

GFC and Standing Committees Members Orientation

2025-2026

University Secretariat GFC Team

Courtney McVie

- University Secretary and AVP (Governance)

Michelle Speta [primary contact for APPC]

- Associate Secretary

Elizabeth Sjogren [primary contact for GFC, EC, RSC, and TLC]

- General Faculties Council Lead

Vanessa Kozielec [primary contact for GAPS and UAPS]

- Office Manager and Governance Assistant

Team email:
ucgfc@ucalgary.ca

I would like to acknowledge and pay tribute to the traditional territories of the peoples of Treaty 7 located in the heart of Southern Alberta, which include the Blackfoot Confederacy (comprised of the Siksika, the Piikani, and the Kainai First Nations), the Tsuut'ina First Nation, and the Stoney Nakoda (including Chiniki, Bearspaw, and Goodstoney First Nations). The City of Calgary is also home to the Métis Nation of Alberta (Districts 5 and 6).



Session Objectives

- Deepen understanding of the University's governance
- Support effective governance of the University
- Review the General Faculties Council (GFC) and standing committee processes and the role of these bodies within University governance
- Highlight resources available

Governance Principles - TAIPP

- **Transparency** - willingness to provide clear and timely access to information
- **Accountability** - the obligation to explain actions
- **Independence** - making decisions untainted by self-interest
- **Predictability** - providing stakeholders confidence of ethical conduct
- **Participation** - giving a voice

Importance of Good Governance

Governance refers to the system by which the University is directed and operated.

Governance is about

- Who consults whom
- Who decides what
- Who informs whom

It is also about

- How governing groups interact
- How governing groups relate to constituents
- How decisions are made
- How governing groups render account

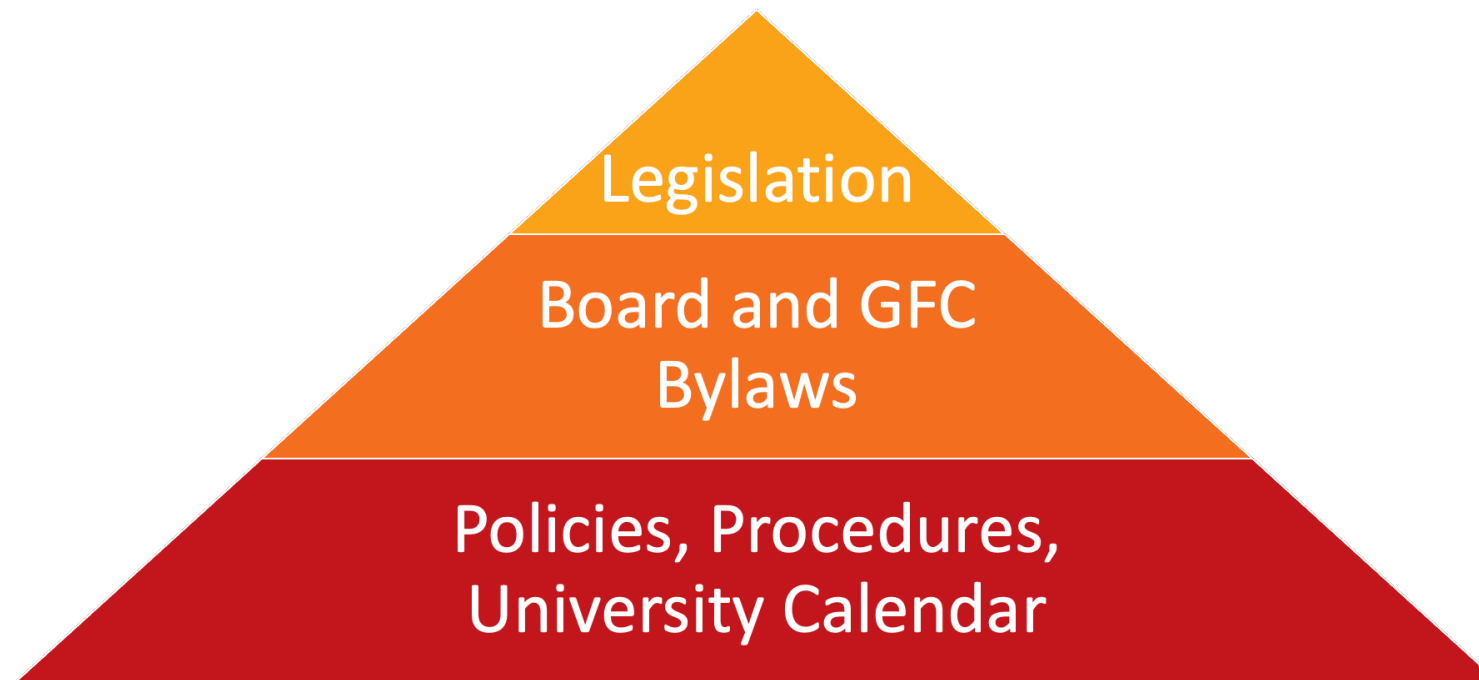
Good Governance

- 1) Preserves and strengthens decision making confidence
- 2) Provides the foundation to achieve goals and create sustainable success
- 3) Ensures the organization is well positioned to respond to change

Post-Secondary Governance

- **Collegial Governance:** a system of shared decision-making with active participation
 - Participating in the University's governance system is an important part of your role as an academic staff member
- “Steers the ship”
- Effective governance ensures the University honours its vision and mission while meeting its obligations, including compliance

Authority Framework



Government's Role in University Governance



University as an Entity

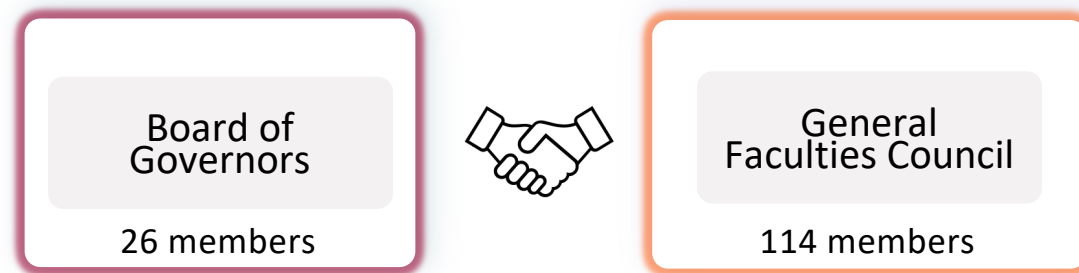
- Originally incorporated under *An Act respecting Provincial Universities*, [SA 1966 c 105](#)
- Most recently continued under the *Post-Secondary Learning Act*, [SA, 2003, c P-19.5](#)
- We are a registered charity (#10810-2864-RR0001)
 - Charitable purposes: advancement of education (including research for the public benefit)
- For some purposes, we are treated as a branch of the provincial government
 - Statutory corporation
 - Provincial funding
 - Subject to the Charter in certain circumstances

Delegation of Authority

- The PLSA grants authority to the University of Calgary's Board of Governors and President for the overall governance and operations of the University
- The Delegation of Authority (DOA) Policy and accompanying **Appendix A** is the legal and official mechanism by which the Board and President sub-delegate their authority.
- Vice-Presidents obtain their powers, duties, and functions from the Board and President under the DOA Policy.
- See ucalgary.ca/delegation for more information.
- Authority also resides with the Board, GFC, and their Committees. Details on the authority of these bodies can be found at ucalgary.ca/secretariat.

University of Calgary Governance Structure

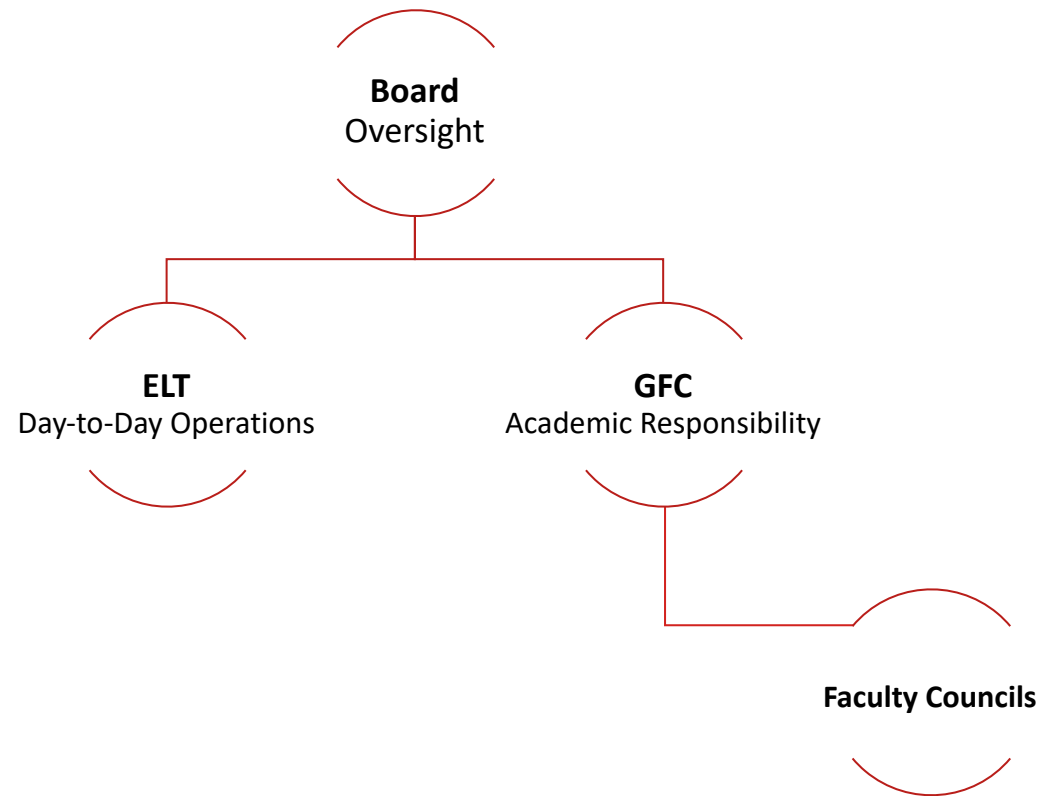
Bicameral (shared) Governance



The *Postsecondary Learning Act* (PSLA) gives the Board of Governors the principal role to oversee the management and operation of the University's business and the General Faculties Council (GFC) academic oversight.

GFC's authority is subject to the authority of the Board.

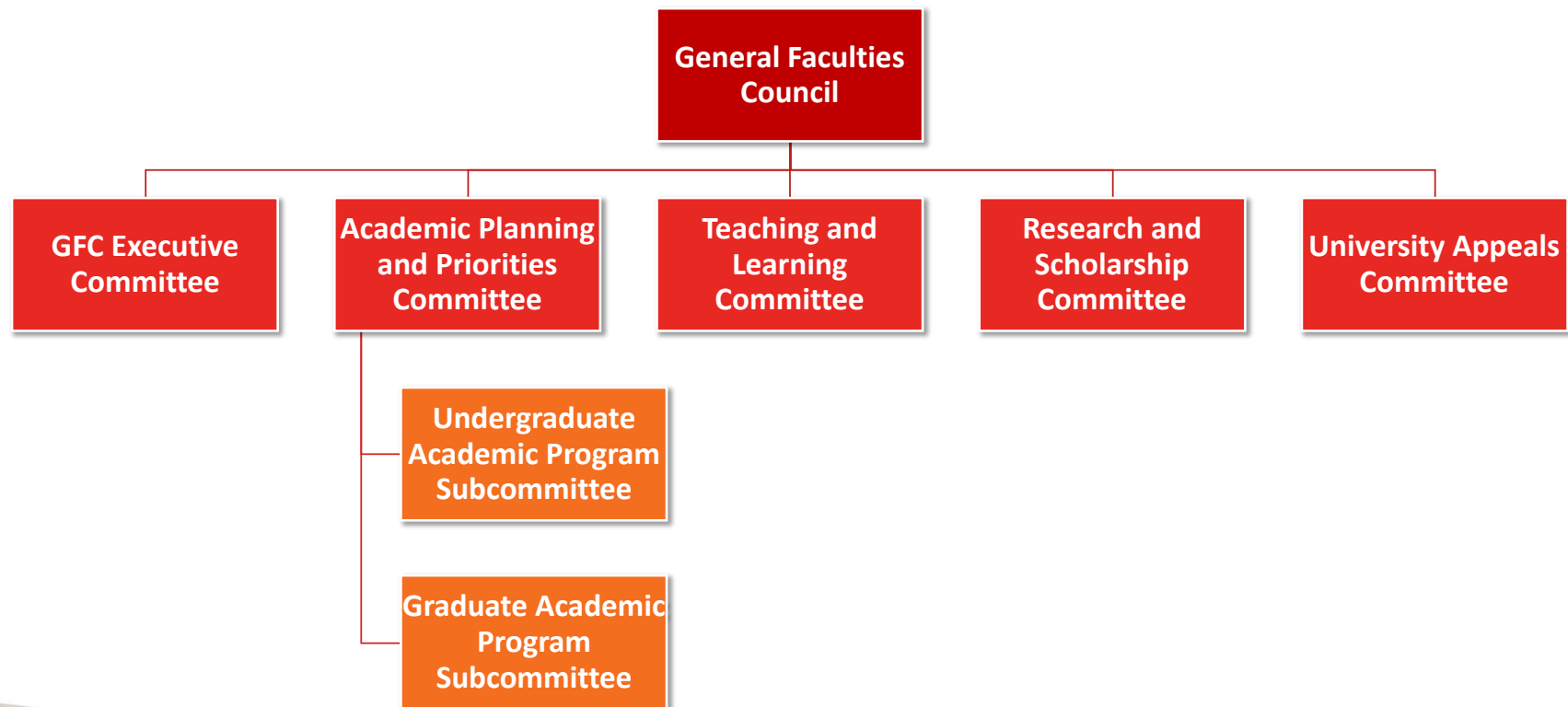
Structure and Role



GFC Composition

- Currently 114 Members, membership is legislated under PSLA
- Comprised of a combination of ex-officio, Faculty appointments and other appointments:
 - President (Chair)
 - All Vice-Presidents
 - All Deans
 - Vice-Provost (LCR) & University Librarian
 - AVP, Continuing Education
 - Registrar
 - 2 students named by the SU
 - 1 student named by the GSA
 - Twice the number of academic staff members to PSLA-mandated *ex officio* members
 - Other academic staff, staff, and students appointed by the GFC

GFC Committee Structure



Purpose of Standing Committees

- Committees are a practical way to structure and manage the GFC's work, allow the preparatory work to occur, and carry out tasks on behalf of the GFC.
- Committees enhance the purpose and advance the productivity of the GFC by vetting and making recommendations to the GFC and by carrying out the responsibilities delegated to them.

Academic Planning and Priorities Committee and its Subcommittees

Academic Planning and Priorities Committee

GFC's primary advisory group on institutional planning and academic affairs, and on the quality and suitability of academic programming. The Committee also acts as the final approval authority for the creation of, changes to, or termination of academic programs and major changes to the Academic Calendar.

The Committee recommends institutional plans, strategies, policies, etc. to GFC, and recommends to GFC proposals for the establishment, merger, or dissolution of Faculties and other academic units.

Undergraduate Academic Program Subcommittee

Vetting and advisory group to APPC in respect of the creation, alteration or termination of undergraduate programs.

Approves: changes to undergraduate courses; minor changes to undergraduate programs; Faculty-level undergraduate academic regulations and admission requirements; suspension of undergraduate programs; minor revisions to the Academic Calendar.

Recommends: creation or termination of undergraduate programs; major changes to undergraduate programs; new and changing undergraduate and University regulations and undergraduate program admission requirements; major revisions to the Academic Calendar.

Graduate Academic Program Subcommittee

Vetting and advisory group to APPC in respect of the creation, alteration or termination of graduate programs.

Approves: changes to graduate courses; minor changes to graduate programs; changes to graduate program-level admission requirements and regulations; suspension of graduate programs; revisions to the graduate program sections of the Academic Calendar; editorial revisions to FGS admission requirements and academic regulations.

Recommends: creation or termination of graduate programs; major changes to graduate programs; new and changing graduate and University regulations; major revisions to the Academic Calendar.

Other GFC Standing Committees

GFC Executive Committee

GFC's primary advisory group on strategic and complex issues, steering, and early-stage matters

GFC's primary appointment and nominating committee

Acts on behalf of, and with full authority of GFC in between regularly scheduled GFC meetings

Acts upon matters not clearly within the jurisdiction of another GFC standing committee

Teaching and Learning Committee

GFC's primary advisory group on teaching and learning

Includes such aspects as physical and intellectual learning environments, quality and innovation, resources and support, recognition of teaching excellence and professional development, and students' educational experience

Research and Scholarship Committee

GFC's primary advisory group on research and scholarly initiatives, issues and activities.

Also promotes, supports and advocates for research and scholarly activity on campus and for faculty and student participation in research and scholarly activities

University Appeals Committee

First level of appeal for decisions regarding academic progression matters (RTWs), student academic and non-academic misconduct matters

Final level of appeal for academic assessment decisions (final grades)

Meeting Schedule



GFC Bylaws and Standing Committee Terms of Reference

- The GFC Bylaws and the standing committees' Terms of Reference (general and committee-specific) are approved documents, that include the:
 - Role and powers, duties, functions, authorities, and/or responsibilities of the body
 - Membership
 - Rules of conduct at meetings
 - Recordkeeping rules
- The GFC Bylaws and the standing committees' Terms of Reference are available on the Secretariat website and on the D2Ls

Role of Members



Source: Principles of Trusteeship (AGB, 2021)

Expectations of Members

Members are expected to:

- Familiarize themselves with their body's role in governing the University, the GFC Bylaws, Committee Terms of Reference, etc.
- Make every attempt to attend each scheduled meeting, and to report if they will not be in attendance at a meeting
- Come to meetings prepared to engage in respectful, meaningful discussion, provide considered, constructive and thoughtful feedback and commentary, express opinions, and ask questions to enable GFC/the committee to exercise its best judgment in decision-making
- Act in the best interests of the University

GFC and Standing Committees Support

The University Secretary:

- Provides governance expertise
- Serves as gateway and facilitator for communication
- Serves as ombuds, and provides a neutral space

The University Secretariat staff:

- Coordinate the planning of agendas and the receipt of documents
- Manage the committee's Desire2Learn site and update the webpage
- Minute the meetings
- Assist with document preparation

Education Resources

**The State of Postsecondary
Education in Canada**



**Subscribe to
Academica's Top Ten**



**The World of Higher
Education Podcast**

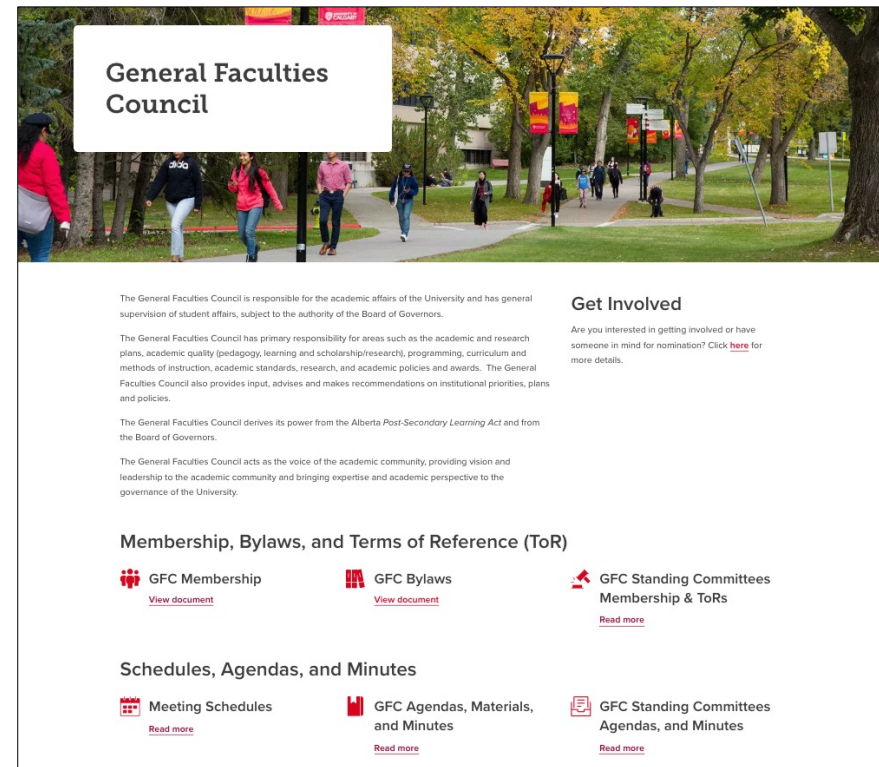


Operations

GFC Website

The [GFC website](#) contains information including:

- Meeting schedules
- Membership lists
- Bylaws and Terms of Reference
- Current and recent past GFC agendas, meeting packages, and minutes
- Current and recent past standing committee agendas and minutes



General Faculties Council

The General Faculties Council is responsible for the academic affairs of the University and has general supervision of student affairs, subject to the authority of the Board of Governors.

The General Faculties Council has primary responsibility for areas such as the academic and research plans, academic quality (pedagogy, learning and scholarship/research), programming, curriculum and methods of instruction, academic standards, research, and academic policies and awards. The General Faculties Council also provides input, advises and makes recommendations on institutional priorities, plans and policies.




The General Faculties Council derives its power from the Alberta Post-Secondary Learning Act and from the Board of Governors.

The General Faculties Council acts as the voice of the academic community, providing vision and leadership to the academic community and bringing expertise and academic perspective to the governance of the University.




Get Involved

Are you interested in getting involved or have someone in mind for nomination? Click [here](#) for more details.

Membership, Bylaws, and Terms of Reference (ToR)

-  **GFC Membership**
[View document](#)
-  **GFC Bylaws**
[View document](#)
-  **GFC Standing Committees Membership & ToRs**
[Read more](#)

Schedules, Agendas, and Minutes

-  **Meeting Schedules**
[Read more](#)
-  **GFC Agendas, Materials, and Minutes**
[Read more](#)
-  **GFC Standing Committees Agendas, and Minutes**
[Read more](#)

Desire2Learn

- The University Secretariat utilises the Desire2Learn (D2L) platform to electronically provide members with meeting materials
 - Access D2L either through the My UofC portal or through the D2L login page:
<https://d2l.ucalgary.ca/login>
- The documents are organized by meeting date
 - There is one folder per meeting, with the folder containing all the documents (i.e. Agenda, Minutes, action and information items) needed for the meeting
 - The documents are uploaded as individual files per item and an 'all-docs-in-one' pdf bundle

Desire2Learn (continued)

- Approximately one week prior to each meeting, the Agenda documents will be uploaded to the D2L. You will be notified via e-mail once the documents are available.
- If meeting in person, members are encouraged to bring a laptop/device to view the meeting documents electronically during the meeting
- Occasionally, a document will be revised or uploaded after you have been notified that the Agenda documents are available. If this occurs, you will be notified by e-mail and the revised or new documents will be appropriately flagged

Agenda (GFC)



GENERAL FACULTIES COUNCIL AGENDA

Meeting 630, June 13, 2024, 1:30 p.m.

In-Person Modality
Science Theatres 147

Item	Description	Presenter	Materials	Estimated Time
1.	Conflict of Interest Declaration	McCauley	Verbal	1:30
2.	Inclusive Practice Moment	Beattie ¹	PowerPoint	
3.	Safety Moment	Van Hee ²	Document + PowerPoint	
4.	Remarks of the Chair	McCauley	Verbal	
5.	Question Period	McCauley	Verbal	
Action Items				
6.	Approval of the May 9, 2024 Meeting Minutes	McCauley	Document	
7.	Approval of Revisions to the GFC Executive Committee Terms of Reference and GFC Standing Committees General Terms of Reference	McCauley/McVie	Document	1:55
8.	Approval of Updates to the Non-Credit Professional and Continuing Education Credentials Framework	LeBlanc ³ /Johns ⁴	Document + PowerPoint	2:05
9.	Approval of Revisions to the Student Appeals Policy Suite	Morrison ⁵ /Speta ⁶	Document + PowerPoint	2:20
10.	Establishment of the 2024-2025 GFC Elected Membership Distribution	McCauley/McVie	Document	2:40
11.	Elections by GFC: • Academic Staff Members of GFC to the GFC Executive Committee • Academic Staff Member of GFC to the Board of Governors (note: the elections will be held using an electronic form immediately following the meeting)	McCauley/McVie	Document	2:45
12.	GFC Motion Regarding the Provincial Priorities Act	Donlevy ⁷	Document	2:50
Information Items				
13.	Innovation Ecosystem Update	Cragg ⁸ /Najand ⁹	Document + PowerPoint	3:00

Item	Description	Presenter	Materials	Estimated Time
14.	Global Engagement Plan Progress Report	McCauley	Document + PowerPoint	3:15
15.	2024 GFC Member Survey	McCauley/McVie	Document	3:30
16.	Approved Revisions to the School of Architecture, Planning and Landscape Faculty Council Terms of Reference	In Package Only	Document	3:40
17.	Approved Revisions to the APFC, APS, GAPS, CCS, RSC and TLC Terms of Reference	In Package Only	Document	
18.	Standing Reports: a) Report on the May 15, 2024 GFC Executive Committee Meeting b) Report on the May 13 and May 27, 2024 Academic Planning and Priorities Committee Meetings c) Report on the May 16, 2024 Research and Scholarship Committee Meeting d) Report on the May 24, 2024 Board of Governors Meeting	In Package Only	Documents	
19.	Other Business	McCauley		
20.	Adjournment Next meeting: October 10, 2024 (virtual - Zoom)	McCauley	Verbal	3:40

Regrets and Questions: Elizabeth Sjogren, Governance Coordinator
Email: esjogren@ucalgary.ca
Courtney McVie, University Secretary
Email: cmvimes@ucalgary.ca

GFC Information: <https://www.ucalgary.ca/secretariat/general-faculties-council>

Presenters

1. Tara Beattie, Dean and Vice-Provost (Graduate Studies)
2. Milia Van Hee, Vice-President (Services)
3. Sheila LeBlanc, Associate Vice-President, Continuing Education
4. Christine Johns, Associate Deputy Provost
5. Melissa Morrison, Associate General Counsel, Litigation, Student Appeals and Policy
6. Michelle Speta, Associate Secretary
7. Kent Donlevy, President, The University of Calgary Faculty Association
8. Adam Cragg, Executive Director, University Innovation Quarter
9. Nima Najand, Director, Life Sciences Innovation Hub, Innovate Calgary

Agenda (Standing Committee)



General Faculties Council
EXECUTIVE COMMITTEE
Agenda

Wednesday, August 28, 2024, 2:00 p.m. Meeting #108

A167/Zoom
Zoom Meeting ID: 997 2894 7018
Passcode: 334156

Item	Description	Presenter	Materials	Estimated Time
1.	Approval of the Agenda <ul style="list-style-type: none"> Conflict of Interest Declaration 	McCauley	Document	2:00
2.	Remarks of the Chair and Vice-Chair	McCauley/Davidson	Verbal	
3.	Committee Orientation and Nominations Guidelines	McVie/Sjogren	Document	2:10
Action Items				
4.	Naming of the Academic Co-Chair of the Academic Program Subcommittee	McCauley/McVie	Document	2:25
5.	Appointment of One Member of GFC as a GFC Representative on the Senate	McCauley/McVie	Document	2:30
6.	Appointment of Appeal Review Administrators	McCauley/McVie	Document	2:40
7.	Nominations for Election by GFC of Two Academic Staff Members to an Advisory Selection Committee for a Dean of the Faculty of Nursing	McCauley/McVie	Document	2:50
8.	Nominations for Election by GFC of Two Academic Staff Members to an Advisory Selection Committee for a Dean of the Schulich School of Engineering	McCauley/McVie	Document	3:00
Discussion Items				
9.	Review of the Draft October 10, 2024 GFC Agenda	McVie	Document	3:10
Information Items				
10.	Revision to the 2024-2025 Academic Schedule (Spring 2025 Convocation Schedule)	In Package Only	Document	
11.	Other Business			
12.	Adjournment Next meeting: September 25, 2024	McCauley	Verbal	3:15

Name	Membership (Appointment Type)	Term	Attendance
Voting Members (quorum: 7)			
Ed McCauley, Chair	President and Vice-Chancellor (ex-officio)	N/A	
Sandra Davidson, Vice-Chair	Provost and Vice-President Academic (ex officio)	N/A	
Jessica Ayala	Academic staff member, SOWK (elected by GFC)	July 1, 2021 – June 30, 2027	
Olive Chapman	Academic staff member, WSE (elected by GFC)	July 1, 2022 – June 30, 2025	
Anna-Maria Hubert	Academic staff member, Law (elected by GFC)	July 1, 2024 – June 30, 2027	First meeting
Jacqueline Jenkins	Academic staff member, Arts (elected by GFC)	July 1, 2023 – June 30, 2026	
Jeffrey Priest	Academic staff member, SSE (elected by GFC)	July 1, 2024 – June 30, 2027	First meeting
Satish Raj	Academic staff member, CSM (elected by GFC)	July 1, 2022 – June 30, 2025	
Tara Beattie	Dean (appointed by Deans' Council)	July 1, 2024 – June 30, 2027	First meeting
Aoife Mac Namara	Dean (appointed by Deans' Council)	Aug 30, 2022 – June 30, 2025	
Jessie Dinh	Undergraduate student (appointed by the SU)	May 1, 2024 – April 30, 2025	
Saaka Sulemana Saaka	Graduate student (appointed by the GSA)	May 1, 2024 – April 30, 2025	
Non-Voting Members			
Kent Donlevy	Appointed by TUCFA	July 1, 2023 – June 30, 2026	
Secretariat Staff			
Courtney McVie	University Secretary		
Elizabeth Sjogren	Scribe		
Guests			

Types of Items

- Items will be brought for Action, Discussion, or Information
 - Action items may be brought for approval or recommendation
 - Discussion items are for when a proponent is seeking the members' feedback
 - Information items are for when something is being provided for information. These items can be discussed, but normally are not open for change.
- The University Secretariat, the Co-Chairs, and the proponents together determine the proper routing of business through the governance system.

Action Items

- Action items are proposals that require recommendation or approval
 - Examples of action items across GFC and/or the standing committees:
 - Policy documents
 - Proposals to change Department names
 - The Academic Schedule
 - Changes to academic courses (e.g., hours, title, and content)
 - Program proposals and changes (including program suspensions and terminations)
 - Teaching and Research awards programs
- GFC recommends some items for final approval by the Board
 - Examples of recommendation items:
 - Institutional strategy documents
 - Proposals to create new Faculties or Departments

Discussion Items

- Some items come for discussion
 - Examples of discussion items:
 - Policy documents for which GFC is not the Approval Authority, but there is an academic component and feedback is desired
 - Quality Assurance Unit (APPC) and Curriculum (TLC) Reviews reports
 - Items for which the presenter is seeking feedback before a document or initiative is finalised
- We try to bring substantive items twice – once for discussion and then returning at a later date for action or recommendation
 - This allows for thorough consideration of the item
 - This also allows you time to share the item with your constituents (e.g., at a Faculty Council meeting) and gather their feedback

Information Items - Reports

- GFC receives reports from the Co-Chairs of its standing committees (EC, APPC, RSC, and TLC)
- APPC receives reports from its sub-committees (GAPS, and UAPS)
- GFC receives reports from its representatives to the Board of Governors and the Senate
- GFC receives several other reports on an annual basis:
 - The annual enrolment reports (from Continuing Education and the Registrar)
 - Annual reports relating to student academic and non-academic misconduct, student appeals, etc.
 - Foundational initiative reports, such as the Campus Mental Health and Well-Being Strategy Progress Report and the Indigenous Strategy Progress Report

Minutes

- Minutes are approved at the next meeting
 - It is not required, but an error in the Minutes can be reported to the University Secretariat ahead of the meeting, so that the error can be corrected and reported at the meeting rather than using time at the meeting for this
 - Advance notice of questions regarding the content of the Minutes is also appreciated whenever possible, and the Secretary will raise and address these during the meeting
 - Draft minutes are for review by the members and are **not to be redistributed** (e.g., for member's reporting purposes).
- Once approved, the Minutes are posted on the webpage
- Meetings are recorded (through a Zoom transcript, with GFC usually having an audio recording as well). This allows for review of proceedings if necessary. A recording is deleted once the Minutes are approved.

Appointments and Elections

- Under its Terms of Reference, the GFC Executive Committee (EC) carries out all appointments that fall within GFC's authority (the GFC standing committees and other groups), and reports on this to GFC
- The GFC EC also formulates nominations for GFC elections, as needed
 - In advance of the GFC EC's nomination work, a call-for-names of interested persons is issued (UToday) and any names received are considered by the GFC EC
 - For each election, the GFC EC generates a rank-ordered list of nominees, and the University Secretariat contacts these nominees in order until a full slate of nominees is achieved (e.g., if GFC is electing two persons, a ballot of 4 nominees is desired)
 - Brief biographies of the persons nominated by the GFC EC are posted on the GFC D2L in advance of the GFC meeting and election

Elections (continued)

- In addition to the slate of nominees formulated by the GFC EC, a call for additional nominations from the floor is conducted at the GFC meeting, as described in the GFC Bylaws
- Current process is that the election voting is conducted electronically immediately following the GFC meeting
- Elections are decided based upon the number of votes for each nominee in descending order, with the elected person(s) being the nominee(s) with the most votes
- The election results are posted on the GFC D2L, as soon as possible after the voting has concluded

Briefing Notes

- Provided for most Action and Discussion items
- A briefing note provides a summary of a large, complex item, including any proposed motion, and is intended to:
 - Make clear the purpose of the item
 - Highlight important information
 - Focus the discussion
 - Provide context for the item
- A briefing note will accompany an Information item if the item needs an introduction or context, or a summary would facilitate the understanding of the item

Meeting Attendance

- When you arrive at a meeting, please pick up your name plate/tent card from the side of the room
 - Sit wherever you wish
 - Some seats will normally be reserved for presenters, and will be clearly identified
- We understand that members may need to arrive late, leave early, or slip out if the need arises, please advise the Secretariat in advance if possible

Zoom meetings (Standing Committees)

- For the standing committees with a Zoom attendance option, you will be provided a Zoom meeting link and passcode in several ways: within the notification e-mail letting you know that the meeting documents are available, on the agenda, in the Outlook invite, and in the meeting folder on the D2L
- We will also provide the phone number for if you need to dial in to the Zoom meeting by phone
- When you connect to the Zoom meeting you will land in a waiting room and a University Secretariat staff member will pass you into the meeting

Thank you.

Courtney McVie & Elizabeth Sjogren
University Secretariat
ucalgary.ca/secretariat