

Meeting of School of Business Council
Monday, November 30, 2020, 3:00 – 5:30 p.m.
Webex
MINUTES

1.0 Call to Order

- The Dean called the meeting to order at 3:01 p.m. as the quorum of 21 was met and exceeded.

2.0 Indigenous Ceremony

- Following a reading of the land acknowledgement statement, Roxanne Tootoosis, MacEwan's Indigenous Knowledge Keeper, opened the meeting with an Indigenous ceremony.

3.0 Agendas**3.1 Motion – Meeting Agenda**

- **SOBC-01-2020-11-30** **Carried**
Motion: It was moved by N. Ouedraogo and seconded by M. Gulawani to adopt the agenda as presented.

3.2 Motion – Consent Agenda

The following items were for approval, were approved, or were received as information, on the Consent Agenda:

- 3.2.1 School Council: Minutes, October 29 – for approval
- 3.2.2 Executive Committee: Minutes, November 16 – for information

- **SOBC-02-2020-11-30** **Carried**
Motion: It was moved by L. Adams and seconded by M. Gulawani to adopt the Consent Agenda as presented.

4.0 Presentations**4.1 Culture of Innovation** (Tom Redl, President & CEO CHANDOS Construction & Current Allard Chair in Business)

- T. Redl shared that it has been an honour to serve as the Allard Chair as he is coming to the end of his term. T. Redl presented on how over time they have built a culture of innovation at Chandos Construction, and how important innovation is in solving many issues. An organization's adaptability and agility are going to be critical, particularly as the foundation structures of our business organizations keep shifting.

5.0 Stewardship Items**5.1 Bachelor of Commerce Action Plan**

- **SOBC-03-2020-11-30** **Postponed**
Motion: It was moved by L. Adams and seconded by L. Benson that School of Business Council approve the Bachelor of Commerce Action Plan as presented or amended.
- **SOBC-04-2020-11-30** **Passed**
Motion: It was moved by N. Ouedraogo and seconded by E. Muralidharan to delay voting on the motion of the Bachelor of Commerce Action Plan to the next meeting.
- The Chair of the Self-Study Committee, M. Annett addressed School Council and shared that this discussion enters us into the late stages of the program review process and that it has been a long journey to get to this point. He acknowledged the work of the Self-Study Committee (C. Keim, D. Pirot, E. Muralidharan, M. Arnison, F. Angulo-Ruiz, T. Huckell) and how they have worked diligently on the School's behalf to build a view of the academic road ahead and the needs of the BCom program as a vehicle on that road. M. Annett reviewed the process that has been taken to this point and that the Action Plan is something that will guide the program over the next 5-7 years. M. Annett shared that while written by the Dean through the appropriate process, the Action Plan is a plan for the program. M. Annett also encouraged members of Council to express their personal agency in voting on the proposed Action Plan, and whether it is in the program's best interest.
- M. Annett also stated that the Action Plan had been circulated to Department Councils and the Self-Study Committee. The Self-Study Committee provided feedback to the Dean on the plan and the Dean responded with revisions to the Action Plan reflected in the current version. The Self-Study Committee felt that 8 of the recommendations were on track, with 4 of the recommendations warranting review.
- The Dean confirmed that the Self-Study Committee did send their feedback, which the Dean considered and made revisions based on them. The Dean recognized that this plan will not be perfect, but all parties worked hard to pull together all the reports and feedback to create a cohesive plan for the School to move forward in the area of the BCom. All of the reports were very aligned and quite similar. The Dean also raised that this is an example of shared governance as there are lots of items that will be the responsibility of School Council and its standing committees, or other working groups. The BPCC will anticipate receiving a lot of curriculum work from this action plan, and their leadership role will be vital to guide this work, with the added efforts across the School (Departments and faculty and any other ad hoc working groups). The Dean also reiterated that is not the

- Dean's plan, and although it is the responsibility for the Dean to write it, the plan is to best represent the program going forward.
- There was further acknowledgement by a Council member of the great work of the Self-Study Committee and that it is a plan that is not prescriptive with details about how to go about these items to come as moving through the work.
 - Much discussion was had relating to the elements of the document, how it relates to the strategic priorities, and the timing of approval.
 - The Provost commented that he supports the Dean fully, however had not had the opportunity to see the Action Plan before it was brought forward to School Council which is typically customary.
 - Feedback and discussion relating to the action plan took place on the following items:
 - The recommendation relating to pedagogy and class size. Some Council members reiterated their emphasis on class size as a key advantage for the School and that it should be equal to pedagogy, and be a priority. A concern was raised as to whether establishing pedagogical principles are coming up against academic freedom, and restricting faculty in some way. A Council member indicated that it would make sense to consider the pedagogical principles first before determining what is the best class size.
 - The Dean commented that class size is a critical component for faculty and that class size will continue to be at the forefront for folks. The Dean also spoke to being a strong advocate for academic freedom, and the recommendation is around conversations around approaches, and not to impeded on academic freedom. The Dean expressed wanting to focus on the student experience in the classroom, not the class size itself.
 - The recommendation relating to guidelines for research for tenure and promotion. Some council members raised that they felt the Collective Agreement is where this lies, and that nothing about the collective agreement is mentioned in the recommendation. There was some hesitancy towards having this recommendation and how it would interact with the Collective Agreement.
 - The Dean agreed that there was lots of guidance within the Collective Agreement for promotion, but there was less so for tenure. The Dean clarified that she wanted Departments to be having the conversation about research and scholarly activity and gain consensus what their expectations would be in this area within their Department, and not to have something that prescribes specifics (and circumvent the Collective Agreement). This helps to ensure our probationary faculty have a general understanding about what is expected for tenure. The Dean acknowledged that Departments have had these conversations already or are having these conversations currently. The Provost commented that he is supportive of Departments to have conversations to provide more clarity about the expectations around tenure.
 - Based on the discussion on this particular recommendation, the Dean was supportive of removing this recommendation altogether from the Action Plan.
 - The recommendation relating to connections to the business community. Some Council members raised their desire to have a Business Advisory Council, or to be more explicit within the action plan about the commitment to establish a formal structure. There was a desire to ensure that leadership and others be in touch with the business community and that there is a plan to interact with stakeholders.
 - The Dean shared that she is absolutely supportive of having a formal structure to connect to the business community, and being a Business School it is also imperative to do so. However, the Dean shared that she was not sure that the old structure of the BAC was the proper structure to move forward with. The Dan also shared that she is currently gathering information from other Business Schools to understand their various mechanisms and structures they use to connect to businesses and stakeholders. There is a real need to be intentional about establishing the right structure for the School based on who we are and where we want to go. The Dean will bring this information to Council when ready.
 - The recommendation relating to review majors and minors. A Council member commented on concern related to the wording of the recommendation to review the majors and minors and the use and meaning of sustainability, as it seemed ambiguous.
 - The Dean responded that she has said before that she feels there are too many minors offered currently and the meaning of sustainable is for the long term. The School needs to figure out who we are and what we should be offering to be of best value to the Province.
 - Given the time constraints of the meeting, and the need to take back the feedback and discussions gathered from School Council members to make necessary revisions to the Action Plan, The Dean inquired on School Council's openness to revisit this item at another meeting of School Council for early December 2020. School Council supported revisiting an amended Action Plan at a meeting in early December 2020.
 - It was decided to postpone voting on the motion to the meeting to be set in early December 2020, where a

revised Action Plan will be presented to School Council based on the discussion and feedback received.

5.2 Strategic Priorities

- **SOBC-05-2020-11-30**

Passed

Motion: It was moved by E. Muralidharan and seconded by D. Dempsey that School of Business Council approve the interim Strategic Priorities 2021-2026 for the School of Business as presented.

- The Dean shared that the Strategic Priorities is meant to be a foundational document that we can build upon and incorporate into our Self-Assessment report that is going to go to EFMD in January. This allows us to move forward on some of these initiatives that we might want to do as a School before we have the formal strategic plan process at the university level, which will then subsequently come to us here at the School level.
- A. Taleb shared that the Strategic Priorities Working Group started by working on the data that was gathered at the Retreat. The group tried to come up with the strategic themes that encompass the items that were mentioned at the Retreat. The group came up with four strategic themes:
 - Positioning & Branding of the School
 - Students Preparedness & Readiness
 - Faculty and Staff Development & Support
 - Community Engagement & Involvement
- Each of the themes then have priority initiatives and recommendations. All of them have to do with the facts, data or items expressed at the Retreat. The draft was sent to Department Chairs to be discussed at different meetings. The group took the input from those meetings and updated the Strategic Priorities based on the feedback they had received. The intent of this group was to come up with a document or list of strategic priorities that can be submitted as part of the application for the School of Business for EFMD accreditation and is an interim list of priorities.
- It was discussed that there could be more emphasis on internationalization, minority businesses (Indigenous), and our role in Downtown Edmonton. It was determined that these ideas will come out as a part of the implementation process. There was discussion that these items were included in other documents as well such as the Action Plan. It was discussed that the School of Business will need to define what our competitive advantage is and what differentiates us from other business schools.
- The Dean advised that we will have the same process as we did for values on what distinguishes us as a School of Business. It will come back to Council for review and approval. This document is to get us started.
- The Dean thanked the Strategic Priorities Working Group for the incredible work they did on this document in such a short time.

6.0 Leadership & Governance Updates

6.1 Dean's Update

- The Dean announced that the new Allard Chair in Business will be Naseem Bashir, CEO, Williams Engineering. He also serves as the Board Chair, EIA & Board Chair, Innovate Edmonton. The Allard Chair event will be held on December 16th and will be a virtual celebration. More information and a meeting invitation will be forthcoming.
- The Dean shared that we are launching an advertising campaign that focuses on key programs that we are trying to grow: BCom, Accounting and Strategic Measurement, Business Management, and Human Resources.
- The Dean shared that we are positioning ourselves for growth. This is partially the reason that the next capital project is for an academic building that will house the School of Business. We have to grow to warrant that new building. It is about creating this unique space for the School of Business and its engagement downtown.
- The Dean asked faculty to let her know if a student has alerted them if they have tested positive for COVID-19 so she can ensure it is followed up on accordingly. HSE will be notified who will then send communication to the student, and track if the student has been on campus.
- The Dean shared that the School will have increased hybrid classes for the winter term. The School is also exploring micro-credentials and will be meeting with the School of Continuing Education. The Dean shared that S. Lemiux and R. Enstroem, in partnership with Math, were looking at a new minor. One way to test it out would be to do a micro-credential.
- The Dean shared that she has heard all of the complaints regarding the website, and the Department Chairs have done a great job of ensuring that she is well aware of the specifics. The Dean shared that it was discussed in

Provost Group, and the Dean shared that she would be setting up a meeting with S. Kubish to give her feedback. It is a process, but they are aware of the challenges and are trying to fix them as soon as possible.

- Students on campus need to have a mask on even when they are in classroom and are physically distanced.
- The Department Chairs are going to begin working on the spring and summer scheduling. The dates have been pushed back as the focus has been on winter.

6.2 Associate Dean Update

- S. Elbarrad shared that many students were not enrolling in the winter term. Therefore, emails were sent to 857 students who were not enrolled for Winter 2021. This resulted in lots of inquiries to advisors to start working on planners and enrolment started to increase. S. Elbarrad shared that there were also 320 students that were enrolled in only 1 or 2 courses in the winter, so they were sent emails and the results were impressive.
- COOP received a record number of applications for Winter 2021. Fifty students have been accepted and there are 39 students with offers for Winter 2021.
- Enrolments for Travel and Asia Pacific Management are down. Paralegal, Library and Human Resources are almost the same. There is uptake in Business Management and Accounting after it was declining the previous year. Bachelor of Commerce enrolments are increasing. This year we exceeded our target for Bachelor of Commerce and accepted 971 students, which is higher than the previous two years.
- The Monthly Research Seminar held this month was presented by T. Chika-James, T. Salem and Mercy Oyet. There is an available recording to faculty who missed this session. The Research Funding Review Committee approved one application in October and there is another meeting scheduled for December 4th to look at a couple more applications that were submitted. W. Wei co-authored a paper that won 2020 Emerald Literati award as a Highly Commended Paper.
- MacEwan Venture Lab has held an introductory lecture and delivered three workshops. S. Elbarrad thanked all of the faculty members on the committee that participated as well as Colin Christensen, our Entrepreneur in Residence, who also helped out a lot. C. Christensen also did two sessions of training for the mentors. The mentoring period starts now until March. By March, we will start the pitch competition.

6.3 Department Chair Update: E. Bocatto, R. Enstroem, E. Perez & A. Pergelova

- E. Bocatto asked the Dean to clarify the timelines for the information of the people that applied for tenure or extension of probation. The Dean shared that two faculty members have already been notified by the Provost about their extension of probation and there are few more to be notified. The first step after the meetings is to craft a letter that goes to the Provost. The Provost reviews that and sends the formal letter to the individuals.
- R. Enstroem shared that MacEwan has a new Associate Actuary on campus, Stephane Lemieux. This will serve well as we intensify the conversations with that industry.
- E. Perez shared that she has no news at this time but is looking forward to the end of term.
- A. Pergelova shared that the department has started the process of reviewing the International Business Major. This working group within the department has already met a couple of times.

6.4 GFC Member Update: E. Muralidharan (*Written update provided in meeting portfolio*)

6.5 Faculty/School Council Representatives Update: M. Malin (Arts & Science), T. Salem (Faculty of Fine Arts & Communications), L. Shamchuk (Health and Community Studies) B. Panganiban (School of Continuing Education) N. Erickson (Faculty of Nursing) (*Written updates provided in meeting portfolio*)

7.0 Strategic Initiatives

7.1 EFMD Accreditation Update

- S. Elbarrad shared that it is important that faculty are aware of the whole EMFD Accreditation process and what their role and engagement is in it. The committee is planning to start communicating with faculty to show them where they are at, and how they are proceeding as well as their role as faculty.
- The EFMD Accreditation Process is as follows:
 - **Stage 0:** Enquiry
 - **Stage 1:** Formal Application for Entry into the EFMD Accreditation Process
 - **Stage 2:** Pre-Eligibility with Advisory Service
 - **Stage 3:** Application for EFMD Accreditation Eligibility
 - **Stage 4:** Eligibility
 - **Stage 5:** Self-Assessment

- **Stage 6:** Online Peer Review Visit (May 11-13, 2021)
- **Stage 7:** Accreditation
- **Stage 8:** Continuous Improvement following Accreditation
- **Stage 9:** Re-Accreditation
- The committee is at Stage 5. The next step would be the Online Peer Review Visit which will hopefully result in accreditation. Following that, it is a continuous process of improvement and then re-accreditation according to the accreditation terms, either 3 or 5 years.
- The Self-Assessment Report (SAR) is composed of the following five chapters:
 - **Chapter 1:** The Institution in its National and International Context
 - **Chapter 2:** Programme Design
 - **Chapter 3:** Programme Delivery & Operations
 - **Chapter 4:** Programme Outcomes
 - **Chapter 5:** Quality Assurance Processes
- When writing this report, we need to be self-critical so that we acknowledge our strengths and our developmental areas. We need to put it in the form of a story to show where we are right now and where we are going. The School of Business Action Plan will work on those areas of improvement.
- In order to do this work, the committee is collecting evidence in what is being called the Base Room. The Committee decided to structure the Base Room as five separate rooms, one for each chapter. Currently, the committee is working on collecting evidence. W. Wei met with faculty to explain what evidence is required from them. The evidence required includes learning materials, student coursework, faculty marking rubrics, ILOs, and mapping for each course. Faculty were asked to hold onto any coursework that they had already collected and compiled for W. Wei.
- The committee will also need 8 – 10 faculty members who are ready to be interviewed by the Peer Review Committee that is going to virtually visiting us in May. In order to participate in those interviews, committee will need to have more discussion within departments. Therefore, the committee will likely be asking each Department Chair to invite them for 10 minutes to provide some insight about each of the chapters as well as the report as a whole.
- The timeline is as follows:
 - December 2020:**
 - Send draft SAR for informal review by mentor
 - Start building the Base Room
 - January – February 2021**
 - Revise SAR according to the mentor's comments
 - Finalize all required data
 - Identify interview groups
 - March- May 2021**
 - Submit SAR to EFMD
 - Prepare interview groups
- The Base Room building will be a huge task especially because everything is going to be electronic. Any documents that are hard copies will need to be scanned and put into digital format. The committee will keep raising awareness and training faculty. Students will be involved beginning in January where the committee will have to include a student representative in the meetings. The student will also be preparing a separate report as well. S. Elbarrad thanked the committee members for the wonderful work they are doing.

8.0 Good News & Announcements by Members of Council

- H. Braid shared that the Social Innovation Institute will be holding design jams for the Liquor Store Theft Challenge as follows:
 - **December 8:** 1 – 3 p.m.
 - **December 10:** 12 – 2 p.m.
 - **December 15:** 9 – 11 a.m.
- In these sessions, you will learn about human-centered design and design thinking. H. Braid shared that she is happy to partner with faculty to do it for their class.
- H. Braid shared that MacEwan will be involved in the Map the System Challenge again this year. This is where students can choose a topic that they are really interested in exploring related to an environmental or social challenge. It will teach

them about how to use systems thinking and learn a little bit more on how to do research. There will be 3-4 workshops that go along with that. There are two information sessions as follows:

- **December 16:** 11 a.m. – 12 p.m.
- **January 12:** 12 – 1 p.m.

- H. Braid shared that anyone that would like information on either of these items can reach out to her directly at heather.braid@macewan.ca.
- R. Jenne shared that he been part of a couple of focus groups looking at class equipment. The group has been testing out some cameras that follow you around the front of the room so that the idea is that you can have what is now being called HyFlex. Therefore, you could have some students in the classroom and some students remotely. The students could have as equal of an experience as possible. R. Jenne asked faculty to reach out to him if they are interested in learning more or have any thoughts on technology we should have in the classrooms.

9.0 Question Period/Open Discussion/Other Business

- E. Muralidharan shared that he is the section editor for the School of Business for MUSE, the student e-journal at MacEwan. E. Muralidharan requested that faculty encourage students that have come up with some good reports, articles, or research work to be sent to MUSE for publication. There is a formal process where they can upload their articles to MUSE where it is reviewed and published. Currently, they have only received articles from two faculty members in the School of Business. E. Muralidharan shared that the School needs to build that culture of research among students, and this is a good way to start. Their work is rewarded through a quick publication and news. E. Muralidharan asked faculty to contact him if they have any questions.
- T. Chika- James inquired if they will need to go through the Course-Based REB form in order for students to submit their reports. E. Muralidharan advised that faculty would not have to but will need to look at the student's final output. Faculty need to ensure it is in the proper format to be published. There is a format on the MUSE website.
- F. Angulo shared that in 2020, E. Muralidharan has published 7 journal articles, 2 book chapters, and 1 case study which is amazing. Council applauded E. Muralidharan's efforts and accomplishments.

10.0 Future Agenda Items/Next Meeting: December 7, 2020

- The Dean shared that she will be working with J. Carvalho-Moreira to revise the Action Plan and there will be a meeting held in early December to vote on that. The next meeting in the new year is on January 18th.

11.0 Adjournment

SOBC-06-2020-11-30

Carried

Motion: It was moved by T. Chika-James and seconded by E. Muralidharan to adjourn the meeting.
Meeting adjourned at 5:50 p.m.