

**Meeting of School of Business Council**  
**Wednesday, October 30, 2019, 3:30 – 6:00 p.m.**  
**Room 9-201, City Centre Campus**  
**MINUTES**

**1.0 Call to Order**

- The Dean called the meeting to order at 3:30 p.m. as the quorum of 22 was met and exceeded.

**2.0 Indigenous Ceremony**

- Following a reading of the land acknowledgement statement, the Dean made a presentation of protocol to Elsie Paul, an Indigenous Knowledge Keeper from the community. In response to the Dean's request, Elsie Paul opened the meeting with an Indigenous ceremony.

**3.0 Agendas****3.1 Motion – Meeting Agenda**

- **SOBC-01-2019-10-30**

**Carried**

**Motion:** It was moved by C. Hancock and seconded by M. Shadnam to adopt the agenda as presented.

**3.2 Motion – Consent Agenda**

- **SOBC-02-2019-10-30**

**Motion:** It was moved by M. Gulawani and seconded T. Kriz to approve the Consent Agenda:  
The following items were for approval, were approved, or were received as information:

3.2.1 Minutes – September 25 meeting of School Council

3.2.2 Executive Committee Minutes – October 16 meeting of Executive Committee

3.2.3 Business Programs and Curriculum Committee

3.2.3.1 Report

3.2.3.2 **Motion** – Annual Report, 2018-19 and Focus Statement, 2019-20

3.2.3.3 **Motion** – Programs of Study 2020-21

3.2.3.3.1 Asia Pacific Management

3.2.3.3.2 International Business Major - Honours Designation

3.2.3.3.3 International Business Major

3.2.3.3.4 International Business Minor

3.2.3.3.5 Legal Studies in Business Major

3.2.3.3.6 Legal Studies in Business Minor

3.2.3.3.7 Marketing Major - Honours Designation

3.2.3.3.8 Marketing Major

3.2.3.3.9 Marketing Minor

3.2.3.3.10 Paralegal Studies

3.2.3.3.11 Public Relations

3.2.3.3.12 Travel

3.2.3.3.13 Innovation & Entrepreneurship Minor - New Program Proposal

3.2.3.3.14 Library and Information Technology

3.2.3.3.15 Management Major - Honours Designation

3.2.3.3.16 Management Major

3.2.3.3.17 Management Minor

- 3.2.3.3.18 Business Management - Aviation Major
- 3.2.3.3.19 Business Management - Diploma
- 3.2.3.3.20 Business Management - Certificate
- 3.2.3.3.21 Property Management Minor
- 3.2.3.3.22 Business Intelligence Minor – New Program Proposal
- 3.2.3.3.23 Insurance and Risk Management
- 3.2.3.3.24 Supply Chain Management Major
- 3.2.3.3.25 Supply Chain Management Minor
- 3.2.3.3.26 Accounting and Strategic Measurement
- 3.2.3.3.27 Accounting Major – Honours Designation – New Program Proposal
- 3.2.3.3.28 Accounting Major
- 3.2.3.3.29 Accounting Minor
- 3.2.3.3.30 Bachelor of Applied Business Administration – Accounting
- 3.2.3.3.31 Finance Minor
- 3.2.3.3.32 Bachelor of Commerce
- 3.2.3.3.33 Bachelor of Commerce – Honours
- 3.2.3.3.34 Bachelor of Commerce Minors from Arts and Sciences
- 3.2.3.3.35 Human Resources Management Major – Honours Designation
- 3.2.3.3.36 Human Resources Management Major
- 3.2.3.3.37 Human Resources Management Minor
- 3.2.3.3.38 Human Resources Management

- **SOBC-03-2019-10-30** **Carried**  
**Motion:** It was moved by B. Graves and seconded by M. Arnison to amend the Consent Agenda by removing the following items from the Consent agenda (discussion in 11.0 New Business):

- 3.2.3.3.18 Business Management - Aviation Major
- 3.2.3.3.19 Business Management - Diploma
- 3.2.3.3.20 Business Management – Certificate

- **The main motion: SOBC-02-2019-10-30, as amended** **Carried**

#### **4.0 Presentations**

##### **4.1 University Library and the Writing Centre (M. King, K. Sobchysyn, & K. Rodier)**

- There main services include: in-class sessions, one-on-one support, peer writing tutors, and online tutorials.
- The Writing Centre makes every effort to schedule its workshops as close to the due dates of assignments.
- There is a new school-wide strategy on laddered instruction for information literacy.
- Provides classroom and online citation guides (APA format)

##### **Questions and Comments from Members of Council**

- *R. Rudko asked if there was assistance for quantitative courses.* The presenters said that they do not provide that yet but are looking into it. *E. Bocatto said that this is made worse by having recently lost access to some databases.* The presenters said that there are other databases that students can use.

- *E. Perez said that Yahoo Finance is the last place where we can get free access to stock data, but even Yahoo Finance are now going to charge by offering us to buy "premium" access in order to have access to full stock information. The presenters said that it is a budgeting decision to include or not include databases. Faculty shared that [www.sedar.com](http://www.sedar.com) provides this public information freely. E. Perez confirmed, but said that the information was not formatted for data analysis.*

## 5.0 Updates by a member of Bachelor of Commerce Program Review Self-Study Committee

(F. Angulo, M. Annett, M. Arnison, T. Huckell, C. Keim, E. Muralidharan, D. Pirot)

### Mike Annett:

- We continue to work on the report and December 31 is still our tentative deadline. We have started to collect some secondary information such as study abroad. We will continue having focus groups. We would like to create profiles for our faculty. This is in line with the government's request and will also inform some information requirements for EPAS. Six third-party auditors will be coming on campus in early-Spring to meet with people.
- M. Annett also shared that the Joint Benefit Plan medical costs were higher than expected while dental was in line with expectations. There is a shortfall in budgeted medical costs and the Joint Benefit Committee will be voting on how to deal with that.

## 6.0 Dean's Updates

- MacEwan University took the largest cut in the province; 9.1 million. The University is going to have to make some very difficult decisions. In addition, the acting-President and Provost are committed to protecting the academic enterprise. We are moving forward with our full-time faculty plan and the new hires we have petitioned for. This means that other departments will be financially hit harder than Academic Affairs, but that also means that Academic Affairs needs to be as effective and efficient as possible. We should have our Alberta Government Grant letter within the next ten days. As faculty, you need to be sensitive to the request you make. The Dean's Office has already right-sized. The Dean shared that she has not had an admin since May 2019 and there are no plans to refill this position. The remaining Dean's Office admins (two admins) are at full capacity which means that the Department admins will need to pick up more work.
- We have \$3,000 dollars assigned to every faculty member for travel which is about a \$300,000 expense. That is likely to go away. The Dean said she will fight to protect the \$100,000 that is allocated for faculty research seed funding. However, that means that faculty will actually have to use the money. Last year, some faculty last year requested funding and then did not do the project. This does not reflect well on the School.
- Course releases are something that is not done in any other faculty; the School of Business is the only one who grants course releases. We do that for new faculty so that they can get immersed in the culture and dedicate time teaching. The Dean shared that she fought for faculty course releases and would continue to fight for them.
- We will be cancelling low-enrollment courses. In BPCC, we will be looking to further streamline the curriculum. The Dean shared that she and her leadership team meet every week to go over strategic enrollment management.
- The government believes MacEwan University has too much overhead.
- The Dean invited faculty to offer ideas under this new period of austerity. There will be multiple years of cuts coming, so we need to plan for multiple years. We need to change the way we are thinking. Tuition freeze is off, but we cannot price ourselves out of the market. The Dean shared that she has been an advocate of a program fee for students to cover the costs of the unique experiences that they have; for example, study tours, co-op, etc. It is not unusual to have an added fee for "extras". We will also be looking at revenue generating ideas.
- The Dean shared that one of her goals this year was to talk about tenure and the criteria for tenure. The Collective Agreement lays out broadly what the expectations for tenure are. Executive decided that because tenure resides in departments, that we would let departments to begin to have those conversations. These will be broad guidelines and they will not supersede the Collective Agreement.
- The Dean shared that we have 21 minors and we need to explore why we have that many.
- The Dean shared that the presidential search is underway.
- The Dean shared that there is a hiring freeze for non-faculty positions.
- The Dean shared that there will be a special board meeting in November on the budget.

## Questions and Comments from Members of Council

- *F. Saccucci said that the University has unrestricted funds, also known as stabilization funds. This is cash available for these difficult times. Are we going to dip into these funds?* The Provost answered that the 9 million cut is actually a 17

million cut and what F. Saccucci described is what will be necessary in order for us to balance the budget.

- *E. Boccatto asked if there will still be a new business building?* The Dean answered that she is still moving forward with the new building. Monies allocated may need to be adjusted, but they have been approved by the Board and the acting-President and now we will be doing an RFP for the architecture. Most of the monies spent this year will be used to create a business case to present to the government.
- *J. Schieman asked how will advising be impacted?* The Dean answered that there are currently no plans. The Dean shared that when she first took up her post, she did not understand why there were Faculty Advisors and MSA Advisors; there is a jurisdiction issue with faculty association and staff association. The Dean shared that she can see us reconfiguring advising overall and figuring out what sorts of things can be centralized and what cannot.
- The Provost shared that the government has calculated that 11% of MacEwan's budget goes to non-instruction costs and that the government wants to see that number become 5%. Therefore, in addition to reducing our costs by 17 million, we will also have other requirements like this.
- *R. Jenne asked if we could redefine advising as an academic pursuit to move those numbers?* The Dean shared that Faculty Association would need to make that decision.
- *R. Rudko asked if there will be a retreat of some sort?* The Dean shared that she needed more information before planning a retreat. It is a manner of timing.
- *R. Rudko said that these budget changes will be year-after-year so it makes sense to have regular meetings with Faculty to strategize at regular times during the year. At what times would these meetings occur?* The Dean agreed with holding these meetings and that having them at the beginning of the academic year would make sense. However, for the current year, there may be some interest in having a meeting at the end of the academic year.
- *T. Salem shared that he observes the School pursuing two expanding strategies: 1) a new building, and 2) new faculty hires. However, there are also two shrinking imperatives: 1) low enrolment, and 2) the government budget cuts.* The Dean said that she agrees with this observation. With regards to enrolment, the School is responding with a number of strategies to address this issue; faculty are being asked to market our School to potential students and we are looking at different forms of admission.
- *E. Murlidharan asked, what about international students?* The Dean shared that we are looking at that, looking at different places to go. We want to make sure we are getting the right students. The previous government placed a cap on international students. The School was over that cap, but the University was not, so we need to watch for that. However, we may not need to deal with those same constraints moving forward.
- *R. Rudko asked if the new faculty hires were net of retirement?* The Dean answered that there have been some faculty retirements. An open faculty position does not belong in the faculty, it belongs in Academic Affairs; these positions go back to the Provost. Our departments provide a rank-ordered list of their faculty needs to the Provost and the Provost takes those requests to the Budget Committee and the Executive Committee and then comes back to us with the approved positions.
- The Provost confirmed that there will be 35 positions for the whole University and that should amount to a net increase of 8 to 10 faculty. We are adding these faculty to teach currently existing courses. We are not offering more courses than we absolutely have to. We want to continue invest in tenure-track faculty to deliver our current courses.
- *R. Rudko asked if we are considering hiring Type-3 faculty for cost savings?* The Dean shared that she is only considering Type 1 faculty.
- *C. Babiuk asked if enrolment for certificates and diplomas has dropped significantly, are we looking at the marketing for them which has not been done since 2013?* The Dean answered that she did not know if causation could be drawn between the two.
- *C. Babiuk asked if we could do a study to find out? There used to be a waiting list for the PR program and now with no marketing, we are having to go out and have a face-to-face conversation to get people to know about the program, because there is no awareness.* The Dean said that the School used to have four dedicated marketing people, which is the kind of administrative overhead that the government is frowning upon. We no longer have that level of marketing; we as faculty need to go out and do our own marketing. We do not have the money for it, so we need to be strategic and creative.

## 7.0 Updates by Associate Deans (S. Elbarrad & W. Wei)

### W. Wei:

- W. Wei shared that we have our first CRC proposal and that it will be a tier 2 position. This position will specialize in social entrepreneurship and potentially a research interest in indigenous business.
- We are hosting the AABD conference next May (May 19<sup>th</sup>).

### S. Elbarrad:

- S. Elbarrad shared information from the Management Education Consulting Council of Alberta (MECCA) meeting that

he attended. International students make up the following for each PSI: University of Calgary (U of C) is at 10%, University of Alberta (U of A) is at 20%, and Mount Royal University (MRU) is at 4-5%. The trend is that international student enrolment is on the rise.

- S. Elbarrad shared that at the MECCA meeting he learned the following with respect to curriculum innovation: U of A is introducing coding in their programming in the BCOM; U of A, with RBC funding, is creating short courses to address certain areas such as Google analytics (these are non-credit courses over the weekend or for one week); Bow Valley is hosting a technology conference and creating a new lab for virtual reality.
- S. Elbarrad shared that at the MECCA meeting he learned that most PSIs are experiencing increased levels of enrolment and that U of A will start direct entry by Fall 2021.
- S. Elbarrad shared that at the MECCA meeting he learned that several PSIs are challenging the Code of Conduct.
- S. Elbarrad shared that at the MECCA meeting he learned the following with regards to curriculum and programming: Work Integrated Learning (WIL) is increasing in demand; MRU started an EPAS application and received half a million dollars from CN to build a lab for business analytics; NAIT is considering teaching more courses in Spring.
- S. Elbarrad met with staff and chairs to set the Fall and Winter schedule for 2021. We have agreed on a minimum number of sections for courses and will add more as needed.

#### **Questions and Comments from Members of Council:**

- *R. Rudko asked if we had a relationship with Norquest and if their 2-year Diploma students come to MacEwan?* S. Elbarrad answered that he did not know, but those are the kinds of questions we are looking into currently. The Dean shared that just like how MacEwan students can ladder to U of A, Norquest students can ladder to MacEwan. S. Elbarrad cautioned that Norquest has issues with international students, so we need to be careful with partnering.
- *E. Perez asked about the short courses (no credit) that U of A is offering; are they charging students or are they for anyone?* S. Elbarrad answered that he did not know. If MacEwan wanted to do this, it would flow through Continuing Education (ConEd). The Dean shared that these kinds of courses are typically School of Business courses and present an opportunity for cost-sharing (between ConEd and the School of Business). S. Elbarrad shared that he has looked into partnering with CPA and packaging the necessary courses into a condensed offering that could be offered through a joint offering between ConEd and School of Business.
- *S. Lemiux shared that he has experience teaching international students and that 3-year program offerings are better because it is easier to get a 3-year student visa than a 4-year visa. However, the downside to that, is that sometimes students are more focused on getting Permanent Residency status then they are on getting a Diploma.* S. Elbarrad responded that they can do one of our 2-year Diplomas. S. Lemiux replied that 3-year, for some reason, is more appealing than 2-year.
- *J. Schieman shared that Norquest students can already block transfer into MacEwan.*
- *B. Graves asked for clarification on U of A introducing direct entry into their BCOM.* S. Elbarrad shared that they will start with a few select students to pilot direct entry and then they will start opening more broadly to direct entry.

#### **8.0 Updates by Department Chairs (E. Bocatto, R. Enstroem, E. Perez, A. Pergelova)**

##### **E. Bocatto:**

- E. Bocatto said that they are exploring partnerships with certifications, such as Certified Property Management Manager. These partnerships would help students to fast-track towards these certifications. This provides a revenue generating opportunity.

##### **R. Enstroem:**

- R. Enstroem shared that faculty will be retiring from his department. He also shared that that Supply Chain Canada shared that they prefer our Supply Chain graduates.

##### **E. Perez:**

- E. Perez shared that she had a data analytics workshop that was sponsored by CPA. The accounting profession is changing very fast and we need access to large sets of data to train data analytics and teach these concepts in the classroom

##### **A. Pergelova:**

- A. Pergelova shared that her department is working on the MacEwan Business Challenge for high school students and requested faculty volunteer as judges. A few faculty have been applying for SSHRC grants.

#### **9.0 Update by Business members of General Faculties Council (R. Enstroem, B. Graves, A. Pergelova, R. Rudko, M. Shadnam)**

##### **J. Loh:**

- We will still invest in tenure-track positions (35 positions)
- We discussed how are reference letters are being used by search committees; some committee members just look, some actually call the reference. We need to establish a standard.
- We discussed hidden fees charged by electronic resources. For example, students pay a code to do an assignment. This practice is against PSLA. We need to provide an alternative or count this fee as a tuition (but keep in mind tuition caps).
- We closed the General Studies Diploma. We agreed on a format of eCV. This does not preclude faculty from using their own for tenure and promotion.
- Revised Academic Integrity Policy and advised Free Expression on Campus Policy.
- Elected new member for Board of Governance.

## 10.0 Updates by Representatives to Faculty Councils (emailed in)

## 11.0 New Business

- The Dean shared that B. Graves amendment to ORGA 316 being classified as a year 1 course would now be discussed.
- E. Bocatto shared that he had no problem reclassifying 316 as 216. However, there are other courses that are also 300 level that are taught in second year.
- The Dean shared that this is a bigger issue because there are a lot of courses classed as 300 that are taught in second year. The Dean recommended that this matter be discussed in BPCC.
- E. Perez asked that this decision is sent back to the department because there are many implications. For example, a student with transfer credits for CPA would be impacted by this. Our numbering is similar to other courses offered by other PSIs, so we should consider how changing our numbering affects our comparability.
- The Dean agreed and said that this is an issue for BPCC and that each department has representation on BPCC and therefore can speak to the unique issues faced by each department if course numbering was changed.
- The Provost shared that these conversations illustrate a lack of properly functioning curriculum committees at the GFC-level. As we all know it is not uncommon for 2<sup>nd</sup> year courses to be done in 1<sup>st</sup> year or 3<sup>rd</sup> year courses done in the second year. So, can a student do a 3<sup>rd</sup> year course in 1<sup>st</sup> year? If a low number of prerequisites allow for this, then why even call it a 3<sup>rd</sup> year course? We need to keep in mind that the sequencing of courses also affects the numbering of courses.
- Bob Graves shared that one of the reasons he is pushing this issue is because he had a colleague that was teaching a 400-level course that included second-year students.
- E. Bocatto shared that 400-level elective courses often have fewer prerequisites than core courses.
- T. Huckell shared that his work on the self-study revealed an issue with the core curriculum with regards to numbering and sequencing. He also shared that we do not have enough 400-level courses to fill a full year. Therefore, we need to be mindful of all the courses a student needs to take for different majors or double-majors, etc. Perhaps there is interest in forming an ad hoc committee to address this complex issue.

### • SOBC-04-2019-10-30

**Carried**

**Motion:** It was moved by B. Graves and seconded by R. Jenne to approve the following three programs, which were moved from the Consent Agenda:

- 3.2.3.3.18 Business Management - Aviation Major
- 3.2.3.3.19 Business Management - Diploma
- 3.2.3.3.20 Business Management - Certificate

- E. Bocatto shared that the Library and Information Technology (LIT) program has more students than spots for the program. A market analysis has revealed that 40 graduates is the amount that would be hired. We need to make the program more competitive.
- The Dean shared that there are two faculty in this program, one newly hired, and perhaps we should have two cohorts. These skills are transferable and not necessarily only for one specific job market. We can broaden the curriculum, it is not necessarily in the library, it is information technology in general.
- E. Bocatto said his department made a recommendation for the LIT program, but the recommendation was not followed by the Dean.
- The Dean replied that not all recommendations are followed.
- N. Erickson asked what makes a program competitive? Is it when a program is overapplied to? It seems like we can build a better cohort if we can pick the best candidates. Also, the programming we provide is catered to the traditional library which is quite different from other skill sets in information technology.
- The Dean replied that these issues should be taken up by the department and not the Dean.

- J. Son asked the Dean to share information on the Allard Chair selection process and if the nominee accepted?
- The Dean shared that Tom Redl of Chandos Construction accepted the nomination. The Dean shared that there was timing issues with finding an Allard Chair.
- J. Son asked if there was consultation on finding an Allard Chair.
- The Dean shared that she consulted with University Relations.
- B. Graves said that there is policy around appointing Chairs and asked if there was another policy that the Dean was aware of.
- The Dean said that she did not believe there was a policy for Allard Chair. The Dean said that her perception for titling was for academic chairs.
- B. Graves said that the policy has two kinds of chairs: named chairs and endowed chairs. Endowed chairs are appointed for a long period of time, like a Canada Research Chair. Whereas named chairs can be external people.

**12.0 Announcements by Members of Council (No updates)**

**13.0 Question Period/Open Discussion (None)**

- R.Rudko asked for the activity list of the Allard Chair.
- The Dean responded that the first event will be December 4<sup>th</sup> and the Allard chair will be quite active over Winter, Spring, and Summer terms.

**14.0 Future Agenda Items/Next Meeting:** November 18, 2019 from 3:30 – 6:00 p.m. in room 9-201.

**15.0 Adjournment**

**SOBC-04-2019-10-30**

Adjournment at 5:34 p.m. was moved by F. Saccucci and seconded by E. Murlidharan.

**Carried**