth and Reconciliation. Many Indigenous persons and other community members came here to recognize the day as MacEwan remained open.
- Please respond to the upcoming survey on equity, diversity, and inclusion. It will support institutional work on these values.
- A new Investment Management Agreement is anticipated from government related to research and commercialization.
- With recent departure of two senior leaders, the VP team is being adjusted to look more like other universities. MacEwan will be recruiting a General Counsel, shifting from the VP & General Counsel, and distributing the VP portfolio to other leaders.
- With more activity on campus, there have been a few Covid cases.
- Convocation will take place in person. Please mark your calendars and attend. As a reminder for future convocations, GFC members are encouraged to nominate honorary doctorate candidates.

Discussion occurred:

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	<ul style="list-style-type: none">• We are at the early stages with defining what a micro-credential is and developing them, but academic governance must be involved.• On anticipated Investment Management Agreement metrics, we will have time to develop a response. MacEwan is grouped with comprehensive universities, but with an undergraduate mandate research and commercialization looks different here.• The annual report on President's goals will not be on the website and is not intended as a public document, but members may share with their Councils.

2.2 Provost's Report

C. Monk, Provost and VP, Academic, reported on the following:

- Academic hiring – 25 faculty positions being sought in 2021-2022 with advertisements launching November 1 and December 1 to get to market. Sim to complete interviews by March 2022. Advertisements have been rewritten to provide more tools to search committees to screen in applications of equity-deserving candidates.
- The Offices of Human Rights, Diversity, and Equity and Sexual Violence Prevention, Education and Response are moving to Student Affairs expanding excellent avenues for training and future outreach opportunities.
- MacEwan will be launching an Expert Guide. It will improve internal connection between colleagues and with other academic institutions, the public, and the media.

Discussion occurred:

- The change to the financial year end from June to March will not impact timing of faculty recruitment. Moving financial year back provides financial information earlier allowing more certainty when planning upcoming hiring.
- New term faculty positions associated with kihêw waciston ideally will lead to options based on grassroot faculty and school hiring priorities. The Provost's Office is working with the Faculty Association on the possibility of tenure-track cross-appointments but those would need agreement from faculties and schools.

2.3 Executive Committee Report

K. Harcombe, Faculty Co-Chair, GFC Executive Committee, reported on the following:

- Newly appointed members will be joining the GFC standing committees, completing their membership.
- There are ongoing discussions at GFC Executive about how motions come items are coming to GFC Executive to put on agenda, versus substantive – putting together schedule with constraints.

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2.4	<p>Academic Planning and Quality Assurance Committee Report</p> <p>I. Bica, Faculty Co-Chair, reported on the following:</p> <ul style="list-style-type: none">• Two new members, Katie Biittner and Fernando Angulo, have joined the Committee (both GFC members).• The Working Group on Minors has done good work over the summer which is planned for consultation at Deans' Council on November 8, 2021 before returning to the Committee for consideration and possible recommendation to GFC.• The Committee will also be establishing Quality Assurance Protocol Working Group which will work to replace our current documentation based on feedback in the Second Comprehensive Evaluation. <p>2.4.1 Second Comprehensive Evaluation</p> <p>MOTION#GFC-02-10-25-2021: Moved by I. Bica and seconded that the General Faculties Council approve the Second Comprehensive Evaluation Institutional Response for submission to the Campus Alberta Quality Council. Motion carried.</p> <p>I. Bica introduced the item. C. Monk spoke to the Institutional Response to the evaluation developed by the Provost.</p> <ul style="list-style-type: none">• External reviewers observed the Committee while working and then engaged the members in discussion. They were pleased with the quality of work.• There is great alignment between the external reviewers' feedback and the self-study. The only outlier issue is that tenure and promotion is defined in collective bargaining, not academic governance as is often the case at other universities. <p>Discussion occurred:</p> <ul style="list-style-type: none">• Evaluation report recommends review of administrative units in Academic Affairs. Ought not to duplicate Audit Services though Audit may consult, etc.• Need to consider the role and participation of academic governance in the quality assurance process to ensure it is robust.
2.5	<p>Academic Standards, Curriculum, and the Calendar Committee Report</p> <p>K. Harcombe, Faculty Co-Chair, reported on the following:</p> <ul style="list-style-type: none">• Workplan for the Committee to include discussion on administrative vs. academic decisions related to the Calendar.• Calendar Advisory Group is currently being chaired by D. McLaughlin.

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2.6 Teaching and Learning Committee Report

C. Zutter, Faculty Co-Chair, reported on the following:

- Committee discussed incorporating Distinguished Teaching Award Committee as a subcommittee and work on the related policy. Any changes to the policy will need to come to GFC for approval.
- Will review the student survey on online learning to create some recommendations. There is another Committee working on Moodle, as well.
- Teaching and Learning Services will also be consulting with the Committee to get feedback with respect to faculty needs.

Discussion occurred:

- Faculty are encouraged to check Teaching and Learning Services programming guide for monthly professional development offerings. Recently, hired two Education Developers, plus two term positions to support technical training.
- Institution has six-year plan to upgrade 140 classrooms to “asynchronous classroom” capacity. It’s an expensive project and so piloting in two labs to test. It’s important GFC support plan (i.e., in budget) to bring the whole campus up to good standard instead of overbuilding limited spaces with limited usership. CIO is a member of the Teaching and Learning Committee and so can communicate through that Committee to get formal input.
- Pedagogical implications of technology on learning should be considered.

2.7 Scholarly Activity Committee

C. Monk, Administrative Co-Chair, reported on the following:

- The Grant Adjudication Committee, a new subcommittee of the Scholarly Activity Committee is up and running reviewing applications.
- Representatives from the Library reported on the newly launched data repository, Dataverse (attachment for information). It is an option to house data. It’s primarily meant for faculty but could be accommodated for student researchers under supervisor’s account.

Discussion occurred:

- It may be possible to use for data from external collaborators as long as there is an internal MacEwan partner. But, would need to assess how the external partner manages their own data to make sure their policies align with ours and any applicable legislation of policy.

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2.8	<p>Council on Student Affairs</p> <p>J. Loh, Faculty Co-Chair, reported on the following:</p> <ul style="list-style-type: none">• Committee reviewed its workplan<ul style="list-style-type: none">• Want to pick up work on Student Success Measures• Tim Tang provided an update on student mental health work which will come to the Council on Student Affairs later, and likely GFC as well• Anticipate several Student Advisory Committee procedures from faculties and schools• Received initial proposal to rescind Student Life and Governance Policy• Discussed Student Awards and Bursaries. Council was asked for 1) support and input into evaluating adversity and restrictive criteria, and 2) help with adjudicating files.

3.0 Academic Schedule 2022-2023 (MOTION)

MOTION #GFC-03-10-25-2021: Moved by M. Tucker and seconded that the General Faculties Council approve the academic schedule for 2022-2023.

Motion carried

D. McLaughlin, Registrar and AVP, Planning and Analysis, provided a background.

- Addition of September 30 Day for Truth and Reconciliation lends more complexity to already complex schedule.
- The solution proposed, to add exams on Sundays, is sustainable in the long run. Future analysis shows the solution works in all but one year in future. In addition, may need to determine additional approach when September 30 occurs on a weekend.
- Each year, the Registrar provides the next year's schedule for approval, plus tentative draft schedules for the following two years, for information.
- Registrar started with assumption we would have to break academic schedule regulations to make this work due to same issues as have previously arisen when trying to create the calendar – tension between option of starting before Labour Day or going until after January 1. The proposed solution helps to mitigate this problem and account for addition of September 30 as a non-instructional day.

Discussion occurred:

- Members discussed previous conversation on how to approach September 30 Day of Truth and Reconciliation at September 13, 2021 GFC meeting. No motion was passed, but administration understood the consensus was a non-instructional day but not a holiday.
- Registrar has counted the instructional hours across blocks of days to make sure it is consistent and will work over multiple years.
- Institution already deals with exceptions for religious observance for other days of the week, so it has been considered, and believe schedule can accommodate those exceptions.
- important that we use the day for one of learning about the history of residential schools and the genocide towards First Nations, Metis and Inuit and I think we can do so most

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	meaningfully through this approach. Having Sunday as an additional day of the exam period is worthwhile if it means that Sept 30 can be a day of non-instruction.
	<ul style="list-style-type: none">• Communication will be critical. Must socialize to students September 30 is NOT a holiday, rather, a day without classes with opportunities to do other special activities.

4.0 Annual Report

S. Yip, Director of Strategic Initiatives provided an update on MacEwan's Annual Report to government.

- GFC has been provided the working draft to-date. There is additional information to be added but is being brought in current form in October as there is no November GFC meeting this year.
- The document links to the 2021-2022, and 2022-2023 financial plan.
- It has been referred to GFC for information. If there any inaccuracies or corrections, please contact Provost's Office as reporting from Academic Affairs is being coordinated there. Feedback is requested by October 31, 2021.

5.0 Adjournment

The open session was adjourned at 5:18 p.m.

Move into closed session.

November 22, 2021
Open Session
3:03 – 4:15 p.m.

Meeting by WebEx

Faculty Members:	Kim Harcombe, Co-Chair	Cynthia Zutter
	Ion Bica	Bob Graves
	Joanne Loh	Kathy Miller
Dean	Allan Gilliland	
Student Member	Cassey Fallis	
Ex-Officio Members:	Annette Trimbee, Co-Chair	Craig Monk, Provost
Resource Members:	Sumiko Yip	Marco Turlione (recording)
Guests:	Cheryl Earle	Melike Schalomon
	Christy Raymond	Craig Kuziemsy
Regrets	Cassey Fallis	

MINUTES: OPEN SESSION

#	Item	Presenter	Action*	Time
1.0	Call to Order	<i>A. Trimbee</i>	-	<i>2 min</i>
	The meeting was called to order at 3:03 pm.			
<i>1.1</i>	<i>Approval of Agenda (MOTION)</i>	<i>A. Trimbee</i>	<i>A</i>	
	Motion#GFC-EC-01-22-11-2021: Moved by C. Zutter and seconded that the General Faculties Executive Committee approve agenda as amended. Motion carried.			
	*Agenda amended to include Item 2.4 Bicameral Authority Legal Opinion and Item 4.2 ITM Member: GFC Appointment.			
<i>1.2</i>	<i>Minutes of October 12, 2021</i>	<i>A. Trimbee</i>	<i>A</i>	
	Motion#GFC-EC-02-22-11-2021: Moved by C. Zutter and seconded that the General Faculties Executive Committee approve the minutes for October 12, 2021 as presented. Motion carried.			
2.0	GFC Agenda			
<i>2.1</i>	<i>Budget Approach and Primer for FY2022/23</i>	<i>C. Earle</i>	<i>I</i>	<i>10 min</i>
	C. Earle presented the item. Highlights included: <ul style="list-style-type: none"> • Sources of funding mostly come from Government of Alberta grants, tuition, and campus fees. • Services were slightly lower than in the past due to COVID-19. • Anticipating \$240 Million for next fiscal year. Tri-Council money is mixed in. 			

- Budget input is decided on enrollment, financial, Human Resource and operational data.
- Always submit an approved budget by also include a three-year plan (two forecast years) which are done at a high level. These are used as a starting point for next years budget.
- Anticipated COVID-19 recovery to be on track but behind by about twelve months.

2.2 *Bachelor of Science in Nursing Program Review Action Plan* C. Raymond D 10 min

C. Raymond presented the item. Highlights included:

- Part of an action plan that has significant curriculum revisions.
- Eleven action items under four focal themes.

2.3 *Termination of the Bachelor of Applied business Administration – Accounting (BABAA) Program* C. Kuziemyky D 10 min

C. Kuziemyky presented the item. Discussion occurred.

- No active students currently enrolled in the program.

2.4 *Bicameral Authority Legal Opinion* A. Trimbee D 10 min

A. Trimbee presented the item. Discussion occurred:

- Update will be shared at the GFC meeting on December 6, through the GFC Exec Committee report that each standing committee will receive a copy of the opinion to review in detail.
- No concerns with sharing the opinion.
- GFC Executive Committee is the central body where this item flows through but Committee Chairs place on committee agendas for committee feedback.

3.0 Approval of GFC Agenda

3.1 *Approval of Agenda for December 6, 2021 (MOTION)* A. Trimbee A 5 min

Motion#GFC-EC-03-22-11-2021: Moved by I. Bica and seconded that GFC Executive Committee approve the GFC agenda for December 6, 2021 as amended.
Motion carried.

Amendments:

- Include Legal Opinion: Bicameral Authority under the General Faculties Council Executive Report.
- Place approval items under Academic Planning and Quality Assurance.

4.0 Executive Approvals and Recommendations

- 4.1 *Faculty of Arts and Science Procedure for the Student Advisory Committee Policy (MOTION)* M. Schalomon A 10 min

Motion#GFC-EC-04-22-11-2021: Moved by I. Bica and seconded that GFC Executive Committee approve the Faculty of Arts and Science Student Advisory Committees Procedure.

Motion carried.

M. Schalomon presented the item. Discussion occurred:

- Bringing into alignment with the Student Advisory Committee Policy.
- Office of the Dean will coordinate through academic advising.
- A more clear-cut process for reporting, getting feedback and everything completed by the committee to Faculty Council.
- Policy written as is to work for the Faculty of Arts and Science.
- The hope is that there is greater participation then in the past.

- 4.2 *ITM Member: GFC Appointment* C. Monk A 5 min

Motion#GFC-EC-04-22-11-2021: Moved by I. Bica and seconded that GFC Executive Committee appoint Dave Kato onto the Information and Technology Management Committee as the General Faculties Council representative for the 2021-2022 year.

Motion carried.

C. Monk presented the item. Discussion occurred.

- 5.0 Adjournment of Closed Session** A. Trimbee -

The meeting concluded at 4:15 pm.

Submission to	General Faculties Council
Meeting Date	Submitted by
2021-12-06	Dr. Craig Kuziemsky, Chair, School of Business Council
Agenda Item	Termination of the Bachelor of Applied Business Administration-Accounting (BABAA) Program
Resource Staff	Shelly Brownlee, Academic Coordinator
Action Requested	For Approval
Recommendation/ Motion	That the General Faculties Council approve the termination of the Bachelor of Applied Business Administration– Accounting (BABAA) program.
Context and Background	This program received ministerial approval for suspension July 2016 and is due for its final approval for termination.
Summary	All active students have graduated and the termination will allow this program to be removed from the University Calendar.
Implications	Upon approval, Alberta government and MacEwan University records of active programming will be accurate.
Review History	<ul style="list-style-type: none"> • Accounting and Finance Department Council: February 1, 2016 • Feedback from the Accounting and Finance Academic Advisory Council members supported the decision to suspend the Applied Degree with the intention of termination. • Business Program and Curriculum Committee: February 2016 • School of Business Executive Committee: April 5, 2016 • School of Business Council: April 28, 2016 • Academic Planning and Priorities Committee: May 20, 2016 • Academic Governance Council: June 7, 2016 • Advanced Education Ministry July 2016 • Accounting & Finance Department Council: August 26/21 • BPPC: September 3/21 • School of Business Council – September 27/21 • Academic Planning & Quality Assurance Committee – November 1/21 • GFC Executive – November 22/21
Next Steps	<ul style="list-style-type: none"> • GFC – December 6/21 • MacEwan Board of Governors – March 17/22 • Advanced Education Ministry <p>The OUR will implement upon approval.</p>
Policy	Program Approvals & Changes Program Approvals & Changes Procedures
FOIP	This item has been assessed relative to the Guidelines and Practices for the application of the FOIP Act, Chapter 4: Exceptions to the Right of Access. This information is in compliance and deemed to be appropriate for Public distribution.
Attachment(s)	<ol style="list-style-type: none"> 1. Advanced Education Termination Template 2. Advanced Education Suspension Approval Letter

Proposal Template: Program Termination

SECTION 1: PROPOSAL INFORMATION

1.1 Fill in the table below:

Institution	Grant MacEwan University
Program/specialization name	Bachelor of Applied Business Administration-Accounting
Credential awarded	Applied Degree
Proposed effective date of termination	July 1, 2022

1.2 Confirm whether:

- 1.2.1 This termination proposal was preceded by a ministry-approved suspension period.
 This termination proposal was not preceded by a ministry-approved suspension period.

1.2.1a If this proposal was preceded by a suspension, attach approval letter.
 Attached

1.2.1b If this proposal was not preceded by a suspension, explain why ministry approval for a suspension was not sought prior to requesting a termination.

1.2.1c If not preceded by suspension, indicate when students were last admitted into the program/specialization.

- 1.2.2 No active students remain in the program.
 Active program students remain in the program.

SECTION 2: RATIONALE

- 2.1** Identify reason(s) for termination with supporting evidence (e.g., low student demand, declining labour market demand, institutional capacity, provincial priorities, etc.).

As MacEwan offers a major in Accounting in the Bachelor of Commerce with the option for students to undertake co-op terms, two parallel degree programs were not required.

- 2.2** Provide specific information about which internal governance body approved the termination, and provide date of approval. (Attach copy of minutes or motions.)

Accounting & Finance Department Council – August 26/21
Business Programs Curriculum Committee – September 3/21
School of Business Executive Committee – September 20/21
School of Business Council – September 27/21
Academic Standards, Curriculum, and the Calendar – November 1/21
General Faculties Council – December 6/21

SECTION 3: ACCESS

- 3.1** Identify student access considerations and risks for Campus Alberta (include information about related programs or other avenues available to students to prepare for careers/employment and/or further educational opportunities).

Student access is uncompromised since this programming is offered in the Bachelor of Commerce degree complete with a Work Integrated Learning component (via Co-op) should the student desire to take this path. Since this curriculum is an active, large, and robust major within the Commerce degree, no risk occurs for Campus Alberta.

- 3.2** If this program or specialization is unique in the province, describe the consultation(s) undertaken within Campus Alberta to investigate the feasibility of program/specialization transfer.

N/A

- 3.3** Describe the consultation process that occurred with students at your institution regarding this programming change.

The Chair of the Accounting & Finance department met with the students who were active in the program. Each student indicated their desire to either complete this applied degree or transfer into the Bachelor of Commerce, Accounting Major. The majority of the students transferred into Commerce. All active students, regardless of the meeting in person with the Chair, received written notice from the Office of the University Registrar that, if they remained in the program, all courses would need to be completed by June 30, 2022. The last graduate of this program will receive their degree at the June 2021 convocation ceremonies.

SECTION 4: IMPACT

4.1 Describe the consultation process that occurred with other stakeholders (e.g., advisory committees, regulatory bodies, employers, etc.) affected by this programming change.

- Accounting and Finance Department Council: February 1, 2016
- Feedback from the Accounting and Finance Academic Advisory Council members supported the decision to suspend the Applied Degree with the intention of termination.
- Business Program and Curriculum Committee: February 2016
- School of Business Executive Committee: April 5, 2016
- School of Business Council: April 28, 2016
- Academic Planning and Priorities Committee: May 20, 2016
- Academic Governance Council: June 7, 2016

4.2 Describe plans for communicating the termination decision to stakeholders, particularly regulatory bodies (if applicable) and other Campus Alberta institutions.

CPA Alberta will be notified of this termination to ensure this professional body is aware this program will no longer offered at MacEwan and their information is current. Further, this program will no longer appear in the MacEwan academic Calendar and other Alberta post-secondary institutions were notified of the suspension upon its approval.

4.3 Describe plans for reallocation of resources previously used for this program/specialization and identify budget and staffing impacts.

Resources previously dedicated to this program have been re-allocated to the Accounting major in the Bachelor of Commerce when this program's suspension was approved.

OTHER CONSIDERATIONS

Please indicate if there are additional factors you would like the ministry to consider when reviewing this proposal.

No Additional Factors

RECOMMENDATION (FOR DEPARTMENT USE)

Recommendation(s):

Rationale for Recommendation:

Reviewer(s):

Date Completed:

COPY

RECEIVED
AUG 02 2016
President's Office

Deputy Minister
6th Floor, Commerce Place
10100 - 102 Street
Edmonton, AB T5J 4L5
Canada
Telephone: 780-415-4744
Fax: 780-452-1801
www.advancededucation.alberta.ca

PROVOST / VPA

AUG - 2 2016

July 26, 2016

AR 50538

Dr. David Atkinson
President
Grant MacEwan University
10700 104 Avenue NW
PO Box 1786
Edmonton AB T5J 4P2

Dear Dr. Atkinson:

Advanced Education has completed its review of Grant MacEwan University's proposal to suspend the Bachelor of Applied Business Administration (Accounting) program. The department approves the suspension for the term September 1, 2017 to June 30, 2022.

The department approves the suspension on the understanding that the Board of Governors or delegated institutional authority proposes suspension due to declining labour market and student demand. Active program students will be appropriately assisted during the period of suspension to complete their programs of study successfully.

It is acknowledged that opportunities for students to study in the field of accounting remain available at your university through programs such as the Bachelor of Commerce in Accounting, the Accounting Technology certificate, and the Accounting and Strategic Measurement diploma. In addition, students wishing to study accounting in an applied degree program can do so through Northern Alberta Institute of Technology and Southern Alberta Institute of Technology.

I request that, six months prior to the suspension end date, Grant MacEwan University advise the department, through the Provider and Program Registry System, of its plan to reactivate or terminate the program.

.../2

Dr. David Atkinson
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Under the Programs of Study Regulation, proposed changes to this program require ministry approval. This includes changes to the program of study, nomenclature, load, or duration, as well as program suspension, termination, reactivation, or transfer.

I appreciate Grant MacEwan University's commitment to student success and your ongoing processes of program review and renewal.

Sincerely,



Rod Skene
Deputy Minister

cc: John Day, Q.C.
Chair, Board of Governors, Grant MacEwan University

Submission to	General Faculties Council
Meeting Date	Submitted by
December 6, 2021	Dr. Christy Raymond, Dean and Professor, Faculty of Nursing
Agenda Item	Bachelor of Science in Nursing Program Review Action Plan
Resource Staff	
Action Requested	For Approval
Recommendation /Motion	That the General Faculties Council approve the Bachelor of Science in Nursing Action Plan.
Context and Background	<ul style="list-style-type: none"> The Bachelor of Science in Nursing recently underwent a Baccalaureate Program Review. The self-study portion of the review was submitted, which examined the program from 2016-2019. Two external reviewers Drs. Linda Ferguson and Donna Murnaghan visited the City Centre Campus in November 2020 and compiled a report of their findings dated November 28, 2020. Dr. Fred McGinn provided the Dean's response to the review, dated December 23, 2020. These documents were reviewed internally by the Academic Planning and Quality Assurance Committee on April 12, 2021 and formal feedback was provided to the new Dean, Dr. Christy Raymond, on September 3, 2021. The current Dean reviewed the prioritization of issues, the previous Interim Dean's response, the self-study documents, and formal feedback from MacEwan University Academic Program and Quality Assurance (APQA) sub-committee of the General Faculties Council and this Action Plan was approved by School Council on October 18, 2021.
Summary	<ul style="list-style-type: none"> The Action Plan puts forward 11 action items, drawn primarily from the recommendations of the self-study and the external reviewers. The 11 action items are organized according to 4 focal themes: (1) The Program of Study, (2) Administration and Governance, (3) Research and Scholarship, and (4) Faculty Recruitment, Development and Retention. The Action Plan anticipates significant curriculum revision to increase equity, diversity, and inclusion and commitment to the Truth and Reconciliation Commission calls to action but also to address issues of currency and the balance between clinical and instructional components. In addition to the curriculum revision are action items to improve governance within the Faculty to support curriculum revisions; to strengthen the research culture within the Faculty; and, to address the challenges of faculty recruitment, development and retention.
Implications	<ul style="list-style-type: none"> On approval by GFC, the Dean will be responsible to move ahead with the Action Plan and to meet annual reporting requirements per policy. Additionally, the Action Plan and related documents will be submitted to the Campus Alberta Quality Council for feedback.
Review History	<ul style="list-style-type: none"> Faculty of Nursing Faculty Council October 18, 2021 Provost review September 2021 Academic Planning and Quality Assurance November 1, 2021 GFC Executive Committee November 22, 2021

Next Steps	<ul style="list-style-type: none"> • On approval, the Action Plan is submitted to the Campus Alberta Quality Council • Implementation will take place as prescribed in the Plan • Annual reports per policy are provided by the Dean to School Council and the Academic Planning and Quality Assurance Committee
Policy	<ul style="list-style-type: none"> • Baccalaureate Program Review Policy and Procedures
FOIP	<p>This item has been assessed relative to the Guidelines and Practices for the application of the FOIP Act, Chapter 4: Exceptions to the Right of Access. This information is in compliance and deemed to be appropriate for Public distribution.</p>
Attachment(s)	<ol style="list-style-type: none"> 1. Bachelor of Science in Nursing (BScN) Program Review Action Plan



Bachelor of Science in Nursing (BScN)

Program Review Action Plan

Faculty of Nursing | October 2021

Introduction

The Bachelor of Science in Nursing recently underwent a Baccalaureate Program Review (BPR). The self-study portion of the review was submitted, which examined the program from 2016-2019. Two external reviewers Drs. Linda Ferguson and Donna Murnaghan visited the City Centre Campus in November 2020 and compiled a report of their findings dated November 28, 2020. Dr. Fred McGinn provided the Dean's response to the review, dated December 23, 2020. Both the external reviewers and the Dean's response acknowledged the many positive aspects of the program along with the need to focus on multiple areas of further development for continued growth and success.

Following the Dean's response, preliminary areas of focus were identified in June 2021 by the BScN Program and Curriculum Steering Committee as well as members from the self-study group. The current Dean reviewed the prioritization of issues, the previous Interim Dean's response, the self-study documents, and formal feedback from MacEwan University Academic Program and Quality Assurance (APQA) sub-committee of the General Faculties Council. The current Dean has created the following action plan for approval, in consultation with various documents and groups related to this work. The current Dean and interim Associate Dean will be responsible for ensuring the items are actioned, engaging the faculty and specifically the BScN program and curriculum steering committee for specific outcomes, where indicated. We anticipate the work to be started during the 2021-2022 academic year with curriculum changes to be implemented during the 2023-2024 and 2024-2025 year depending on the size of the change and receipt of applicable approvals by the Alberta Nursing Education Program Approval Committee (NEPAC) and the necessary internal governance processes at MacEwan University.

Recommendations:

Seven (7) recommendations were identified by the external reviewers. Most of these recommendations aligned with the six (6) self-study recommendations made by the self-study team; however, the recommendations by the reviewers focused more on the curriculum versus systematic matters of governance. The reviewers did acknowledge that they felt aspects of the internal recommendations were valid. The recommendations are listed below in the order they appeared in the applicable documents.

Self-Study Committee Recommendations	Reviewer Recommendations
Develop a BScN Program Strategic Plan	Update Curriculum
Continued with Curriculum Review and Redesign	Clarify Philosophy and Conceptual Framework
Evaluate Levelling of Assessments	Enhance Research and Scholarship
Implement TRC Calls to Action	Balance Faculty Complement
Increase Research and Scholarly Activity	Increase Indigenous Students
Develop a Comprehensive Succession Plan	Review Clinical Hours
	Increase Student Choice of Electives

The culmination of these recommendations comprises the following four (4) focal themes and the resultant action plan:

1. ***Program of Study***: Reviewers clearly indicated that the curriculum is dated and requires substantial review and change to meet the needs of future nursing graduates. Specifically, the reviewers indicated the need for response to the Truth and Reconciliation Commission (TRC) Calls to Action, as well as inclusion of equity, diversity, and inclusion process and content. Also needed is updates aligned with current trends and themes in nursing practice (e.g. global and public health developments), the environment, pedagogy and demographics of the population and related health status. Both the reviewers and the Dean identified the program's relational and student-centered approach as a significant strength, as was the need to ensure that the many curricular strengths are pulled forward when designing a new curriculum. In addition, there was a need identified by the reviewers to clarify the program specific philosophy and conceptual framework, including making clear linkages to nursing and nursing education specific elements and application.

The substantial number of clinical hours in the program was also highlighted by the reviewers, offering the opportunity to explore this number alongside student quality of life and long-term availability of placements. Also, given changes to the university semester length and configuration (moving from a 15-week term to a traditional 13-week term), which occurred after the original curriculum was implemented, there is need to reduce clinical hours so that clinical time can be completed by students within the regular calendar date parameters. Reviewers also offered additional curriculum specific suggestions, including increased student choice of electives; increasing the level of learning outcomes in some labs, mapping of assessments once a curriculum redesign occurs; and revision of the nursing practice evaluation tools used for assessment of students in the clinical setting.

Another substantial need will be to develop an evaluation and implementation plan alongside any curricular revision, ensuring that learning outcomes, assessment strategies, and program outcomes are aligned and leveled. This work is integral to the ongoing evaluation and assessment of curriculum implementation, also required by the provincial nursing program approval committee for annual and cyclic reporting. The outcomes should also be scaffolded in with competencies required of nurses in Alberta, upon graduation.

2. ***Administration and Governance***: The reviewers agreed with the need for strategic/tactical (and operational) planning that aligns with new university strategic directions. The reviewers also indicated, specific to any tactical or operations plan, that goals and outcomes towards planning be monitored annually and progress documented once leadership roles have been filled. Notable is that although a BScN program specific strategic (tactical and operations) plan is warranted, the Faculty is also due to create a Faculty wide mission and

vision at the same time. Ensuring these two processes yield products that are compatible and synergistic will be important. Also noted as part of reviewing all the recommendations was a need for clarity of processes and governance related to curriculum and other faculty activities, given the recent departmentalization and continued development as a relatively new Faculty. The new decanal administrative team has already begun work on clarifying processes and mechanisms within the departmentalized structure related to decision making and functioning of the faculty upon which further work can be built.

3. ***Research and Scholarship:*** Reviewers and the self-study group identified the need to continue to clarify and build research and scholarship in the Faculty of Nursing. Specifically, reviewers identified continuing to build an overall culture of scholarship with clear understanding of types of scholarship and considering the implementation of communities of practice comprised of scholars related to specific types or areas of research. There was also a call to increase output and impact of the work in the faculty. Enhancing research and scholarship in the faculty has been a focal area since implementation of the degree in 2007, with moderate progress being made to date. The Research and Scholarship Committee has been working towards increasing the awareness and promotion of research and scholarship in the faculty and will continue to support this work, which can be strengthened with recruitment of faculty with doctoral preparation and active research programs.

4. ***Faculty Recruitment, Development and Retention:*** Reviewers identified a need to align faculty complement with student enrolment numbers, ensuring there are enough faculty to meet the continuing needs required for program delivery. Given there have been a significant number of hires after the date of the external review, there is substantial progress noted already. Further hiring to meet the needs of academic units and delivery of nursing programs is also planned based on ongoing identified gaps and requirements as the curriculum changes. Aligned with self-study recommendations, reviewers reiterated the need for mentoring, ongoing support, and leadership succession planning, ensuring the needs of the program are met well into the future. Specifically, there is also a need to ensure that enhancing leadership capabilities does not detract from the focus needed on building research and scholarship capacity in applicable individuals. Faculty development in a post-pandemic state will need to capitalize on what we have learned about learning, in order to integrate best practices that will be integral to our ongoing success.

Action Plan

Given the focus areas described previously, the following action plan has been created:

Theme	Action Items	Evaluation Outcomes	Timeline	Person(s) Responsible
Revised Program Curriculum	<ol style="list-style-type: none"> 1. Complete a thorough curriculum review including clinical hours. 2. Clarify philosophy and conceptual framework to guide revision. 3. Craft a plan to revise the curriculum, also including specific Equity, Diversity, and Inclusion (EDI) lens; response to TRC calls to action and evaluation plans. 4. Increase student experience with the curriculum including examining electives and quality of life with the amount of work expected. 	<ul style="list-style-type: none"> - Curriculum review plan - Refreshed philosophy and conceptual framework that addresses nursing and nursing education - Curriculum redesign and implementation plan - Specific overviews for inclusion of current trends (e.g. planetary health), EDI, TRC related elements. - Development of further electives and opportunities for student choice. - Reconfiguration of clinical hours - Map of assessment strategies and program outcomes. 	<p>The curriculum review plan will be completed in - Fall 2021. The review will take place in Winter and Spring 2022. Redesign work will occur the 2022-2023 academic year. Approvals from external and internal bodies sought during 2022-2024, with aims for implementation starting 2024-2025 academic year.</p>	<p>Faculty and chairs to participate in review and redesign.</p> <p>Curriculum committee to lead and others to support (e.g. Bear Healing Lodge)</p> <p>Associate Dean and Dean to oversee internal and external program approvals.</p>
Administration and Governance	<ol style="list-style-type: none"> 1. Tactical and operational planning 2. Establish curriculum processes that link with university governance 	<ul style="list-style-type: none"> - A tactical and operational plan for the Faculty of Nursing encompassing the next 5 years - Documented communication and processes/guidelines 	<p>Spring 2022</p> <p>Started Fall 2021</p>	<p>Lead by Associate Dean and Dean with participation by all.</p>
Research and Scholarship	<ol style="list-style-type: none"> 1. Increase research culture 2. Build research and scholarship 	<ul style="list-style-type: none"> - Faculty development on defining and implementing scholarship and research. - Initiation of key research opportunities that link the Faculty of Nursing with the community. - Increase outputs and impact of scholarship and research, evident in annual overview reports. 	<p>Winter 2022</p> <p>2022-2023</p> <p>Ongoing</p>	<p>Lead by the Research and Scholarship Committee</p> <p>Collaboration with the university Research Office.</p>

Theme	Action Items	Evaluation Outcomes	Timeline	Person(s) Responsible
Faculty Recruitment, Development and Retention	<ol style="list-style-type: none"> 1. Engage in faculty succession and sustainability planning 2. Recruit and retain more doctorally-prepared faculty 3. Plan for continued leadership and development in teaching and research 	<ul style="list-style-type: none"> - Staffing plan for the new curriculum (and beyond) inclusive of increased doctoral faculty, specific recruitment strategies, methods of mentoring and faculty development in key areas, as well as plans to limit attrition of faculty. - Leadership development and succession planning. 	<p>Created alongside the new curriculum; 2022-2023</p> <p>Faculty development to be started as curriculum review and redesign processes unfold in 2022.</p>	Dean and Associate Dean with participation by all for hiring and sharing of expertise where possible.

Conclusion

As identified in the Dean’s response, the Faculty of Nursing has undergone tremendous transformation since the last program review of the BScN in 2012. The Faculty of Nursing is well equipped to undertake the work identified in the action plan, supported by the new and continued development of the departmentalized structure and participation of our engaged faculty members. The implementation of the changes is dependent on various internal and external approvals and thus any planning will start with a robust review and mapping of timelines. The changes during the pandemic have also illuminated key opportunities to embrace hybrid learning and the general mandate of the University, lessening our physical footprint while increasing our impact through program delivery. Given the timing of new university strategic directions, the work outlined in the Bachelor of Science in Nursing action plan will also be well placed to build on the momentum of the wider university, and the work within the overall Faculty of Nursing. Work such as clear action towards addressing the Truth and Reconciliation Commission Calls to Action and establishing pathways to equity, diversity and inclusion, will be prominent as we further develop the BScN beyond the exceptional program it is now, widely sought by local, national, and international learners.

Resources:

Academic Program & Quality Assurance (APQA) Sub-Committee of the GFC. Feedback Report. (2021).

Campus Alberta Quality Council. (2021). Handbook. Retrieved August 6, 2021 from https://caqc.alberta.ca/media/6120/m-alcp-caqc-publications-caqc-handbook-caqc-handbook-2020-handbook_with-revisions-to-june-2021.pdf

Canadian Association of Schools of Nursing (CASN) (2015). National nursing education framework: Final report. Retrieved August 6, 2021 from <https://www.casn.ca/wp-content/uploads/2014/12/Framwork-FINAL-SB-Nov-30-20151.pdf>

College and Association of Registered Nurses of Alberta (CARNA) (2021). Nursing education program approval standards. Retrieved August 6, 2021 from [https://nurses.ab.ca/docs/default-source/document-library/standards/nursing-education-program-approval-standards-\(2021\).pdf?sfvrsn=66c83a08_2](https://nurses.ab.ca/docs/default-source/document-library/standards/nursing-education-program-approval-standards-(2021).pdf?sfvrsn=66c83a08_2)

MacEwan University (nd) Baccalaureate program review handbook. Retrieved August 6, 2021 from https://www.macewan.ca/contribute/groups/public/documents/document/x2hh/bmri/~edisp/bpr_handbook.pdf

Overview of the Budget Planning Process

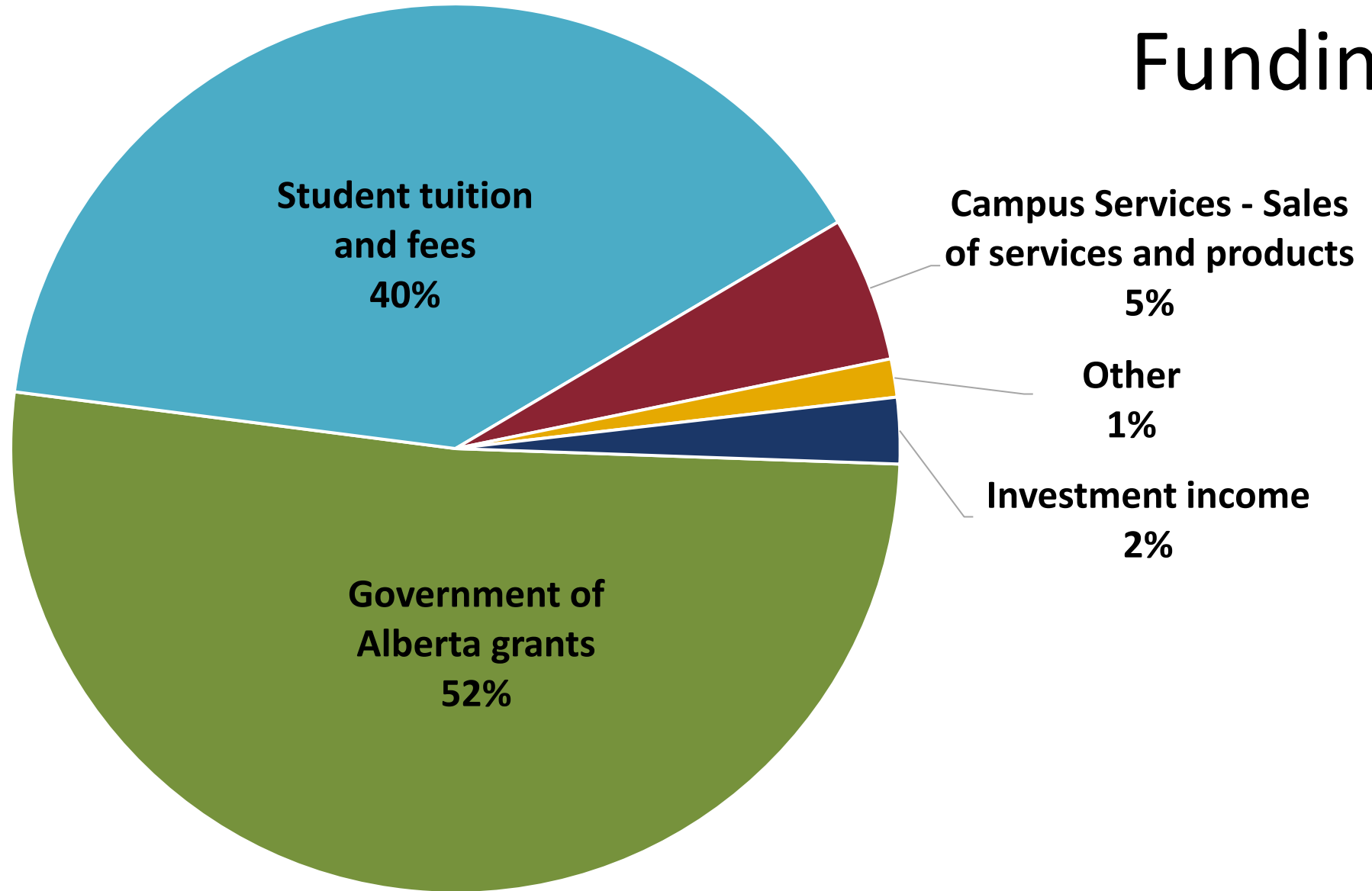
Presentation to General Faculties Council

December 2021

Agenda

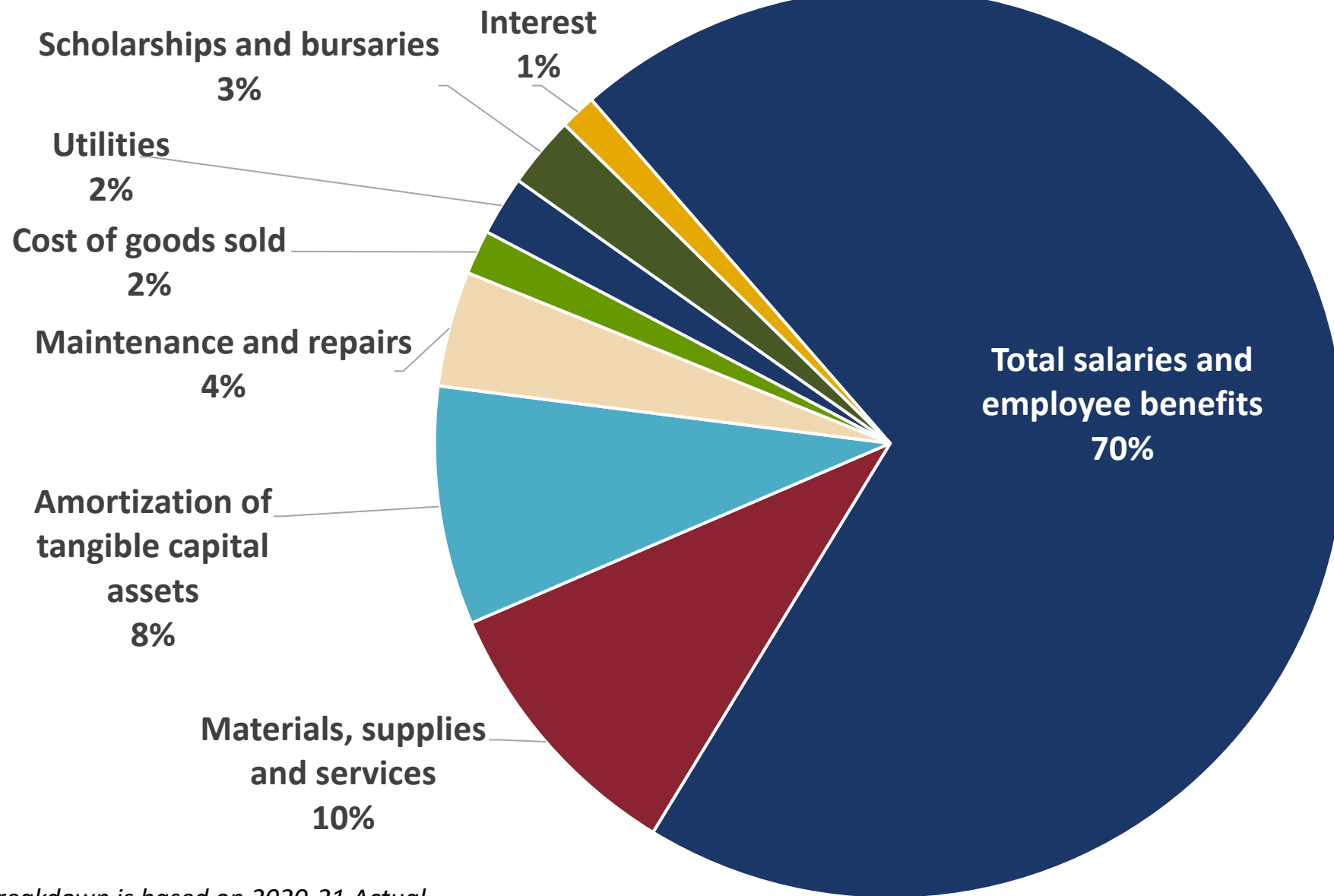
- Context – MacEwan University Financial Position
- MacEwan Budget Model & Process
- Preliminary 2022-23 Plan

Sources of Funding*



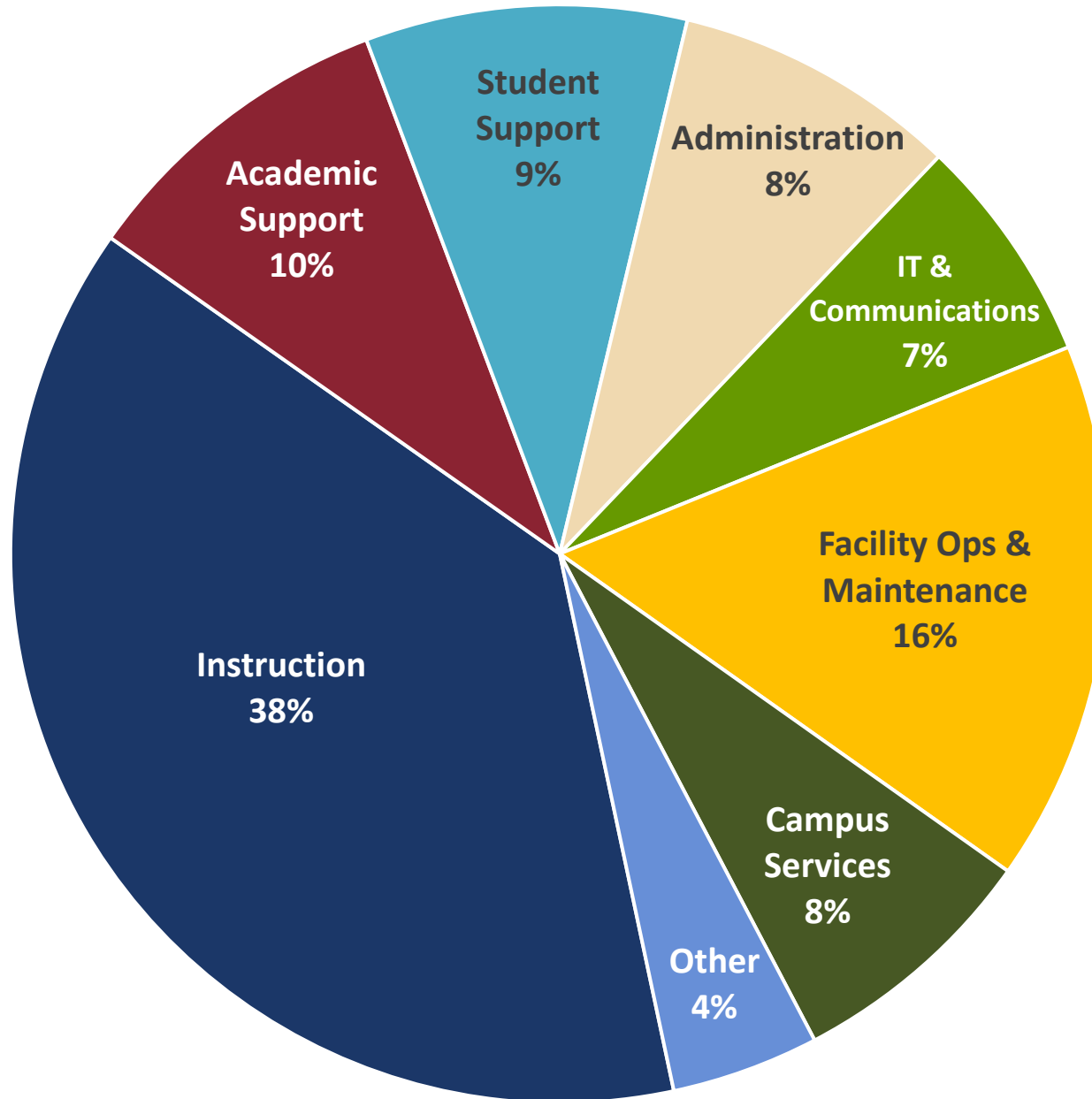
* % Breakdown is based on 2020-21 Actual

Expenditures by Type*



* % Breakdown is based on 2020-21 Actual

Expenditures by Function*



* % Breakdown is based on 2020-21 Actual

MacEwan Budget Model

- Incremental Budget Model
 - Current Year Budget is the Base
 - Additions/Subtractions made based on Assumptions
 - Common in Higher Education

Advantages

- Simplicity
- Consistency for units to plan
- Easy when funding is stable

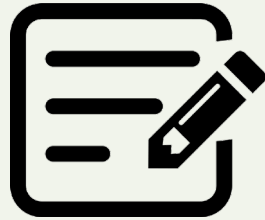
Disadvantages

- Makes re-allocations for new priorities more challenging
- Limits responsiveness to changing factors
- Lacks incentive for innovation

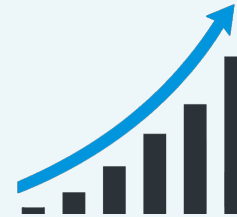
Budget Inputs

Strategic Enrolment Management, Tuition, Fees, Scholarships, Awards & Bursaries Programs, Class size

Enrolment Data



Financial Data



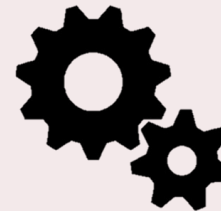
Grants, Investment income, Debt payments, Inflation, Legislative changes

Staffing Plans, Vacancy factors, Compensation settlements, Training & development, Benefit programs, Recruitment

Human Resource Data



Operational Data



Utilities, Projects, Repairs & Maintenance, Information Technology, Campus Services

“Typical” Budget Process

- January - March**
- Budget Targets
 - Detailed Spending Plans
 - Board Approval



- July – September**
- Current Year Forecast
 - Enrolment Forecast
 - Staffing Plans
 - Strategic Initiatives
 - Project Planning

- October – December**
- Tuition Consultation
 - “What if” Scenarios
 - Project Planning
 - Campus Services
 - Budget Pressures
 - Draft High-level Budget

Current Status

COMPLETE

- Academic Staffing Plan
- Strategic Enrolment Management Forecasts
- Tuition Consultation
- 2022 Classroom Upgrade Plan

IN PROGRESS

- Staffing Plans
- Tuition Revenue Forecast
- Capital Project Planning
- Campus Services Planning
- Expense Forecast
(inflationary impact)

OUTSTANDING

- Other Revenue Forecasts
- Departmental Budget Targets
- Salary & Benefit cost forecast
- Strategic Initiatives planning
- Detailed Spending Plans

Initial Assumptions for 2022-23 Plan*

- Government of Alberta Grants remains stable
- Domestic Tuition Increase of 7% for all Programs
- International Tuition Increase of 5.1%
- Domestic Enrolment – 12,652 FLE
- International Enrolment – 446 FLE
- Inflation – Low/Negligible impact
- Campus Services will return to pre-Covid levels in 2022

Preliminary 2022-23 Plan*

	2021-22 Budget (9 Months)	2022-23 Plan
Government Grants	87,238	115,199
Student tuition and fees	77,850	101,175
Sales of services and products	12,386	20,225
Other	6,229	7,872
Total Revenue	183,703	244,471
Instruction	67,399	91,993
Academic Support	16,520	22,214
Student Support	18,446	24,660
Administration	14,483	20,067
Computing and Communication	13,052	18,456
Facility Operations	32,323	39,694
Other (Research, Ancillary, & Restricted funds)	21,425	27,349
Total Expenses	183,648	244,433
Operating Surplus	55	38

* Three-year Plan (2021-22 to 2023-24) Approved by Board in June 2021 – Will be updated as part of 2022-23 Budget process

Significant Changes in Assumptions

- COVID Impacts
 - Enrolment forecast have been revised
 - Domestic Enrolment – 12,521 (Decline of 131 FLE / approx. \$750K decline in Tuition)
 - International Enrolment – 387 (Decline of 59 FLE / approx. \$1.3M decline in Tuition)
 - Recovery for Campus Services is behind by approx. 12 months
- Inflation is in excess of 4% and expected to remain high for the next year (every 1% represents an increase in supplies and services costs of approx. \$375K)
- Supply Chain delays impacting timing of planned expenditures
- OOS & MSA Employee turnover is increasing
- Investment considerations in support of New Strategic Framework

QUESTIONS

