School of Business Council
MINUTES
Tuesday, April 2, 2013
4:30 – 7:10 p.m.
Room 6-136 CCC

1.0 Call to Order / Quorum

The meeting was called to order at 4:30 pm. Quorum was met. The Chair advised that the President would be late and he would be put on the agenda when he arrived. The Chair welcomed the new member of School Council, Cheryl Kuehn, who was acclaimed as the Advisor (diploma/ certificate programs) member, replacing Jodi Campbell. The Chair also congratulated the President-elect of the Students’ Association, Cam McCoy. A second Business student, Nicole Tupechka, was re-elected to SAMU as VP Student Life.

2.0 Approval of Agenda/ Consent Agenda

Motion SOBC-1-4-2-2013: Moved by T. Carter, seconded by C. Ilter that School of Business Council approve the Agenda and Consent Agenda as presented which includes the Minutes for the School Council meeting of February 5, 2013, the Dean’s Update, written reports for the Standing Committees of School Council and the report on AGC.

Carried

3.0 Guest Speaker: Dr. John Corlett, Provost and Vice-President Academic

The Provost presented on governance, his role as Provost and his vision for MacEwan University. He suggested that a Provost has more influence than power. He favourably compared MacEwan with Ryerson 15 years ago, which is now a leading university in Toronto, while retaining its polytechnic roots. The Provost also spoke about the role of AGC. Committees should do extensive work preparing matters that come to AGC, so at AGC there can be a high level discussion and not wordsmithing. In his five year term as Provost, the Provost would like to continue the evolution from the college model to the collegial governance model that represents the very best of university life, in which the faculty members’ role is essential. This evolution should be based on openness, transparency and collegiality. The Provost believes in the role of AGC as a faculty-driven governance body; in the key role of deans in defining the academic culture of the university; and in the role that faculty and chairs play in fostering the optimum student experience. AQuUAA has been merged with IRP. This body should be ensuring process is followed but not delving into content. The Provost allowed time at the end of his presentation for questions and comments. He left the meeting following his time on the agenda, as he had to join a meeting of the Board of Governors.

4.0 Guest Speaker: Mike Sekulic, Registrar and Chair, Admissions and Selections Committee
The Registrar elaborated on the discussion document called *Leveling Admission Requirements* that was distributed. He made a short presentation on proposed changes to admission criteria. Currently, for example, a high school diploma is required for the Business career programs, but not for the BCom. The Registrar sought feedback from faculty to help the Admissions and Selections Committee review and create a unified set of criteria of required courses across the university, which will then be submitted to AGC for approval. The Registrar noted that there is a history in Alberta, particularly at the U of A, of requiring essential senior-level courses, even though a diploma could be achieved without taking such courses. This is the approach taken in the discussion document. Faculty are welcome to continue to provide feedback to the Registrar.

**CHAIR:** As council went overtime with the presentations of the ex officio members of Council, and with the impending arrival of the President, the Chair asked if the agenda should be abridged so that a critical item can be considered - the establishment of the *Ad Hoc* Committee – School Standards for Academic Rank. The majority agreed to move up item 7.0 (7.1; 7.1.1; 7.1.2) to item 5.0 and defer items 6.1, 6.2, 8.0 to the next meeting, due to the time constraints.

### 5.0 Updates from School Council Standing Committees

**5.1 Standards Approval Committee**

The Chair referred Council members to the distributed background and motions regarding the establishment of an *Ad Hoc* Committee of School of Business Council – School Standards for Academic Rank. It was proposed that the School approach the development of these standards in the same way that was done in the case of Standards for Interim Title of Assistant Professor (i.e. one set of standards for the entire School). A working group (in this case an *ad hoc* committee of the School Council) could be formed, with faculty selected from the degree and career programs to continue the development of school-wide standards for both streams: bipartite and tripartite. Draft Terms of Reference were developed in consultation with the Executive Committee and they were distributed in advance with the motion.

**5.1.1 Motion to Establish Ad Hoc Committee – School Standards for Academic Rank: SOBC-2-4-2-2013**

Moved by B. Graves, seconded by T. Carter that School of Business Council establish the *Ad Hoc* Committee of School Council – School Standards for Academic Rank, pursuant to Section 8.2 of the Bylaws, for the development of School standards for academic rank.

**Carried**

**5.1.2 Motion to Approve Terms of Reference: SOBC-3-4-2-2012**

Moved by B. Graves, seconded by L. Benson, that School of Business Council approve, pursuant to Section 8.3 of the Bylaws, the Terms of Reference of the *Ad Hoc* Committee – School Standards for Academic Rank.
Discussion followed in relation to the composition of the Committee and the amendment below was proposed, the outcome of which if passed would be that the selection of the Ad Hoc Committee members would be at the program/department level:

**Motion to amend the Terms of Reference: SOBC-4-4-2-2013**

Moved by B. Graves, seconded by M. Arnison that the Terms of Reference be amended by deleting from the end of the first sentence of Section 4.1: “to be selected by School Council.” The section would then read:

4.1 The Committee shall consist of the following members:

a) Four (4) faculty members from the Bachelor of Commerce, one selected by each department;

b) Two (2) faculty members from the School’s South Campus career programs, one selected by the Accounting programs and one selected by the Business Management program;

c) Two (2) faculty members selected by the School’s City Centre Campus career programs; and

d) The Dean or designate, who will be an ex officio voting member of the Committee.

Carried

**Motion to Approve Terms of Reference, as Amended SOBC-5-4-2-2012:**

Moved by B. Graves, seconded by L. Benson, that School of Business Council approve, pursuant to Section 8.3 of the Bylaws, the Terms of Reference of the Ad Hoc Committee – School Standards for Academic Rank, as amended.

Carried

**6.0 Guest Speaker: Dr. David Atkinson, President, Presentation on the Budget**

The President introduced Kevin Shufflebotham from his office. The President’s presentation included:

- an update on his meetings that day, first with Deputy Premier & Minister of Enterprise and Advanced Education, the Hon. Thomas Lukaszuk and then with the Board of Governors;
- the impact on the university of the unexpectedly large reduction in provincial funding;
- three imperatives that will guide decision-making of the university leadership:
  - Academic Integrity
  - Quality of the Student Experience
  - Health of MacEwan University

Going forward:

- The President will meet with EAE Deputy Minister David Morhart;
- There will be a “thinking session” with the Minister and 25 other post-secondary presidents on April 11;
- the university’s strategic planning and branding exercise will continue;
- the newly struck Budget Development Committee will continue its work (they have already received a 30-plus page report from senior officials regarding possible cost savings. Someone even proposed converting the pool into a skating rink.)
- the hiring freeze will be maintained, but exceptional circumstances may warrant hiring.

Other potential strategies will be carefully examined:
- revenue generation and efficiencies;
- enrolment review, class occupancy review and increase class sizes;
- easing the registration process for Open Studies;
- continue with revenue-generating Continuing Education Department;
- ancillary revenue enhancement; enhancement of non-instructional fees where possible.
- Consolidation of organizational operations;
- complement funding;

Savings already identified: hiring strategy; non-salary budgets; program closures; scooping surpluses.

The President allowed time at the end of his presentation for questions and comments. He and Kevin Shufflebotham left the meeting following his time on the agenda. For further information (including budget suggestion form:

**Message from the President (Midweek - April 10):**

As a follow-up to my March 27 budget update, I am pleased to advise everyone of the following.

Open forums were held at City Centre Campus, the Centre for Arts and Communications, and South Campus. I have also met with the CFAC and School of Business Faculty Councils. I shared a number of details of the budget challenge we face as we move forward in developing our budget for next year. More such meetings will be announced as our planning unfolds.

I have also struck a Budget Development Committee, which had its first meeting on April 2. A variety of revenue-generating and cost-saving proposals are being investigated pertaining to enrolment, organizational rationalization, ancillary operations, vacancy management, administration, operating budgets and institutional surpluses. The committee will meet again next week. Given that our budget will not be presented to the Board until the end of May, we intend to use as much time as is available to thoroughly investigate all the potential strategies pertaining to the budget.

I previously indicated that we are soliciting input from the university community on how we might generate revenue or savings. If you have suggestions on how MacEwan University can respond to reductions in the Campus Alberta Grant, I would encourage you to complete this form and return it to Budget Resource and Planning. Your suggestions are important and all submissions will be considered.

We have reviewed requests for exemptions from the hiring freeze. Of the 72 exemptions that PVP considered, only 10 have received the green light and 27 were rejected. Of the remainder, there is need for additional discussion, although the best that might be expected is some sort of limited-term position. Details concerning approvals will be forthcoming over the next several days.

There have been questions concerning the status of the university’s surplus and the feasibility of using it to deal with some of our budget challenges. It is important to realize that surpluses can only be spent once, and that they only delay the solution to an on-going problem with the operating budget. As well, they provide an important opportunity for the institution to pursue special one-time projects that will have a long-term impact. The new Centre for Arts and Culture building and our participation in the new Community Rink project are good examples.

MacEwan University received its draft letter of expectation on March 22. The intent of this document is to clarify the university’s role in, and the government’s expectations for, a more unified post-secondary system. There have already been a number of meetings, and I look forward to a meeting with ministry officials and Alberta’s post-secondary presidents to discuss these items more fully on April 11.

The letters of expectation for all schools are very generic, and there is very little to distinguish among them. We have, I believe, an opportunity to add to our own letter so that it better reflects MacEwan University’s particular goals and ambitions. Many of the
elements mentioned in the letter are academic ones, and so it will be important to consult with the Academic Governance Council prior to submitting our suggested revisions to government.

I would like to take this opportunity to thank the university community for its support over the past few weeks. I appreciate that this is a difficult time and I will continue to provide regular budget updates.

Dean’s Update

The Chair noted that her report on accomplishments of faculty and students had been distributed.

7.1 Seeking Input on Budget Strategies and Priorities

The Chair reminded Council members that any ideas regarding generating revenue or saving money can be forwarded by email directly to the President, as he requested. The Chair noted the challenge of an increase in enrolment in the School of Business when there is fewer resources. N. James suggested discussing ideas individually or at the department level with the Associate Dean/Chair/Curriculum Coordinator and then having them forwarded to the President, as it may be intimidating for some to write directly to the President. The Chair strongly encouraged this suggestion as well as the idea of working in small groups. C. McCoy, incoming President of SAMU, suggested that budget information should be shared with students as it becomes available, as students are concerned about what’s happening and many rumours are circulating.

7.2 Discussion of Enrolment Management Issues/Options - deferred to the next meeting.

7.0 Chair Selection Process De-brief – deferred to the next meeting.

8.0 Old Business – none.

9.0 New Business – none.

10.0 Question Period - Item deferred to next meeting.

11.0 Announcements

The Chair announced that the Academic Affairs Seminar will take place on April 29. The Provost and Deans will make short presentations about program initiatives and strategic projects that support the academic plan. A further notice will be forthcoming.

Academic Affairs Update
Learn about what is new and topical at MacEwan University. The provost and deans will make short presentations about program initiatives and strategic projects that support the academic plan.

When: Monday, April 29, 1 – 4 p.m.
Where: City Centre Campus, Room 9-323
South Campus, Room 115 (videoconference)
Centre for the Arts and Communications, Room 335 (videoconference)

RSVP (indicating campus) by April 22 to bovdj@macewan.ca.

Academic Policies Forum

MacEwan University’s Annual Policies Forum will focus on implementation and impacts. Policies such as Academic Schedule, Required English Course, as well as Research Partnerships and Affiliations, Distinguished Teaching and Research Awards, will be highlighted.

All attending will receive resources, supporting materials and guidelines.

When: Monday, April 29, 9 a.m. – 12 noon
Where: City Centre Campus, Room 9-102
South Campus, Room 115 (videoconference)
Centre for the Arts and Communications, Room 335 (videoconference)

RSVP (indicating campus) by April 22 to bovdj@macewan.ca

12.0 Future Agenda Items, Next Meeting

Executive Committee is considering scheduling a meeting for May 22, 2013.

13.0 Adjournment (7.10 PM) SOBC-6-4-2-2013

Moved by C. Hancock, seconded by C. Lemaire.

Minutes taken by M. Buretia.