

Meeting of School of Business Council
Wednesday, September 25, 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 Francis Whiskeyjack, an Indigenous Knowledge Keeper from the community. In response to the Dean's request, Francis Whiskeyjack opened the meeting with an Indigenous ceremony.

3.0 Agendas**3.1 Motion – Meeting Agenda**

- **SOBC-01-2019-09-25**

Carried

Motion: It was moved by C. Hancock and seconded by E. Muralidharan 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 Minutes – April 30 meeting of School Council

3.2.2 Executive Committee:

Minutes – September 11 meeting of Executive Committee

3.2.3 School of Business Council Annual Report

- **SOBC-02-2019-09-25**

Carried

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

4.0 Presentations**4.1 Update on Code of Conduct** (Jillian Pearse and Rupri Bhamra, Human Resources) (16:49)

- J. Pearse shared information on the Conflict of Interest Act that came into effect July 1, 2019. The new Code of Conduct came as a result of this act. The University worked with the Government of Alberta to create this code. The code was designed to be applicable as broadly as possible, so it is not necessarily the best fit for all faculty; it was intended for everybody from the President down. This document is a work in progress so we are asking everyone to just report everything right now and we may ask for less later.
- There are two main parts of the code. The first is the conflict of interest; when your personal interests interfere or appear to interfere with the interests of the University; it does not necessarily have to be a true conflict, it only needs to be perceived as a conflict.
- The second main part is a conflict of commitment—when your activity outside of your role detracts from your work-related obligations. For example, if someone is on a condo board and they may be required to do condo board work during work hours. This would require disclosure. A lot of people have come forward with this type of conflict, but we have been managing to deal with it. Disclosing this information does not mean it will not be allowed, but we need to be aware of it.
- The basic process is to discuss with your Out of Scope (OOS) manager, disclose using the portal, OOS manager will determine if a conflict exists (if there is a conflict, is it manageable or not manageable?), finally, respond and act.
- Gifts: the University does not want you accepting gifts or event invitations that might create a conflict of interest. This is not as much an issue for faculty or staff, but more of an issue for Board of Governors and people that do fund-raising. Textbooks are not treated like gifts, they are treated more like spam, unless they are being sold for money. Non-conflict gifts: gifts between co-workers, hospitality, normal gifts in public events, awards, etc. The gift value limit is \$250 per gift, \$500 in a year, single event is \$500 and \$500 per year, single conference invite is \$8,000 and \$16,000 limit per year. If a gift is over the limit, then approval must be given.
- Concurrent appointments: research grants do not need to be reported unless you are pulling income (i.e., the money is being deposited into your personal bank account) from the grant. Some things are deemed pre-approved. For example, if you disclosed when you were hired, it is deemed pre-approved. For sessional, if you do not teach more than two courses per semester, you do not need to disclose. If your concurrent position requires a designated professional association, it is also considered pre-approved.
- Managing conflict: there is no specific template, it is more about capturing what you are already doing. For example, the disclosure may simply be a few lines, "I am on my condo board, our meetings are on weekends, I do not foresee any conflict." Any specific inquiries can be forwarded to General Inquiries:

Questions and Comments from Members of Council

- *The Dean asked once the evaluation has gone passed her, do the faculty members get a message back that says its approved?* J. Pearse shared that they do not get a notification, instead they need to log on and they will be able to see the status of it.
- *The Dean said that the lack of notification is problematic, because it requires a lot of checking.* J Pearse responded that they are trying to upgrade the portal, it was something that was purchased right out of the box, so they are working on upgrades. One of the upgrades is that users will not need to manually check anymore, it should automatically update.

5.0 Dean's Updates

- There are going to be some changes to the budget. Anyone who has been paying attention to the MacKinnon Report or the Blue Ribbon Report, we anticipate the new budget will be released some time towards the end of October, likely after the Federal Election. Those of you at GFC on Monday heard the President talk about how it does not make sense to speculate because we do not know what is going to happen, so we are just in a holding pattern until we find out more and then we will make a decision. T. Kachmar will do a detailed budget presentation when we get more information. We anticipate a budget cut. As you all know last year the Dean's Office absorbed all of those cuts that might have been asked of us as a result of low enrolment. The departments did not see that, the individual faculty did not see that, staff did not see that; it was all absorbed in the Dean's Office. The Dean shared, that her office does not have any more to give. The intention is to work with the Academic Leadership Team to determine how to deliver what is going to be asked of us. It is highly likely the departments will feel some of this pain.
- We are also down in enrolment; we are down about 700 students. All of our diplomas are down except for two, though our BCom is fine. We had meetings with Admissions and Recruitment. Faculty were involved in recruitment before, it is not mandatory, but I think returning to that is appropriate. Admissions has identified some high schools that are underrepresented, and we are targeting diplomas. It will not surprise you that there are high schools and regions that would not be interested in a degree but may be interested in a diploma. Therefore, we are going to create teams of faculty to have those conversations at those schools. There are plenty of students in our diploma programs that have realized they can pursue a degree. Therefore, we are working on streamlining our curriculum so that everything smoothly ladders. The University has created a strategic enrolment management committee to begin to address this globally across Academic Affairs and W. Wei is our representative for the School of Business. Departments will receive regular updates.
- Enrolment is tied to revenue, so if enrolment is down then we cannot keep spending the same amount and we will need to adjust expenses. We have done that well in the School of Business, but that could become a challenge depending on how big of a budget cut we get. We do not know if that impact will be in the current year, hopefully it is for the next year.
- We have a new board and they are meeting on October 3rd. We had the Education Minister on campus and that went very well. He was very impressed with what we do here. However, he was not aware of some of the things we do, which means we need to better market our brand; people need to know what we do here at MacEwan.
- You may have received an update from our VP University Relations this week about election guidelines, we need to be in compliance with that.
- Risk Register: we are working across faculty with Academic Affairs to identify core risk to the things that we do with each faculty or school and across the institution and then we create plans to protect ourselves. We are working on that right now to document these things clearly. An example of a risk may be the government grant we receive.
- We have approval to move forward to Stage 2 for the business case for the new business building, so we are moving that forward. Again, this ties to enrolment because we need to demonstrate a need for this growth.
- We are going to be coming up on our 50th Anniversary and we are going to be launching a campaign for that. Keep an eye out for communication on that.
- When alumni are on campus, please let the Dean's Office know and we will provide swag for you to give them.
- Please provide updates to the School of Business Newsletter so that we can better promote ourselves.

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

W. Wei:

- W. Wei shared that we have 24 projects funded by School of Business Seed Funding and six faculty members received University dissemination funding.
- Nineteen (19) journal articles were published, 1 book and 6 book chapters were published, 7 case studies were published, and 40 conference papers were presented.
- We had 6 Monthly Research Seminars; Research showcase on Research methods (April 24, 2019), 4 faculty members presented; University celebration of scholarship (March 26, 2019), 11 faculty presented; Student research day (April 23, 2019), 10 students presented.
- Twenty-four (24) projects were reviewed and approved for a total of \$100,000: Accounting & Finance (4 projects, total \$11,300); Decisions Sciences (6 projects, total \$35,700); IB, MKTG, Strategy & Law (5 projects, total \$22,700); OB, HRM & MGMT (9 projects, total \$25,500). We also funded a STEP RA for 10 faculty members for \$4898. Out of those 24 projects that were funded, 16 have been completed and 8 were not completed and funding was extended.
- International achievements: we had three study tours this summer with about 40 students attending, 12 students went to EIA, and 10 students went to TBS Barcelona Summer School.
- EPAS application has reached eligibility status and we will be working with faculty over the next two years to develop our self-assessment and prepare for the campus visit. I have scheduled one-on-one meetings with all faculty to discuss our data requirements. These data requirements fall into five categories: Institution: National and International Context, Programme Design, Programme Delivery & Operations, Programme Outcomes, Quality Assurance Processes.
- My goals for 2019-20 academic year are collecting EPAS data, preparing for EPAS self-assessment, hosting 6 monthly Research Seminars, hosting Research Showcase in April 2020, securing a Canada Research Chair Proposal, identifying faculty for Distinguished Research Award and BOG research chair, contributing to University celebration of scholarship in March 2020, contributing to Student research day: April 27, 2020, and promoting AABD Conference: May 19-23, 2020.

Questions and Comments from Members of Council:

- *D. Lowe asked how much EPAS costs each year.* W. Wei replied that it costs about 6,000 Euro each year.

S. Elbarrad:

- Scheduling—the School of Business section efficiencies were around 64%. We have been studying historical efficiencies for the last 5 years. We considered new enrolment numbers and based on that decided how many sections we need currently. Accordingly, we adjusted the current fall and winter schedules. Our current fall efficiencies are 89% and we are planning to sustain this over winter.
- Working with the Department Chairs to transform many of the diploma courses to degree courses and to change the pre-requisites of diploma and degree courses. This helps in two ways: 1) you are opening your courses to degree students and 2) it helps with block transfers, because you will not actually need block transfers from diploma to degree; instead they will just ladder into the degree. There will still be some diploma that are not apart of the degree, so degree students will not be able to enroll in it.
- There are at-risk students who are on probation but they do not know it; they have not been officially informed and so are not on the radar. Therefore, we have addressed those students by having them visit an advisor and getting them back on track before they officially go on probation.
- I met with each required-to-withdraw-students and most of them were reinstated with conditions and they were able to get back on track.

Questions and Comments from Members of Council:

- *R. Rudko asked why diploma students would not be welcomed in a degree course if they have the same admissions?* E. Bocatto said no, that is a misunderstanding; the HR diploma did not ladder into the HR major, so that was changed. We are deactivating diploma courses and changing them to degree courses. The Dean added that the goal is to have everything ladder and have everything very straight forward. Diploma is year 1 and 2 of a degree. Therefore, everyone should have the same year 1 and 2 and if a diploma student stays, then they go into year 3 and 4 of the degree.
- *M. Annett said that 400-level courses were developed so that students have something new to take after their diploma.* The Dean answered that we had a duplication of effort. By streamlining course offerings, we open up the curriculum to offer additional courses in the degree. For example, students have come to me and asked why we do not offer enough finance courses; and have asked why we do not offer a major in Finance. We want to make those options available to our students.

7.0 Updates by Department Chairs (E. Bocatto, R. Enstroem, E. Perez, A. Pergelova)

E. Bocatto:

- E. Bocatto thanked the student advisors. We have created a new dynamic by meeting with advisors, chairs and the Associate Dean. We made a lot of changes, including new minors, the rearrangement of HR courses. We are launching a minor in innovation and entrepreneurship with courses that we have already been teaching. We introduced the Honours designation in HR and soon we will be supervising students in the Honours program.

R. Enstroem:

- R. Enstroem shared that a new minor in Business Intelligence has been approved and a new faculty member has joined the department: Stephane Lemieux.

E. Perez:

- E. Perez shared that the department offer Honours in Accounting. We created a new course: Sustainable Finance which is very new in Canada. We are one of the first to offer it. We plan to offer a minor in finance and moving forward, a major in finance. We hired a new faculty member: Natasha Khinkanina. We are organizing a workshop on October 16 on data analytics.

A. Pergelova:

- Three new faculty members: Claire Deng, Daniel Wilson, Hadi Chapardar. We have new sessional extended faculty Alysha Hachey. We approved a bunch of updates and changes to our programs of study and there are more coming.

8.0 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)

M. Annett:

- M. Annett shared an update on the self-study. Some interesting questions that came up were: Who are our comparators? To what extent are work-integrated learning and co-op a part of our curriculum? What does the future classroom look like? We are preparing a 20-40 page report that will be reviewed by an external reviewer along with the Dean. We have also consulted many different stakeholders including students and faculty to help inform this report. The report should be ready by December 31.

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

The Dean:

- One of the things we would like to do is to ensure we have a very formal process for reporting. Each council meeting will have an assigned person to submit a written report, that is, their notes on what happened at the meeting. These meetings are open, so you are all welcome to attend.

J. Loh:

- We had our very first meeting on Monday. We had an update on core composition of the core members. We are recruiting a new President and we expect that to happen by Spring/Summer 2020. We spent a lot of time highlighting the MacKinnon report. There are three recommendations: 1) The government needs to connect with post-secondary and find out their goals; 2) composition of grants—we have a high percent of funding coming from government grants and it was suggested that the grant be reduced but post-secondary institutes can be more entrepreneurial and the tuition cap will be lifted; 3) they will be looking at how financially viable each institution is, the report mentions that Canada has a lot of institutions and it may be good to focus on some than to have so many.
- Institutional Planning is paused for the moment because of uncertainty with the new government and the search for the new president.
- The decrease in enrolment is associated with a decrease in international students as well as enrolment in the School of Business.
- Faculty vacancies do not stay in the School, they go to Academic Affairs. Currently, we have 20 applications for these vacancies to be filled.
- Approved new academic calendar for 2020-21 and approved a new Fall break, so there will be a shorter number of exam days (8) and fewer marking days (5).
- Approved an emeritus designation—so professors, librarians, or councilors and other senior administrative staff will be able to get that designation when they retire.

10.0 Updates by Library Member(s) (Dean D. McGugan, M. King (or K. Sobchyshyn)

K. Sobchyshyn:

- We will be going into the three large sections of BUSN 201 to introduce them to business resources. Also, 14 sections of ORGA 201 to talk about evaluating credibility and sources.

M. King:

- We provide metrics analysis services for faculty research.
- New hire: Karen Keiller
- You will hear new updates about the library renovation soon. We have plans to offer virtual reality experiences as well as a promotion wall.

11.0 New Business

- F. Angulo said that the deadline for promotion has been extended and offered to organize a session/workshop to provide information on faculty applications.
- The Dean shared that to her knowledge, she had met with every faculty member who is coming up for extension of probation, and those considering coming up for promotion. Any faculty interested in meeting with the Dean may still do so. When the Dean met with faculty, she shared information that was critical to their success, the kinds of things these committees will be looking for, and how decisions are made. One of the challenges is that these committees change every year, it may be more convenient if they were to last for at least three years so that there is more continuity. The Dean advised that if a session or workshop is held, to not talk about any specific case as that would be inappropriate and unprofessional. The Dean advised to refrain from numbers and focus on discussions, questions, challenges, and presentation of materials.
- Rafat Alam, the President of Faculty Association advised that they had extended the deadline for applying for promotion with the intention to encourage faculty to apply for promotion.
- E. Perez said that we received a newsletter saying that the new AVP Research is in our school.
- The Dean replied that yes, the new AVP Research is Craig Kuziemy from Decision Sciences.
- E. Bocatto asked what is your take on the competitive model of enrolment?
- The Dean answered that her preference is to push the final admissions date back to June 30th, that way we have the maximum students that we can rank-order and take the best students. The way MacEwan has historically done this is first qualified, first admitted. Therefore, if someone applies in April and they meet the qualifications, then they are in. There could be better qualified students who are applying late that we are missing out on because the cohort is full by that time.
- E. Bocatto asked what is the process for making the program competitive?
- T. Norrad answered that the decision for whether or not a program is deemed competitive is the responsibility of the faculty however the final decision would go to the Dean and then the President's Office.
- The Dean said that the announcement for the Allard Chair should be coming shortly.
- B. Graves said that the 700 short of enrolment was primarily in the School of Business and asked for a clarification.
- The Dean said that she would share current data at a future meeting. However, the BCom is fine, its numbers are slightly lower but not of concern. Every diploma except for two are down significantly. The two diploma programs we want to focus on to bring up enrolment are Business Management and Accounting & Strategic Measurement; they are both down 100 FLEs each. The challenge is that MacEwan has been very blessed throughout its history in that it did not have to think about enrolment, but now it is more competitive. We do not really know why the numbers are down. I have asked for data, especially historical data so we can understand what this trend has been. We are looking at comparator's enrolment and enrolment trends across the nation; for example, enrolment is down in Nova Scotia. We want to know if the whole sector is down or if it is just MacEwan.
- The other area where enrolment is down is international students. Historically, a large percent of MacEwan's international students have been in the School of Business and those enrolment numbers have plummeted. Some of that was intentional because we wanted a certain level of competency for our students who come here because otherwise it impacts the quality of the experience in the classroom. Some of these courses that had a lot of international students had issues with academic integrity and the importance of coming to class. Having fewer international students has a financial impact; we are going to have to adjust our expenses. Also, we need to form a plan to get the right kind of international students.
- The Dean said that we have a lot of decisions to make this year, but it starts with data. Currently, we do not have the data and we need that so that we can get the best ROI. In a month from now, at Open House, we need to really talk to students. There are always a handful of students that share that they started here, planned to ladder to U of A and found that was not for them, so they returned to MacEwan. We know our students and our students actually know their Dean. However, we also have a branding issue, they still think we are a college or do not offer degrees.
- B. Graves asked if there is value for faculty to look at the MacKinnon Report and see what the implications are for us. For example, the cost per student for MacEwan is lower than anyone else, so there is a case to be made for that.
- The Dean shared that she would support that if that is something faculty desire. We can create a taskforce for that.
- E. Perez proposed a subcommittee of council to do that.

- R. Rudko said that due to the university-wide discontinuance of skills appraisal, G. Lucyk predicted a decrease in diploma students and an increase in BCom students. There is some documentation that is two or three years old that supports these trends. Skills appraisal was a real value to students who did not have the best high school years. We should consider bringing back skills appraisal.

12.0 Announcements by Members of Council (No updates)

13.0 Question Period/Open Discussion (None)

14.0 Future Agenda Items/Next Meeting: October 30, 2019 from 3:30 – 6:00 p.m. in room 7-284.

15.0 Adjournment

SOBC-03-2019-09-25

Carried

Adjournment at 5:34 p.m. was moved by E. Perez.