Meeting of School of Business Council Thursday, October 29, 2020, 3:00 – 5:30 p.m. Room 9-323/Webex, City Centre Campus MINUTES

1.0 Call to Order

• The Dean called the meeting to order at 3:03 p.m. as the quorum of 21 was met and exceeded.

2.0 Indigenous Ceremony

• Following a reading of the land acknowledgement statement, the Dean made a presentation of protocol to Doctor Francis Whiskeyjack, an Indigenous Elder, and Knowledge Keeper from the community. In response to the Dean's request, Doctor Francis Whiskeyjack opened the meeting with an Indigenous ceremony.

3.0 Agendas

3.1 Motion – Meeting Agenda

• SOBC-01-2020-10-29

Carried

Carried

Motion: It was moved by N. Ouedraogo and seconded by S. Elbarrad 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, September 23 for approval
- 3.2.2 Executive Committee: Minutes, October 19 for information
- 3.2.3 Business Programs and Curriculum Committee: 2019/20 Annual Report & 2020/21 Focus Statement for approval
- 3.2.4 Faculty Development Committee: 2019/20 Annual Report for approval

• SOBC-02-2020-10-29

Motion: It was moved by A. Wesley and seconded by S. Elbarrad to adopt the Consent Agenda as presented.

4.0 Presentations

4.1 Update from Revenue Generation Committee: T. Kriz & H. Chapardar

• H. Chapardar presented the update from the Revenue Generation Committee, an ad hoc committee put together by Dean Costen to find extra sources of revenue after the 2019 budget reduction. The committee members included T. Kriz, P. Ghattas and H. Chapardar. The proposed solutions are the consolidation of diverse ideas collected from faculty members. These ideas were summarized as follows:

MacEwan Summer School of Business

- International students; particularly Asian countries
- ➤ 3-4 weeks
- Credit courses with exciting topics and delivery modes
- > A set of "Management Skills" workshops using unconventional pedagogical approaches
- Site visits and leisure activities
- Promotion across different countries
- A collaborative setting to develop ground-breaking content

Post-Degree Certificates

- > Allows us to capitalize on the need for "relevant extended education"
- Targets baccalaureate level alumni (and non-alumni) who deal with real business problems
- > Offers a series of interactive and practice-driven workshops over evenings and weekends
- Enables us to build stronger ties with alumni
- > The involvement of faculty members in bridging knowledge-practice gap
- > Additional research into the needs of alumni and their interests
- Managing the potential overlaps with School of Continuing Education

Business Consulting Solutions

- Provides local organizations with consulting solutions and/or training workshops based on their needs
- Involves recruiting clients, speaking to leadership to analyze needs, and then creating a proposal to fit those needs
- > A fair process to involve the faculty to deliver workshops based on identified needs

CPA Prep Program

Establish a CPA prep program for domestic and international students to help them qualify to and pass the CPA examination Two-year program

Joint programs with international universities

- Establish with international universities
- ➢ International student fees are applicable
- > The structure needs to be defined together with the partner institution(s)
- The question was raised as to what the difference is between a post degree certificate offered by the School of Business and what would be offered in Continuing Education. The Dean shared that she is meeting with Dean McRae to discuss. Once an agreement is reached on how to move this forward, they would present the proposal together at Provost Group. It was discussed that they would like to see partnerships like this across Academic Affairs. It was discussed that the expertise exists in the faculties and schools, but the expertise in terms of how it would be delivered, built and packaged, have been allocated to the School of Continuing Education. It was discussed that our current budget system is not set up well to ensure expenses in the faculty or school are covered by student's tuition and that additional funding that would be raised by this activity be properly shared through the institution. The Provost asked for patience as they work within the system to set it up properly.
- The Dean shared that all these ideas are viable. The School is also looking at universities for joint programs. The post degree or diploma opportunities is an opportunity that the School is willing to move forward on quickly, but it will take time to ensure that it is solidified and sustainable long term with everybody on board across Academic Affairs. The summer School of Business is also a very prominent opportunity that will move forward quickly as well but is dependent on travel restrictions.

4.2 Conversation with President Trimbee: Dr. Annette Trimbee

- President Trimbee addressed School Council. She spoke to this being a time that we should be thinking very carefully about our place in Edmonton and our place in the post-secondary ecosystem. The President acknowledged the faculty members' hard work in the spring pivot, in their preparation for fall and their ability to be innovative.
- President Trimbee spoke to the significant work had been done towards the strategic planning framework. The General Faculties Council approved a mandate statement that was also approved by the Board of Governors. The President shared that she wants to look at where we were, look at what has happened since then and that she wants to start by asking some big questions to help us frame our next strategic plan as follows:
 - What are the biggest strategic decisions that MacEwan has made in the last 50 years? When I talk to different people about those decisions, they mentioned becoming a university, consolidating our buildings downtown.
 - What is it about MacEwan that we need to protect? We have been around for close to 50 years, but we are a relatively new university. Everybody I talk to focuses on our desire to be student-centered.
 - Where are we headed and how world events, local events might be influencing our future and thinking?
 - What are the most impactful things we could be doing to be relevant to our city, our province and to be perceived as an engine of growth?
 - > What are the most impactful things we can do for our students?
 - > What is our vision for MacEwan?
- The university is having these discussions while the province is doing a system review. General Faculties Council has had discussions around the important of a bicameral governance. The President shared that she will be speaking with the province on MacEwan's special place in the post-secondary ecosystem.
- The President shared that on the system review, some of the objectives include increasing access and participation rates, looking at whether graduates are ready for the world of work, increasing innovation, making the system better and ways to group governance.
- The President shared that the Board of Governors has approved investing more to keep up the momentum of the new School of Business building. It is a priority and we will have to negotiate to see how far we get in terms of funding from the government. The President shared that we may need to rethink our funding model. MacEwan has been very fortunate to run surpluses and build our capital priorities with money that we have managed to put aside. That is changing and will be the way it is for a couple of years.
- The government has said they will be back in the new year with investment management agreements and performance-based funding. The Minister has said that he understands 2020 is a year like no other and has made

a commitment to not focus everything on how things worked this year only. The President shared that for the 2021/22 budget, the university can expect another decrease on top of what it was we were anticipating given the province financial situation. These new ideas to increase enrolment and our offerings to demonstrate relevance is exactly what we should be doing.

• The President shared that she is really looking forward to meeting more people in person and looking forward to seeing faculty in action. We are a student-centered university but without faculty we do not have an offering.

4.3 Budget Update: T. Kachmar

- T. Kachmar shared that every year when formulating and compiling the School of Business budget, we are given a budget target. MacEwan University had a very large budget reduction from the government. This large budget reduction is then filtered down in the university with Academic Affairs receiving a portion.
- The School of Business does not budget for tuition revenue, and most of the revenue is in material fees and donation revenue. The revenue budget is down \$46,000 due to losing some material fees with Office Assistant being transferred out.
- Total expenses are down a little over \$2 million when comparing this year's budget to last years. We did our expense budget this year using our actual spend rate in 2019 versus a target. The School of Business reduced the budget in the following four areas:
 - workload & classroom efficiency
 admin salaries
 materials & supplies
- The sessional salaries and benefits were reduced by over \$1.1 million. The School of Business operated like this last year, only last year's sessional budget did not reflect this. Starting in the 2019 fall term, the School of Business put extra focus on ensuring class utilization was high and we saw these savings on our financials last year. If we did not have COVID and had a normal fall term schedule this year, we would still have the same budget to hire the same amount of sessionals as in 2019. There is also a small impact due to the Office Assistant sessional budget being transferred out.
- The School of Business budget for admin salaries is down \$450,000. This includes out of scope and MSA expense lines. This is not all salary abolishment's. Some of this impact is also due to the advising hub and budget transfers of people to other areas of the University. Employee benefits is down \$267,000 and this is also a function of the sessional budgets and the admin salaries budget going down.
- The material and supplies were reduced by \$176,000. The top five material & supplies expenses in the School of Business were as follows
 - General travel (\$188,000)
 Software (\$74,000),
 Software (\$74,000),
 Software (\$74,000),
 - Staff Development (\$72,000)
- The only reduction that really affected faculty was a reduction to travel and a conscientious effort was made to not touch the department budgets unless it was necessary. S. Elbarrad is administering a \$100,000 seed fund that faculty can access. There is a pool of \$37,000 that sessional instructors can use to get PD support which also includes technology. Every faculty member received a PD allocation as of July 1st.
- The 2020-21 budget presented showed 78% allocated to total faculty and sessional salaries and benefits and 22% on all other expenses. All other expenses include everything else to be able to operate the school from research money to admin salaries to office supplies. Three years ago, this would have shown 72% total cost of faculty and sessional salaries and benefits versus 28% on everything else. The School is spending a higher percentage on delivering programming to students. This shows how our budget dollars align with our strategic priorities as offering instructions to students is one of the core functions of this School.
- It was discussed that the School did not have the same number of sessional faculty this year as last year due to increased class sizes and that the budget does not appear to reflect that. It was clarified that this budget was submitted before COVID-19 and it was done based on the framework of the actuals from last year to ensure accuracy. The Q1 Forecast which is due tomorrow will reflect the differential. The Dean shared that work has been done with the Department Chairs for courses in terms of class size and this work will be reflected in the winter term with more hybrid classes as well. This fall, the enrolment numbers are slightly lower than previous years. However, enrolment numbers for new students is higher than the previous year.
- The question was raised there has been investments in initiatives that can help in terms of growing, being more attractive, and improving the experience of students. It was discussed that there have been investments in the virtual Open House and in Student Affairs. In Academic Affairs, there have been very real and meaningful

conversations on how we invest in aspects to help us grow.

• The question was raised on what the trend is of the School of Business tuition revenue as a share of MacEwan total revenue. The Dean shared that the university does not have an RCM model where this data would be reflected. The Dean shared that we could get the data, but in general it is not how the university budget model has operated.

5.0 Stewardship Items – No items currently

6.0 Leadership & Governance Updates

6.1 Dean's Update

- The Dean congratulated the following colleagues on their 20+ years of service as of December 31, 2019:
 - Franco (Frank) Saccucci (25 years)
 - Raina Rudko (25 years)
 - Janice Miller (30 years)
 - Brian Keller (20 years),

- ► Jacqueline Devlin (20 years),
- ➢ Karen Reschke (25 years)
- Chris Hancock (35 years)
- The Dean expressed her deepest appreciation to this list of colleagues and their dedication and commitment to the institution. These colleagues build the foundation upon which we are standing and growing. The Dean shared that it is her goal to honour that and to move the School forward in real and meaningful way.
- A comprehensive search committee has been put together for the CRC SII Director position and this committee has done amazing work already. The position announcement is posted across the country and CRC has also been contacted. The Dean thanked the faculty sitting on this important committee.
- J. Carvalho-Moreira has taken the lead on looking at all of the documents for the BCom Program Review which includes the self-study report, the report from the external reviewers, the Dean's response and input from the GFC Curriculum Committee. There was consistency in five specific recommendations so those will be coming forth. The Dean shared that she will be reviewing it, the document will be shared with the School of Business Council Executive Committee and the Leadership Team before coming to School of Business Council in November.
- A Strategic Priorities Working Group was formed, and they have done remarkable work. The Leadership Team will be meeting tomorrow to look at the Strategic Priorities. The document will go to the School of Business Council Executive Committee and to School of Business Council in November. The Dean expressed her gratitude for the quality of work done by this group.
- The Allard Chair Selection Committee is meeting on Monday with an extended committee that includes a member of the Allard family as well as the last two Allard Chairs: T. Spinelli and T. Redl. The committee also has representatives from each department as well as an alumni and student representative. The committee will begin the process of nominations on Monday and follow up with a meeting where a selection is made. The initial plan is to have a kick-off at the beginning of December which will be held virtually.
- The university now has the great distinction of having a Chancellor and granting honourary degrees. Those processes are being solidified now. There is a review being done on OCM and Web Services by reaching out to stakeholders, coming up with best practices and determining how things can move forward in order to enhance our brand.
- Winter scheduling is 80% complete. The Department Chairs consulted with faculty and there are quite a number of hybrid courses for the winter term. There have been some adjustments to the assignments of classrooms because of the limited capacity. A list of courses that were traditionally scheduled online has gone to P. Ferreira in Exam Services. She will be reaching out to those faculty to discuss what kind of services might be available. The Dean noted that Exam Services' capacity is extremely limited. S. Elbarrad shared that he is working with the OUR so that students that are in a traditional online course that cannot be accommodated by the Exam Centre will not have a scheduling conflict.
- The issue was raised that there is some confusion from students around their online courses when some of them are being delivered asynchronous and others are synchronous. It was discussed that traditional online courses should be delivered asynchronous because these courses were developed online, and students enrolled in those courses because there was no schedule. Courses that pivoted online were assigned dedicated times in order to maintain dedicated times for finals. Faculty can either choose to deliver them asynchronous or synchronous. It was discussed that faculty record their class sessions for students to view later. Faculty may also choose to use that dedicated time for office hours.

- The issue was raised that some faculty who had classes that pivoted online have students that are saying they cannot attend a dedicated time and that they had registered for an online session. It was discussed how students and faculty would know what courses were traditionally online or pivoted online. There were clear designations and descriptions of each type of course including whether the faculty would be delivering the course synchronous, asynchronous or online. It is important for faculty to make their decision on how they will be delivering their courses because it is annotated in the schedule, so students are aware.
- There has been a lot of time and work done to prepare for the winter so that when the schedule opens, the students can see specifically the type of classes. The definitions will be annotated to tell the student if it is a synchronous or asynchronous or exclusively online so they can make their decisions. There will be communication sent out with these definitions to the students on what that will look like before it opens. The goal is to have this done for next week. Faculty were asked to communicate how their class would be delivered in their course outlines.

6.2 Associate Dean Update

- Advisors completed 281 grad audits out of which 199 were approved for graduation. An online booking system has now been implemented for Advisor Services and it is working well. Students are booking their appointments through an online Microsoft based vendor. Advisors have been working on preparing for the upcoming Open House.
- Student for a Day will happen at the end of November and S. Elbarrad asked faculty to volunteer to speak with upcoming students who are coming to explore university life.
- The winter schedule was completed, and more hybrid courses were added as requested. Department Chairs were asked to submit any courses that they wish to have as hybrid, and all were accepted and scheduled as hybrid.
- S. Elbarrad shared that he is working with the Department Chairs on next year's academic schedule. They are trying to do their best to ensure that there are no cancellations later. This offering is being reviewed by the Department Chairs, and then submitted in order to have the schedule ready by the end of January for the new workload assignments for the next academic year.
- There have been concerns from some of the Department Chairs regarding the spring term. It is still vague, and students will not be able to enroll in the spring term before the first week of February.
- As of August 31, 2021, the School of Business will no longer award a block transfer. By the changes that have been made, all of the School of Business courses are now degree courses so this will help students ladder easily into the BCom using the same competitive GPA. Diploma students can also apply for minors and honours.
- S. Subramani presented at the October Monthly Research Seminar. The session was recorded and is available online for those were not able to attend. On November 24th, there will be another Monthly Research Seminar where T. Chika-James, T. Salem, and Mercy. C. Oyet will present.
- Research Seed Funding Committee will be meeting soon to decide on the two applications for seed funding that they received.
- The School received an Alberta Innovates Grant and is working on raising awareness of entrepreneurship. The project is called the MacEwan Venture Lab. The first lecture will be held on Monday, November 2nd: Introduction to Starting Your Own Business. This has been promoted through several media outlets. The School will be holding three workshops throughout November to begin preparing students in making their ideas come to life. It will be followed up by a mentoring period of three months. It will end with the pitching presentations in mid-March/April.
- S. Elbarrad attended the MECCA Meeting which includes Associate Deans in School of Businesses' across Alberta. The challenges that we are facing in transferring classes online has been a challenge for everyone. The drop in international students was a challenge for many of them because they were relying mainly on international students. Exam integrity has also been a problem. U of C had high enrolments, but NAIT, U of A, and Bow Valley were not affected. Most colleges and SAIT had a decrease in enrolments. Most of them are using Microsoft Teams and Zoom, but some are using WebEx and other platforms.
- For the next academic year, the plan is to offer 80% face to face and 20% online. The hope is to return back to normal gradually.
- 6.3 Department Chair Update: E. Bocatto, R. Enstroem, E. Perez & A. Pergelova

- E. Bocatto shared that the first-year students have had a lot of technical difficulties which is over-burdening the faculty that are teaching these courses.
- E. Perez shared that Ernst & Young hired three interns for next summer and two of them are from MacEwan. This is historical and shows that our Accounting Major is producing high quality graduates. E. Perez congratulated R. Rudko on 25 years of service.
- A. Pergelova announced that faculty member, C. Deng recently had a baby girl. A. Pergelova shared that she is going through the annual reports of faculty and is blown away by the enormous quantity and quality of work that has been done by faculty members over this difficult year. The Dean added that in speaking with students, they are so appreciative of all of the hard work that faculty have put in to provide really positive learning experiences for them.
- R. Enstroem shared that about a month ago, the Insurance graduates were invited to attend an Insurance Social hosted by a large Insurance company in Edmonton. The company ended up hiring one of the Insurance graduates. The company let us know that our graduates are in high demand and they hope to see more graduates in the future. R. Enstroem shared faculty are putting enormous efforts into delivering stellar courses in these circumstances and students are very appreciative.

6.4 GFC Member Update: G. Springate

- G. Springate shared that the last GFC meeting was held on September 28th. Overall enrolment is down slightly and the President's discussions with the Auditor General went well. The case for the School of Business building is receiving a positive response. The President met with the consulting firm conducting the Alberta 2030 interviews and gave her input regarding MacEwan. There were a number of discussions on the university bicameral governance and how we connect with industry. About 30 tenure-track positions are still being looked at to recruit. There are a number of people that have put in applications for promotion and tenure.
- GFC set up committees which was really a key working area. On October 9th, there was a series of votes and appointments to these committees. These sub-committees of GFC have just begun so some have not met yet. The following faculty members represent the School of Business on these various committees:
 - Chancellor Joint Committee (F. Angulo)
 - ➢ GFC Executive (B. Graves)
 - Academic Planning & Quality Assurance (G. Springate)
 - Academic Standards, Curriculum, & the Calendar (J. Loh)
 - > Teaching and Learning (S. Elbarrad
 - Scholarly Activity (E. Muralidharan)
 - Council on Student Affairs (J. Loh)
- GFC approved the list of graduates for the Fall Convocation.
- The Dean thanked B. Graves who was instrumental in encouraging faculty to put their names forward to serve on these various committees and thanked faculty for volunteering in these important roles.
- **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)
 - At the Faculty of Fine Arts & Communications meeting, the Dean highly recommended that during reading week to try to eliminate any screen work for students to give them a real break to avoid "screen burnout".
 - Health & Community Studies has held two meetings. They offer a dual credit course for a high school. They have also been approached by amiskwaiy Academy, which is the Indigenous academy. There is maybe some outreach that we could do there for our dual credit course (BUSN 201).
 - The School of Continuing Education met on October 19th and they have fully moved over to the fifth floor in Allard Hall. Their staff comes in staggered throughout the week. The Office Assistant program is now fully integrated there, and the School is currently doing a review of the curriculum. In their budget overview, there is an anticipated student tuition loss of approximately 1.6 million because of international students. The School is trying to be innovative, so they are teaching an English 30-1 class to Indian nursing student cohorts online and a Chinese version to students at Wuhan University.
 - The Faculty of Nursing held their meeting on October 26th. The faculty is creating their committees and working to fulfill different roles on the various committees. Terms of Reference is also being developed for the Council meetings. The faculty is also in the process of hiring a Dean of Nursing, and they are establishing the composition of the hiring committee. There are 11 faculty positions that are being hired with the process already

started with some. The interviews will be concluded in March. Seven of these positions are replacing faculty members that have retired, and the rest represent the transition of current limited term appointments to tenure-track roles.

7.0 Strategic Initiatives

7.1 EFMD Accreditation Update

- EPAS has rebranded to EFMD Accredited. S. Elbarrad and the Dean met with their mentor, Professor Mark Thomas. He has agreed to review a draft report for us and provide us with comments in order to prepare our self -assessment report.
- M. Thomas introduced us to three partner universities: one in Canada, one in Russia and one in the UK. S. Elbarrad shared that they met as a team with the three universities and were provided with really valuable information.
- S. Elbarrad thank the EMFD Accreditation Committee as they met several times during the month, on a weekly basis. The committee is working hard on the self-assessment report in order to prepare the first draft to send to M. Thomas. The committee is working on collecting the required data and IAP has been helpful in trying to provide all of the required information.
- S. Elbarrad shared faculty collaboration is needed because the peer review panel will need to virtually interview ten faculty members. There will be a virtual campus visit over three days where they will interview students, faculty members and administrators. The first or second week of May are the proposed dates for the virtual visit.
- The committee asked the Department Chairs to invite them as a committee or some representatives from the committee to speak at each department council about what is required from EPAS, what is required from each faculty member, what is the data requirement and evidence that we need to collect.

8.0 Good News & Announcements by Members of Council

- It was announced that faculty member, B. Almquist's wife had a baby and student member, L. Williams announced that as of November 1st, she will be a student councilor at MacEwan. R. Jenne announced that the university will be moving to Moodle as our LMS and expects to be on the steering committee which will give the School a voice at the table.
- T. Chika-James announced that she is conducting a survey for the university that would be of benefit to faculty members, students and staff. It is titled Changes in Higher Education During COVID-19 Crisis. This study is analyzing universities transition to microlearning using infographics. T. Chika-James shared that faculty will be receiving a link to the survey where they will also have the opportunity to provide comments. T. Chika-James asked faculty to contact her if they have any question concerning the study.
- L. Benson shared that after one year of introducing the Academic Integrity program in the HR and Management courses, they have seen a significant decline in academic misconduct compared to the three-year average. L. Benson shared that P. Sopcak, R. Enstroem, and E. Bocatto were also involved in this project. The Dean thanked L. Benson for his work on this and asked that he reach out to her if he is interested in presenting this to Provost Group.
 - L. Benson announced some School of Business statistics from the Academic Integrity project that he was involved in that was aimed at first- and second-year students as follows:
 - > Academic integrity misconduct incidents declined by over 40%
 - > International student academic integrity misconduct declined by over 54%
 - > Domestic student academic integrity misconduct declined by 12.5%
 - Plagiarism incidents declined by 48%
 - Cheating incidents declined by 48%
 - First year student academic misconduct declined by 54%
 - Second year academic misconduct declined by 47%
- C. Hancock announced that there is an opportunity for anyone interested to take the public survey regarding Alberta 2030 by going to the website. C. Hancock shared that faculty may be interested if they have opinions on what the post-secondary sector should look like in 2030 and this is the only individual survey that is being done.

9.0 Question Period/Open Discussion/Other Business

- The Dean shared that one of the things that has been focused on in BSAC is the role of business schools in the economic recovery in Canada. We are the providers of talent and one of the things that we must think about as a Business school is what it means for us. What is the type of the talent that we are providing?
- The Dean shared one of the things that she is noticing, particularly amongst Business schools, is the role we play in embedding EDI competencies into our courses. The reason this becomes important is if we are really trying to provide

the future leaders of Canada and situate them to lead in organizations that are going to be quite diverse and if they are illprepared to work with others from different backgrounds, different value systems, then we are not doing our job. How do we increase access to folks who are different and how do we create welcoming environments? This starts in the classroom where people can feel free to be who they are. How do we embed this?

- The Business Programs and Curriculum Committee is about to take on some important tasks around curriculum and this is what it means to be a faculty member at a university. Faculty must have these conversations around how we position ourselves, about what we are teaching out students, and how we stay cutting edge and nimble.
- The Dean shared that she and S. Elbarrad were invited as external members to the city to participate in a meeting called Innovation Edmonton. People discussed the role MacEwan and post-secondary institutions can play in the innovation and entrepreneurship sector. We need to position ourselves for sustainability. The School of Business should be the leader on this as this is what we do, this is what we teach. The Dean expressed her excitement about what we are going to do moving forward both in alignment with the Action Plan, the curriculum work, the external stakeholder work and gearing up for our 50th anniversary to advance the School.

10.0 Future Agenda Items/Next Meeting: November 30, 2020

11.0 Adjournment

SOBC-03-2020-10-29

Motion: It was moved by A. Wesley seconded by T. Chika-James to adjourn the meeting. Meeting adjourned at 5:30 p.m.

Carried