Executive Summary of The Marshall Report
(With Status updates to June 2019)

In October 2018 Dr. David Marshall was engaged to review the Academic Governance Council in light of the amendments to Post-secondary Learning Act and resulting governance changes. The primary purpose of the review the differences between the operation of the MacEwan Academic Governance Council and the operational requirements under the university General Faculty Council regulations in the Post-secondary Learning Act. Dr. Marshall carried out the following:

1. An examination of the PSLA and MacEwan’s current AGC model in order to identify required structural changes to comply with the Act.
2. A review of the current AGC operation at MacEwan through a series of stakeholder interviews (with a special focus upon the effectiveness of the current committee operation).

Dr. Marshall delivered 26 recommendations, grouped into those required for immediate adoption to allow for a fully constituted GFC on September 1, 2019; for consideration and/or adoption within the next 12 to 18 months and those that are not under consideration at present. There were three recommendations regarding Deans’ Council (Appendix A). The president provided an overview of these recommendations to GFC in March and this executive summary was produced for distribution pending approval of GFC.

Immediate Adoption (completion by Sept. 1, 2019)

1. That MacEwan establish an Academic Governance task force to review the recommendations provided in the current review and identify and recommend to the current AGC and the Board of Governors required and desired academic governance changes. **Status:** established.
2. That MacEwan consider a two-phase timeline for the implementation of the membership requirements of the new GFC. Phase 1: Implement the core membership requirements of the new GFC as of September 1, 2019. **Status:** established.
3. MacEwan should prepare and post a statement similar to the other Alberta universities regarding the Powers, Duties and Functions of the new GFC. **Status:** this should be complete by September 2019.
4. That MacEwan follow the model of dividing the powers and duties of GFC into three categories: Sovereign, recommendation and advisory. **Status:** recommend clarification between advise and recommend. Perhaps a dichotomy between approve and advise/recommend would be helpful. This has been discussed and adoption needs to be formalized by September 2019.
5. That MacEwan define the powers and duties of the Executive Committee to include defined circumstances when the executive Committee can make decisions on behalf of GFC. **Status:** this has been discussed and should be adopted prior to September 2019.
6. That MacEwan review the current AGC Standing Committees with the following considerations: (1) That standing committees reflect the operating functions, and the ‘statutory’ powers of the GFC. (2) That GFC standing committees consider contemporary trends (expectations) in academic governance in the design of standing committees. **Status:** prior to September 2019, standing committees will be established to allow the
functioning of the university. Further refinement will take place over the next year to establish further standing committees as needed.

7. That the core membership of MacEwan standing committees comprise GFC members and that additional (non-GFC members) be added as considered appropriate by the committee. **Status:** this has been discussed and needs to be formalized by September 2019.
8. That the provost (or designate) be a member of all Standing Committees. **Status:** this has been discussed and needs to be formalized by September 2019.
9. That all GFC standing Committees be co-chaired by a GFC faculty member and an ex-officio (voting) GFC member. **Status:** this has been discussed and needs to be formalized by September 2019.
10. That GFC committees be between eight and 15 members. **Status:** this has been discussed and needs to be formalized by September 2019.
11. That MacEwan clarify the place of Faculty Councils as standing committees of GFC. **Status:** completed.
12. That MacEwan identify Faculty Councils as standing committees of GFC, while clarifying the approval processes of Faculty Council recommendations through the relevant standing committee. **Status:** this needs to be completed by September 2019.
13. Since there is no requirement in the PSLA for the GFC to formally recommend the annual budget to the Board, the GFC should not have a standing committee on budget and it should be left to the President and the Board to develop appropriate budget consultation processes. **Status:** established.

**Consideration and Decision in the next 12-18 Months**

14. That MacEwan consider a two-phase timeline for the implementation of the membership requirements of the new GFC. Phase 2: Operate for 2019/20 with the core membership and delay adding any “other” members until consideration has been given to the desired size, and the “other” membership of GFC. **Status:** this will be discussed in the 19/20 academic year.
15. That the new GFC establish a temporary “membership” committee in 2019/20, Chaired by the chair of GFC to recommend “other” members of the MacEwan GFC. Alternatively, the Executive Committee could be delegated this responsibility. **Status:** this will be discussed in the 19/20 academic year.
16. That MacEwan formally establish a Council on Student Affairs as described in section 32 of the PSLA. **Status:** this will be discussed in the 19/20 academic year.
17. As with recommendation 4 (above) for GFC as a whole, that MacEwan clarify the sovereign and recommendation roles of Faculty Councils to GFC. **Status:** this was discussed, but the details will need to be ratified in the 19/20 academic year.
18. That MacEwan establish a standard set of by-laws and membership requirements for all Faculty Councils. **Status:** this was discussed, but the details will need to be ratified in the 19/20 academic year.
19. That MacEwan have no advisory committees, but rather formalized GFC participation in Executive Committees. **Status:** this was discussed, but the details will need to be formalized in the 19/20 academic year.

**No Consideration at present**
20. That the GFC task force on Academic Governance prepare a checklist of relevant challenges and trends to guide the deliberations on the development of a GFC model for MacEwan.

21. MacEwan by-laws (and reflected committee structure) should be clear in the requirement that all process and requirements regarding APT are determined by GFC. As such, MacEwan should establish a standing committee on Appointment, Promotion and Tenure with the powers and duties as described in the PSLA.

22. The PSLA Section 31 on Student Discipline is considered a separate section of the Act and should be included in the by-laws of MacEwan GFC in the same manner.

23. That both the GFC and the Board delegate their powers of discipline (and appeal) to the Council on Student Affairs.

Appendix A.

Deans’ Council


2. That the President delegate the Chair of the Deans’ Council to the Provost/Vice President Academic. Status: established.

3. That the terms of reference for both the GFC and the Deans’ Council include a reporting mechanism to GFC through the Provost. Status: ToRs for Deans’ Council have this established; GFC needs to be done.