Chair (Acting): Chris Hancock, Vice-Chair

Members Present: Rafat Alam
               Gerard Bellefeuille
               John Corlett
               Teresa Costouros
               Debbie Coves
               Nina Christine Delling
               Jane Duffy
               Elsie Elford
               Rose Ginther
               Craig Gnauck
               Jim Head
               Kevin Hood
               Alan Knowles
               Joseph Kubelka
               Lucille Mazo
               Cory McAuley
               David McFadyen
               Valla McLean
               Ron Meleshko
               Susan Mills
               Margaret Milner
               Craig Monk
               Pat Moore-Juzwishin
               Brian Parker

Regrets: David Atkinson
         Sharon Bookhalter

Presenter: John McGrath, Chair, Information and Technology Management Committee;
           Former Chair, Distance and Distributed Education Committee
           Alan Vladicka, Strategic Planning Consultant

AGC Secretariat: Kim Warkentine
                 Donna Harbeck (Scribe)

1.0 Call to Order
The meeting was called to order at 5:47 p.m. The Acting Chair welcomed the new and returning student members. The Acting Chair noted the resignation and upcoming retirement of long-time AGC faculty member, Leslie Blyth, School of Business, and extended thanks on behalf of AGC for Dr. Blyth's commitment to MacEwan University.

2.0 Approval of Agenda/Consent Agenda
The following items were approved on the consent agenda:
- 2.1 AGC Open Meeting Minutes: September 24, 2013
- 2.3 Nominations Committee Report

The Acting Chair requested that a closed session be held after item 9.0 Future Agenda/Next Meeting – November 26, 2013 to discuss confidential items, to which AGC consented.

The Acting Chair also requested that in order to comply with FOIP requirements (sections 16 and 19), item 6.1 Approval of Graduands be moved to the closed agenda, to which AGC consented.

It was requested that the following items be moved from the consent agenda to the open agenda for discussion under 5.0 Committee Reports, to which AGC consented:
- 2.2 Executive Committee Minutes: October 1, 2013
- 2.5 Distance and Distributed Education Committee Final Report be placed on the Agenda

AGC-01-10-22-2013
Moved by M. Sekulic, seconded by R. Taylor to approve the agenda for October 22, 2013 and the items on the consent agenda, as amended.

Carried
2.2 Executive Committee Minutes: October 1, 2013
Ron Meleshko, Executive Committee member, presented the Executive Committee minutes for information. Distance and Distributed Education Committee agenda item recorded in the Executive Committee minutes were discussed in item 2.5 Distance and Distributed Education Committee Final Report. Information and Technology Management Committee (ITMC) items recorded in the Executive Committee minutes were discussed under 5.2 Information and Technology Management Committee. A specific question regarding the Executive Committee’s interpretation of deans as faculty members on ITMC was discussed. It was requested that the AGC Review Task Team provide clarity on how to structure committee composition regarding deans and faculty.

2.4 Nominations Committee Annual Report 2012-2013 and Work Plan 2013-2014
Teresa Costouros, Chair of Nominations Committee, presented the Nominations Committee Annual Report 2012-2013 and Work Plan 2013-2014 for approval. The following points arose during discussion:

- It was clarified that the email sent to unsuccessful AGC committee nominees is sent before AGC has approved the slate(s) presented by Nominations Committee (NC).
  - Since that is the case, can faculty members who submitted unsuccessful nominations during the regular nominations calls be nominated from the floor at AGC before AGC elects a slate?
  - Yes, if the Nomination-from-the-Floor Procedures are followed and the nomination form is filled out properly and submitted prior to the start of the meeting. It was noted that Nominations-from-the-Floor provides a check on the work of the Nominations Committee.

- The committee’s Terms of Reference does not specify that its members need expertise or qualifications. Why, then, does NC consider expertise and experience not listed in the Terms of Reference for the nominees for AGC committees?
  - NC is bound by the requirements requested by the committee Chairs to fill their vacancies, as well as by the requesting committee’s Terms of Reference. In the event that many nominations are received for one vacancy, NC looks at the current committee membership and the academic areas already there, to determine if there are any gaps to be filled. NC attempts to ensure both experienced and new faculty members have opportunities to serve on AGC committees. NC also looks at gender balance, the detail of the nomination submitted, including whether or not nominees have specified how their membership will benefit the committee, as mentioned in the Nominations Principles distributed with the meeting package.

- Faculty members have expressed that the process is not appropriately communicated to those not selected.
  - NC cannot reveal the details of their discussions or the other nominees due to confidentiality; however, the email to unsuccessful nominees states the terms that guided the Committee’s decisions.

- Is an in-camera election held within Nominations Committee to decide on the slates?
  - No, NC votes on nominees only when there are too many to fill the available vacancies, in order to get consensus between Committee members. Nominees were not unsuccessful due to losing an election.

- Perhaps a review of Nominations Committee election procedures could be conducted as part of the AGC Review.

AGC-02-10-22-2013

Carried

AGC-03-10-22-2013
Moved by M. Milner, seconded by K. Hood to refer the Nominations Committee election procedures to the AGC Review Task Team for consideration in its final report.

Carried
2.5 Distance and Distributed Education Committee Final Report
John McGrath, Chair of Distance and Distributed Education (DDE) Committee, presented the DDE Committee Final Report for information. The following points arose during discussion:

- How will the issues identified in the final report be handled? These included developing a policy framework for online learning and advising the Chief Information Officer on the standards, procedures, and faculty requirements related to the technical components of the distributed education environment.
  - The final report was presented to Academic Planning and Priorities Committee (APPC) as a matter of record to bring closure to the work of the DDE Committee.
  - The Provost stated that APPC will decide how to proceed on the recommendations in the final report, such as development of a distance and distributed education policy, which may include striking a subcommittee.
  - It was noted that some APPC members served on the DDE Committee.

- It is important to clarify policy around course development and intellectual property ownership related to distance and distributed education. This could be included in the review of AGC.

3.0 Board of Governors Report
Brent Quinton, Vice President Finance and Administration, noted the Board of Governors Report was distributed with the AGC meeting package. The following points arose during discussion:

- What was included in the Investment Committee report of June 25 and the Campus Planning Committee reports of July 17 and September 9, 2013?
  - The Investment Committee reported on its investment strategy. The Campus Planning Committee reports discussed major projects.

4.0 Presentation
4.1 Strategic Directions Consultation
John Corlett, Provost and Vice President Academic, provided background on the University’s strategic planning process, explaining the intent was to consult with the various areas of the University for the final drafting of the document. Alan Vladicka, Strategic Planning Consultant, presented the draft Strategic Directions and Core Strategies for MacEwan University 2014-2019 document for discussion. The draft strategic directions will be finalized in December 2013, providing guidance for the development of detailed foundation plans to be completed by key areas of the University that will feed into an integrated strategic plan. It was clarified that the intent of the draft document was to be aspirational in nature and wording. Kevin Shufflebotham, Executive Advisor, Office of the President, took detailed notes of AGC concerns to consolidate into the draft document. A summary of the points that arose during discussion follow:

**Strategic Direction 1:** Council members were concerned about how the undergraduate degree framework would be accomplished and how experiential/engaged learning initiatives would be implemented.

**Strategic Direction 2:** It was noted that internal scheduling requirements must be taken into consideration, especially when South Campus programming is integrated into City Centre Campus.

**Strategic Direction 5:** Need to ensure that resources are available to accomplish these.

**Strategic Direction 6:** It was felt that extensive consultation with current staff and faculty and further clarification about benchmarking and metrics would be needed for this strategic direction.

**Strategic Direction 7:** The strategy listed encompasses a broader definition than only environmental issues.

AGC members suggested the following for further consideration in the final draft of the document:

- If the Sustainability pillar is included in the strategy, it is not apparent. The Sustainability Plan also is not referenced in the document.
- Include some bold strategies that may include risk.
- Inter-professional collaborations include other universities.
- Offer a Canadian content course to faculty, to ensure Canadian content/textbooks are utilized.
The following points arose for clarification:

- **Will this document guide budgetary processes?**
  - Yes, the Strategic Plan that flows out of this document after all of the consultations will drive development of foundation plans from various areas, which will drive budget decisions. The foundation plans will include a detailed budget.

- **Where does the Comprehensive Institutional Plan fit with the Strategic Directions and Core Strategies document?**
  - It will be drawn from the priorities identified in the overarching Strategic Plan.

- **Why is this only a five-year plan, when it may take longer to achieve?**
  - It has to feel like it is attainable, and a shorter-term plan is more flexible to respond to external and internal requirements.

It was noted that further feedback on the draft Strategic Directions and Core Strategies for MacEwan University 2014-2019 can be submitted online or directly to Kevin Shufflebotham until November 1, 2013.

### 5.0 Committee Reports

#### 5.1 Nominations Committee

5.1.1 **Distinguished Citizen Selection Committee Member**

Teresa Costouros, Chair of Nominations Committee, reported that one AGC faculty member had been requested for the Distinguished Citizen Selection Committee. This Committee meets once or twice annually to review nominations and prepare a recommendation to the Board of Governors for recipients of the Distinguished Citizen honourary baccalaureate degree for the Spring and Fall Convocation ceremonies, as per policy E4020: Distinguished Citizen(s).

*AGC-04-10-22-2013*

Moved by T. Costouros, seconded by R. Ginther that David McFadyen be appointed to the Distinguished Citizen Selection Committee for a one-year term.

Carried

#### 5.2 Information and Technology Management Committee

5.2.1 **Revised Terms of Reference**

John McGrath, Chair of Information and Technology Management Committee (ITMC), presented the ITMC’s revised Terms of Reference for approval. The following points arose during discussion:

- **When will the Learning Management System Steering Committee be in place?**
  - It will be set up upon approval of the ITMC revised Terms of Reference.

- **Why is AGC approving the Terms of Reference when most of ITMC’s functions report to other committees/administrative areas, and there is no perceived accountability to AGC?**
  - ITMC is an advisory committee of AGC, and as such, submits annual reports, work plans, and other reports as needed to AGC. Mandates of AGC’s advisory committees are also included in the AGC Review.
  - Administrative issues will be dealt with under the ERP governance model. It is not easy to segregate the administrative versus academic systems issues. Non-instructional and instructional technologies should not be separated, because they work on a shared infrastructure.

- **Why are we taking a body that has a broad range of responsibilities and trying to fit it into a bicameral governance structure versus linking it to the administrative and academic structures within each Faculty/School? ITMC’s mandate is broader than AGC. Perhaps ITMC should have a different mandate?**
  - ITMC will establish the information technology controls framework for the University, which requires representation from across the University. It also has extensive academic implications in which academic members need to be involved.

- **Concern was expressed that the Committee’s composition does not reflect the 60% faculty / 20% administration / 20% student ratio like the other AGC committees.**
• This is the only AGC committee composition that names a specific department/area Chair (Computer Science) to serve. It also is the only one to name a specific dean, instead of using a more generic statement such as “one or two deans”.
• Why is the Director, Risk and Assurance Services, specifically included, since he is not named in other Terms of References, even though risk is a concern for all committees?
  o Risk and Assurance Services is necessary as a resource to advise on the development of controls. It is appropriate to have the resources listed involved on the Committee.
• Why is there no term limit for identified systems owners?
  o Their input is required on an ongoing basis to ensure system requirements are fulfilled.
• It was requested to correct the document, because student members generally serve one-year terms on AGC committees.
  o The Terms of Reference will be updated.

The Provost stated that he was not uncomfortable with ITMC as an advisory committee of AGC, but felt that AGC faculty had the responsibility to sit on the Committee, via the AGC committee nomination process. The Provost did not agree with splitting academic and administrative systems governance into two separate committees, as technology is integral to the modern academic enterprise.

AGC-05-10-22-2013
Moved by T. Costouros, seconded by K. Hood to approve the revised Information and Technology Management Committee Terms of Reference (September 25, 2013), as amended in Agenda Item 5.2.1.

Carried

6.0 University Registrar

[Note: Agenda Item 6.1 Graduand Lists was moved to the Closed Agenda.]

6.2 Enrolment Report

Mike Sekulic, University Registrar, presented the Fall 2013 Enrolment Report, as provided to the Government of Alberta, for information, noting that MacEwan University has grown full-time enrolment by 184 heads compared to last year. Total head count enrolments are up 2%. Degree (7,553) and applied degree (90) enrolments make up 59% of full-time enrolment (12,943), up 1% over last year. The Office of the University Registrar will present this report annually to AGC. The following points arose during discussion:
• How does the Office of the University Registrar decide what to report for the over- and under-subscribed programs?
  o A balance of information is provided to the Ministry of Enterprise and Advanced Education. There are no strict reporting guidelines.
• Is the complete report sent to the Ministry?
  o All of the application and registration data is transferred to the Ministry later in the Fall.
• The University Registrar noted an increase in part-time students in certificate and diploma programs.
  o It was requested that the statistics be reviewed to discover whether or not distance delivery of programs was responsible for the increase in part-time students in certificate and diploma programs.
• What is the decrease in applications to the Public Relations program attributed to?
  o Elsie Elford, Dean, School of Business, replied that the number of applications for many programs are cyclical and must be tracked over time in order to determine the trends. This report presents a snapshot of data for this point in time.
• The Provost reminded that strategic enrolment management is necessary to ensure fulfillment of enrolment strategies and goals.
7.0 Report of the Provost and Vice President Academic

7.1 President's and Deans' Medals

John Corlett, Provost and Vice President Academic, reported that the President's Medal is being awarded at Fall 2013 Convocation to Darryl Glen, Asia Pacific Management Diploma, School of Business. The Deans' Medals being awarded at Fall 2013 Convocation include:

School of Business
Amber Elizabeth Scott, Bachelor of Commerce
Anne-Marie Therrien, Human Resources Management Diploma

Faculty of Fine Arts and Communications
Anglia M. Redding, Bachelor of Applied Communications in Professional Writing
Alexandra Nicole Lucyk, Arts and Cultural Management Diploma

Faculty of Arts and Science
Holli-Anne Passmore, Bachelor of Arts

Faculty of Health and Community Studies
Lisa Ann Bailey, Post-Basic Nursing Practice Post-Diploma Certificate
Donna Michele Markham, Bachelor of Applied Human Service Administration

7.2 Academic Decision Making

John Corlett, Provost and Vice President Academic, circulated a draft document on MacEwan University's academic program and course approval process for discussion. He noted that a review of academic decision making related to programs and courses would require a review of at least seven academic policies: C1010 Program Approvals and Changes, C1020 Course Approvals and Changes, C1025 Course Outlines, C1065 Internal Recognition of Credit Courses, C2020 Grading, C2050 Attendance, and C5054 Academic Freedom.

The following points arose during discussion:

- It is important for faculty to have flexibility regarding how to develop and deliver their courses.
- In the presentation, the term “universal design” was mentioned. Clarification regarding this term was requested.
  - It means that all courses must be designed to be accessible by all students.
- The Provost noted that online courses will require more concrete learning objectives to be met. Also, it must be determined who has the right to modify course modules and what to do with the material that is deleted. Staff must protect the integrity of the course materials, and there must be a record of how the course has been revised.
- It was suggested that AGC should be reviewing trends and issues in course development across Faculties/Schools, rather than reviewing the number of courses approved in an academic year.
- The Provost stated that there are no preconceived ideas, and AGC should decide the process. For example, AGC could delegate the level of authority for course/program approvals to the Faculty/School Council or department/area. It was noted that there are some items on the Master Course Syllabus that must be approved by the senior governance bodies and some that should be reviewed by Academic Planning and Priorities Committee.
- The Provost suggested that should an overarching policy develop from this discussion document to revise the policies listed above and other related policies, the change should be led by AGC, not administration.
- AGC requested that Academic Policies Committee develop and revise the policy, based on the recommendations outlined by the Provost and the comments provided by AGC.

AGC-06-10-22-2013

Moved by M. Milner, seconded by P. Roccia to refer the Academic Program and Course Approval at MacEwan University document and AGC comments to Academic Policies Committee to adjust the identified academic policies and other impacted policies as necessary.

Carried
8.0   **Question Period**
- It was requested that instructor names be listed with courses in the course catalogue, so that they are available when students register.
  - This may require a change in the current process where Feb 18-28 the schedule is input, with the enrolment opening on March 1.
    - The Office of the University Registrar, in consultation with the Chief Information Officer, will investigate the critical path to potentially expand it at the end, to allow for accurate instructor information to be published.
  - The Provost reminded that since this is an academic decision, AGC could decide to open registration at a later date.

- Council was reminded that an AGC By-election is underway to elect two positions to fill replacement terms:
  1 Faculty of Arts and Science faculty (one-year term: November 26, 2013 – August 31, 2014) and
  1 School of Business faculty (two-year-term: November 26, 2013 – August 31, 2015).

9.0   **Future Agenda Items/Next Meetings – November 26, 2013**
Academic scheduling was identified as an item for more comprehensive discussion; specifically, the impact of South Campus programming on City Centre Campus space planning, course times, term length, appropriateness of scheduling formulas, availability of food vendors and administrative support after hours.
The Acting Chair agreed to add the topic of academic scheduling to the next Executive Committee meeting agenda for placement on an AGC agenda.

The next meeting of AGC is November 26, 2013 at 5:45 p.m. to 8:45 p.m. in Room 9-201 City Centre Campus.

It had been indicated by the agenda and agreed earlier in the meeting that some items to come before AGC would be considered in a closed session. The Acting Chair excused visitors from the meeting room.

11.0  **The meeting adjourned at 9:10 p.m.**

Approved by Academic Governance Council
November 26, 2013 (motion AGC-01-11-26-2013)