

Questions	Answers
University Budget (including revenues and expenses)	
<p>1. From the 21 budget-related task forces, how many members are there who are academic staff (not including senior academic administrators)? Will some changes not go through [General Faculties Council] GFC and the [Board of Governors] BOG? How will they be dealt with? <i>(Answered live during Town Hall)</i></p>	<p><i>The Task Forces are to carry out detailed data collection and analysis, and create options for consideration. To support transparency and due process, once the detailed analysis of the issues has been completed, the Team Lead(s) of the ongoing task forces will prepare a summary of the concepts, options or recommendations being considered to be included in the final report and present this summary to an Independent Consultation Committee so that they may provide input to inform the final report contents. The Independent Consultation Committee's responsibility is to review and comment on the preliminary summary of considerations, and to provide a written response report to the Team Lead(s) and applicable Senior Administrator. The Team Lead(s) will share this feedback with the membership of the applicable transformational task force for consideration prior to finalizing their report and recommendations. The Team Lead(s) will fairly reflect the recommendations of the Independent Consultation Committee in their final report to the applicable Senior Administrator.</i></p>
<p>2. Collegial governance has been a cornerstone of university practice. The transformational task forces seem very important for the future. In the one that was described, it sounded like there are no faculty members on it. How many faculty members are on these task forces? Is the administration committed to collegial governance through these difficult times? Please know that lack of representation is actually directly related to stress and wellness. <i>(Answered live during Town Hall)</i></p>	<p><i>The Task Force's final report will be submitted to the applicable Senior Administrator for review and then the Senior Administrator will submit the final report along with their own options/recommendations to the Budget Advisory Committee (BAC). BAC will make their recommendations to the President's Executive Council, with the President having the final approval. Prior to the implementation of recommendations of the Task Forces', the appropriate governance processes will be followed as per the applicable bylaws and governance documents.</i></p>

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<p>3. I just want to clarify about the transformational task forces -- it seemed from the earlier answers that there is no faculty representation on those. Is that correct?</p>	<p><i>There will be one Independent Consultation Committee established to review all the preliminary reports of the Task Forces in order to provide continuity, as well as recognize that there are likely to be overlaps between the Task Forces where the options presented may impact another Task Force's options. All draft reports are confidential and are not to be shared outside of the Independent Consultation Committee membership and the members will be required to sign a confidentiality agreement. Time is also of the essence in order to implement the recommendations of the Task Forces for fiscal 2021-22.</i></p> <p><i>In addition to consultation with the Independent Consultation Committee, consultation on the findings, options or recommendations made by task forces will also take place with the appropriate governance bodies within the University, including General Faculties Council, Faculty Councils, and the Board of Governors.</i></p> <p><i>With respect to the question of Faculty members on task forces, it is imperative that we have taken the view that everyone will be involved in terms of the consultation process once the options and scenarios are developed, through the governance processes and there will be representation from all employee groups and students on the independent consultation committee.</i></p> <p><i>There's no perfect model, but the one we've chosen will involve in a collegial way all the elements of the society we serve, and all of our partners as we move forward.</i></p> <p><i>For more details of the Transformational Restructuring Task Forces and the consultation process refer to the University's Budget website</i></p>

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<p>4. I'd like to suggest that this issue of the Taskforces and BAC be fundamentally rethought. It simply doesn't make sense to say that we are trying to be transparent and participatory while we are keeping the very constituency groups we want to step out of the way of making the decisions, and framing the issues. Keeping people out is how we make mistakes.</p>	<p><i>There is a very delicate balance between transparency and respecting confidential information in relation to budget discussions. The University had a budget advisory committee several years ago that had representation from many constituent groups and it resulted in a 33 member committee. This proved to be too large for making decisions and having meaningful discussions, especially when there was the need to discuss employment positions and the need for privacy. The University then reduced the number of members on the budget advisory committee so that very pointed and deliberate discussions about positions and budget could take place.</i></p> <p><i>The discussions at the task forces will invariably include confidential and personal information, in particular when discussing organizational and position changes. The Task Forces are to carry out detailed data collection and analysis, and create options for consideration and consultation with the appropriate governance bodies within the University, including General Faculties Council, Faculty Councils, and the Board of Governors. Prior to the completion of the Task Forces' final reports, to ensure transparency and due process, an independent consultation committee will have the opportunity to comment on the task forces' findings, and the appropriate governance processes will be followed as per the applicable bylaws and governance documents.</i></p>
<p>5. In regards to the consultation with the GSA/ULSU/other groups, what does the timeline look like for that? <i>(Answered live during Town Hall)</i></p>	<p><i>The task forces are doing the work now. We have a few that have submitted reports, but the majority of the work will not be completed until the latter part of the Fall semester, so the consultation will start either at the end of the Fall semester or the beginning of the Spring semester. More will likely be done at the beginning of the Spring semester, as the exam period in the Fall semester makes it difficult to find the opportunities to engage people.</i></p>
<p>6. Regarding the various task force initiatives underway, is there an anticipated timeline as to when the decisions will be made and announced?</p>	<p><i>The Task Forces are all scheduled to have their reports completed in Fall 2020, with the intention to have decisions made in Spring 2021 for implementation in fiscal 2021-22. The University must reduce its operating budget by at least \$5 million in 2021-22 and another \$5 million in 2022-23 as a result of the reductions in our Provincial operating grant. There is fear that the reductions required will be greater due to the significant fiscal restraints in the Province, with more reductions expected to be announced for post-secondary institutions, although nothing has been confirmed at this point.</i></p>

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<p>7. Can you provide an example of a structural change you are considering for the UofL? Will the UofL experience something similar to the UofA (e.g. 16 faculties being reduced to 6) ... but relative to scale?</p>	<p><i>There are no preconceived positions on the recommendations that will come from the various budget task forces and it is too early to speculate on this. There will also be the appropriate consultation with the governance bodies within the University before any final decisions are made.</i></p>
<p>8. Is the institution expecting higher capital costs to replace hardware, particularly faculty computer hardware, due to increased wear and tear. How do current software and hardware demands impact post-COVID projections? <i>(Answered live during Town Hall)</i></p>	<p><i>Yes, we are expecting higher costs in terms of items such as software. We are one of the only institutions that we're aware of that set aside operating dollars every year to replace equipment, including computer equipment. This doesn't mean that we're feeling very confident in terms of having enough money to meet those needs. This is discussed regularly at the Budget Advisory Committee, and we need a solution. We're looking into collaborations with other institutions, cloud options, virtual lab and computer options, and other things to address these needs. We recognise that post-COVID, we are unlikely to be exactly the same institution as we were pre-COVID. Given students have had an opportunity for an online experience, there will be those that prefer to continue at least partially online. We are discussing what a post-COVID world looks like for the U of L, including in terms of blending face to face and online experiences, and what the implications are of that in terms of capital costs and software, as well as the blending of delivery methods.</i></p>
<p>9. Is the U of L still looking at south campus as a possible source of revenue? Is south campus the vacant land between community stadium and Riverstone? If U of L was going to sell this land, what possible revenue could the university receive from the sale of this land; and would this help with deficit? <i>(Answered live during Town Hall)</i></p>	<p><i>We are not looking at selling that land. We are looking at how we can use it to benefit the University from a revenue perspective. We've been working with a small committee and consultants to determine, what is the value of the land? What is the potential value of the land if we retain it? Our current estimate of the market value of that land is approximately \$2 - \$3 million. The problem is that if we sell it, that's a one-time source of funds that will not help us with ongoing expenses. What we hope to have is, as other institutions have done with similar lands, to develop it and have it as an ongoing contribution to our operating fund. So, we are working very hard on that now, and making progress. This is not the only land or property that we are looking at for external revenue. We're looking for other opportunities to lease other buildings on our campus, including the former CCBN building, which has been partly rented out, and we may explore this further so that we can have ongoing, continuous revenue going into our operations that will provide some operating funds.</i></p>

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<p>10. Could you address the elephant in the room that many are likely wondering: what would cause the U of L to close, and where are we in relation to that? <i>(Answered live during Town Hall)</i></p>	<p><i>The U of L is not closing. We're doing what we need to, which is to very carefully consider how best to structure the University, and how we deliver our programming, so that the U of L is here many years from now. Of course, we will have challenges in maintaining the essence of who we are. Alberta is in a very significant moment, and we have to work through that moment as an institution. But we're a strong institution, and have great people that are responsible for all the different parts of the University, and it's because of all those people that the University will continue to thrive as an institution.</i></p>
<p>11. Are paycuts a viable option?</p>	<p><i>Compensation for many employees of the University are governed by collective agreements and the Board is committed to adhering to the process of labour negotiations and compliance with those collective agreements, thus compensation options will only be discussed through the proper negotiation's framework. It is important to note that all non-bargaining employees have had their compensation frozen since April 2016, including no awarding of cost of living adjustments, merit or career progress.</i></p>
<p>12. What is being done to address employee retention? I am aware of many highly skilled and crucial staff that have found opportunities elsewhere and have left a huge burden on the remaining staff that are taking over additional duties?</p>	<p><i>Senior administration and the Board of Governors recognizes this significant risk to the institution, which continues to grow with the continued budget reductions required by the Provincial Government, as well as the legislated salary freeze that has been in place for non-bargaining employees since April 2016. Mitigations being considered to reduce the stress on employees are being considered by the budget task forces which will try to find solutions to reduce the operational pressures put on employees and the need for consideration of eliminating activities that are not institutional priorities.</i></p>
<p>13. A consulting firm was mentioned relative to the budgeting process. And significant cost was described for a similar consulting group at the U of C. Certainly, the cost of the consulting firm is non-trivial. Does this mean that additional staff cuts will be required to pay for this consulting firm?</p>	<p><i>The University has not contracted with a consulting firm to assist in the budget process and is doing all the work through our internally staffed budget task forces. The University did contract with an external facilitator to assist one budget task force in its deliberations and data analysis, at an approximate cost of \$10,000. There will not be any employee layoffs required to fund the facilitator and it is being funded from one-time funds.</i></p>

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<p>14. You spoke about some decision making not including faculty when they're purely administrative-related. However, the level of administrative cuts being made are having huge negative effects on supports, IT services, etc. for students that are not being socialized.</p>	<p><i>The impact of the significant budget reductions is being felt by all employees, as well as students, but the University hopes that the recommendations coming out of the budget task forces will mitigate these impacts as much as possible. Unfortunately, the University will have had its operating grant cut by 20.25% over 4 years and thus it is impossible to not have this negatively affect the University.</i></p>
<p>15. Technology support tickets with the IT department are frequently going months before they are addressed which is out of this world. How is this happening when the University needs more IT support now than ever? Why are they not getting more hires as they are the most critical unit now for us to be successful in remote teaching?</p>	<p><i>Unfortunately, the impact of the significant budget reductions imposed upon the University by the Province with the 20.25% operating grant reductions is affecting all departments, including Information Technology Services. The University has provided investments into technology and software to provide assistance to employees working remotely and delivering remote learning. Senior administration will continue to monitor this particular need and allocate resources where it can to address the needs.</i></p>
<p>16. There are many units that have lost many staff, and cannot meet demands anymore as a result. However, there is little to no understanding from other units. How come there has been no communications to the University community letting everyone know what units can no longer meet their demands so people don't expect the same level of service anymore?</p>	<p><i>One of the considerations for each of the budget task forces is to evaluate services and duties of employees and departments, with the consideration of eliminating activities that are not institutional priorities. It is hoped that the resulting recommendations from the task forces will result in more reasonable workloads for employees. The suggestion to communicate more about the impact of the budget and the resulting reduction in services is noted and will be considered.</i></p>

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<p>17. After all of the layoffs/abolishments in the APO/AUPE staff this spring, the temporary layoffs through the summer and knowing that the operating grant and the deficit created by COVID, the staff groups are feeling very targeted. Also, workloads weren't supposed to be shifted to other employees when positions were abolished but that has happened and workloads are increasing for many staff and if/when there are more layoffs, you are going to start to suffer employee stress and burnout. How is President's Executive planning on addressing these issues? <i>(Answered live during Town Hall)</i></p>	<p><i>The largest percentage of layoffs has been in the non-academic staff area. 80 positions have been lost over the last two years (includes involuntary and voluntary terminations, and retirements):</i></p> <table border="1" data-bbox="793 459 1654 740"> <thead> <tr> <th></th> <th>2019-20</th> <th>2020-21</th> <th>TOTAL</th> <th>%</th> <th># Employees per group</th> <th>% per Employee Group</th> </tr> </thead> <tbody> <tr> <td>Senior Admin</td> <td>2</td> <td>1</td> <td>3</td> <td>3.75%</td> <td>27</td> <td>11%</td> </tr> <tr> <td>Faculty</td> <td>8</td> <td>9</td> <td>17</td> <td>21.25%</td> <td>477</td> <td>4%</td> </tr> <tr> <td>ESS</td> <td>2</td> <td>1</td> <td>3</td> <td>3.75%</td> <td>21</td> <td>14%</td> </tr> <tr> <td>AUPE</td> <td>24</td> <td>4</td> <td>28</td> <td>35.00%</td> <td>417</td> <td>7%</td> </tr> <tr> <td>APO</td> <td>25</td> <td>4</td> <td>29</td> <td>36.25%</td> <td>230</td> <td>13%</td> </tr> <tr> <td></td> <td>61</td> <td>19</td> <td>80</td> <td>100.00%</td> <td>1172</td> <td>7%</td> </tr> </tbody> </table> <p><i>We are not able to answer specific questions about if or how workloads have shifted without knowing more details about the positions being discussed, but we are able to work with individuals who have specific questions to ensure collective agreements are being followed and employee stress is being managed. We know that future impacts cannot be so differential amongst employee groups. We will need to look more closely at how we can spread out the challenge of reductions, and this is part of what the task forces are reviewing. Looking forward to potential future layoffs, we will continue to look at what we're doing, and what we should stop doing. That's something that's critical for all units on campus, though it's not easy to do. We think that everything we're doing is important, but right now we need to take a hard look at the things that we can either stop doing, start doing differently, or do less of, and that's an important part of the process we're going through with the task forces.</i></p>		2019-20	2020-21	TOTAL	%	# Employees per group	% per Employee Group	Senior Admin	2	1	3	3.75%	27	11%	Faculty	8	9	17	21.25%	477	4%	ESS	2	1	3	3.75%	21	14%	AUPE	24	4	28	35.00%	417	7%	APO	25	4	29	36.25%	230	13%		61	19	80	100.00%	1172	7%
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<p>18. Will there be more staff terminations this fall, or this winter?</p>	<p><i>No firm decisions have been made on employee terminations in the next short period. Unfortunately, with the significant budget reductions being required by the University to balance our budget, this will impact employees as over 80% of the University's operating budget is in employee compensation.</i></p>																																																	

Questions	Answers
Student Learning and Supports	
<p>19. How is the University going to commit to providing accessible education? <i>(Answered live during Town Hall)</i></p>	<p><i>Accessibility is one of the key strategic directions of the U of L. When we look at other universities around Canada, we're a shining star as it relates to accessibility. People throughout campus work hard to support our indigenous community, supported by the Mastercard Foundation. When we look at the nature of the student population accepted at the U of L, and contrast our entrance averages with other institutions around the province and the country. We are a shining example of a university that's committed to access. The potential to work with Navitas as an institution would provide students who otherwise may not be able to come to an institution in Canada with the opportunity to be successful at a Canadian institution. The data supporting student success through Navitas is strong, suggesting that Navitas students do as well or better than non-Navitas students when they enter into the main university. Our commitment to access hasn't wavered, and looking forward, we'll continue to explore how best to support students, whether it be in the indigenous community, international students, students with challenges relating to the communities they come from to mental health supports. One of the areas we're challenged by in our province is that as a province we don't provide the level of support to students from a bursary perspective as other provinces in Canada. That will be a growing challenge for Alberta as the government looks to decrease the amount of public funding going to universities. So we know that we need to generate more external revenue to support students through scholarships and bursaries, which is why we're moving forward on a search for a Vice President (Development), so that we can bring more revenue into the University to support scholarships and bursaries. This will need to be a priority for us as public funds decrease to the U of L, and other universities in Alberta.</i></p>
<p>20. Are our class sizes going to or have increased? If we intend on increasing the number of students overall many of the existing classes fill up early and then people can't take courses that are essential to their programs.</p>	<p><i>Class size (whether they increase or not) is a decision made by the Deans' offices in consultation with the relevant academic units. Some have increased for the fall term and some have remained the same.</i></p>
<p>21. Will you be diverting more resources into the writing centre, culturally appropriate counselling services, tutoring, scholarships etc.?</p>	<p><i>Yes, Counselling Services has just hired a new Indigenous counsellor to provide culturally relevant mental health support to Indigenous students. They will start their new role soon.</i></p>

Questions	Answers
Student Learning and Supports	
22. Are we going to increase summer offerings? Are professors going to be asked to teach more courses?	<i>These discussions are still underway, and the Deans' offices will develop the plans in consultation with the relevant academic units.</i>

Questions	Answers
Government Funding / Performance Metrics	
23. Some previous UCP "reviews" seem to have arrived with pre-determined "recommendations." Is McKinzie likely to be like this?	<i>The University is not in a position to answer this question as it is unknown what the results of the Alberta 2030 review will be. There have been public consultations with the review conducted by the Province and its consultant, as well as some consultation with members of the University community. All employees and the public are encouraged to voice their opinions through Alberta's website surveys https://www.alberta.ca/alberta-2030-building-skills-for-jobs.aspx</i>
24. One of the primary things the government wanted us to do was increase our funding from Industry / Commercial Research. How is the University tackling this? Have we increased in any Commercial funding?	<i>There is already a considerable degree of activity taking place, among the U of L research community, with respect to the commercialization of research and important intellectual property. At the U of L, Article 28 of the Academic Staff Collective Agreement constitutes the policy for intellectual property for academic staff, and it articulates a number of tenets and directives related to intellectual property, copyright, and patents. For other employee groups, there is no policy per se, but there are institutional guidelines, templates, and processes in place to support our research community in terms of commercialization of intellectual property, technology transfer, start-up businesses, and external partnerships. In order to support this nexus of activity in a more proactive and meaningful way, the Office of the Vice-President (Research) is currently:</i>
25. Is there a strategy in place to support the governmental goal of commercializing research? who will own the intellectual property? what university supports are in place to support research?	<i>Restructuring two existing positions to provide more direct support to members of our research community who are engaging in commercialization endeavors.</i> <i>Exploring the potential for co-funded positions with Mitacs, in support of business development and external partnerships for our research community.</i>

Questions	Answers
Government Funding / Performance Metrics	
	<ul style="list-style-type: none"> • Exploring the potential for partnership with external innovation hubs and accelerators to support a broad array of commercialization needs and activities for our research community. • Participating at the ministerial level in the Alberta Research Working Group to advocate for frameworks and resources that support the Comprehensive Academic Research Universities (CARU) sector, and the U of L, in more effectively supporting the success of our research community in their commercialization efforts and goals.

Questions	Answers
Navitas / Internationalization	
26. If McKinsey are the consultant, are they not affiliated with Navitas? As such, how can they be impartial? <i>(Answered live during Town Hall)</i>	<i>To our understanding, McKinsey and Navitas have no relationship. McKinsey is doing the consulting work for the Province of Alberta for Alberta 2030. They've also been hired by the U of C to do their own investigation of how they could transition as an institution as they move through their budgetary considerations. Navitas is a separate organisation not associated with McKinsey. I don't anticipate there being any conflict of interest. McKinsey is not associated with the University of Lethbridge. The only way we're associated with McKinsey is that they're conducting the review for the Province of Alberta, and as a result, many of us have spoken to McKinsey, providing our thoughts on the six items they are considering in the Alberta 2030 review.</i>
27. You are charging international students over 2x more tuition. Is this about diversity or bringing in more cash cow students that have little social supports under the Govt of AB/Canada? <i>(Answered live during Town Hall)</i>	<i>The students that come through Navitas and ultimately to the U of L are international students, so our policy would be for them to pay the same fees that all international students pay, so there would be no difference between a student that comes through Navitas and a student that comes directly to the U of L. There are multiple reasons to recruit international students. One of the most important ones is to increase the diversity of our student population. If I look at our student population over the past 10 years, we have diversified that population, and we're better for it as a university and as a city. We also know that international students are here because they want to be in a different country. One of the things about Canada, and particularly the U of L, is</i>
28. Will Navitas students be required to pay international student fees for the duration of their degrees once they transfer to ULeth? <i>(Answered live during Town Hall)</i>	

Questions	Answers
Navitas / Internationalization	
	<p><i>that we are quite a bit less expensive than other countries in the world, and if we look at ourselves in relation to other jurisdictions in Canada, we're also quite a bit less expensive than many. We're proud that we've been careful to try to manage the balance between the fact that we know international students around the world pay a premium to travel to a different country and have a different international experience as a student, and the notion of access. That will always be a balancing act, not just for us, but for institutions around the world. International students that come to Canada do that because they want to be in Canada. It's important, also, to be transparent that one of the things we've seen happen around the world is that international students have become a source of revenue for institutions. The U of L has been careful to not go overboard in terms of international student recruitment simply for financial reasons, and we'll continue to find the balance between creating cultural diversity, creating a diverse student population, and the reality of the fiscal challenges of the institution.</i></p>
<p>29. Based on numbers publicly available from the Open session of the April 18, 2017 Board of Governors meeting, although 95% of students move from the International College of Manitoba to the UofM, less than a third of Navitas admitted students (505 of 1720) actually complete their degree. They pay tuition to Navitas, and then 71% drop out of the partner university. Given we might expect even more loss with a move from Calgary to the Lethbridge, does this not seem a little exploitive of students?</p>	<p><i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation</i></p> <p><i>See a version of this question at linked FAQ.</i></p>
<p>30. Where will the Navitas campus be located? <i>(Answered live during Town Hall)</i></p>	<p><i>While we are exploring the possibility of a Navitas campus being located in Calgary, we're also considering that it could be located in Lethbridge. That decision has not been made. The question of students transitioning from the Navitas campus to the U of L campus is something that we will have modelled by Navitas, so that we understand what will be the impact of having a Navitas campus in Calgary versus Lethbridge. We feel that we probably would have more students attending a Navitas campus in Calgary than Lethbridge, but we want to understand what that would look</i></p>
<p>31. If Navitas will be located In Calgary, why would students finishing their programme move down to Lethbridge instead of going to MRU and U of C or SAIT? <i>(Answered live during Town Hall)</i></p>	

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Navitas / Internationalization	
	<p><i>like. The evidence we've seen thus far, is that even with the bleed, it would likely mean a significant increase in the number of international students at Lethbridge, as well as our interest in exploring how we can help blossom the Calgary campus. Our vision of how to manage through the short and long term impact of COVID and economic changes in Alberta is that we have to be open to being creative about how we deliver programming in Lethbridge and Calgary. We're in the very early exploratory phases of these questions.</i></p>
<p>32. Is there a guarantee that Navitas students will go on to the University of Lethbridge? <i>(Answered live during Town Hall)</i></p>	<p><i>The model that Navitas has with their existing partners around the world is that when they recruit, they recruit specifically to the institution. Looking at the University of Manitoba or Simon Fraser as examples, the students that come to the Navitas campus are students that are connected to those specific institutions. Historically, that has led to a very high retention rate from the first year with Navitas to subsequent years with the host institution, in the area of 95%. There's no written guarantee, but through the model, there's an expectation that will happen. The modelling question that we want to understand is the potential of having Navitas based in Calgary vs Lethbridge, and will have that work done by Navitas before we move further. The questions of who Navitas would employ and what kind of courses students would take have not yet been addressed, as we're still in very early stages of discussion with Navitas. The models in Canada, though, range from the instructors being employed by Navitas, in the case of Simon Fraser and University of Manitoba, to the instructors being employed by the University, in essence being "leant out." At Ryerson and Wilfrid Laurier, the individuals are hired by those universities but teach for Navitas. We've not yet seen their contracts for how that works, but those would be made available if we'd like to see them. Part of what we'll be exploring is, what is the best model for the U of L? Knowing that, there's lots of flexibility from a Navitas perspective, and what we will do is make sure we do what's in the best interests of the U of L, in consultation with our employee groups. As it relates to the courses, we've not even begun to discuss that. The courses would be drawn from our existing courses. Part of what we've asked the Deans to consider, knowing that this is early days, is whether or not they see this as a vehicle that makes sense to their faculty / school and, if so, what pathways would they think make sense from an academic programming perspective. We don't have those answers back yet.</i></p>
<p>33. Who will Navitas employ? <i>(Answered live during Town Hall)</i></p>	
<p>34. What kinds of courses will Navitas students be required to take in their foundational year? <i>(Answered live during Town Hall)</i></p>	

Questions	Answers
Navitas / Internationalization	
35. Will it be poorly paid contract work?	<i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation</i>
36. Will international faculty work there? Canadians? A Combination?	<i>At linked FAQ see: Under what arrangements will academic instructors for the International College be employed?</i>
37. I am concerned about Navitas' lack of interest in Liberal Education?	<i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation At linked FAQ see: Does the Navitas pathway model align with our commitment to Liberal Education?</i>
38. Why do we want to increase the number of international students?	<i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation See this question at linked FAQ.</i>
39. What is limiting the university of providing or improving internationalization beyond simply recruiting foreign students?	<i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation See this question at linked FAQ.</i>
40. What is the administration expectation about the percentage of international students within the next 5 years? What is the distribution across undergraduate and graduate students. What is the expected income and costs? What is/was the main challenges of hiring international students over the past 5 years? Is there any cost analysis report regarding the last 5 years international recruitment?	<i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation At linked FAQ see: What are the enrolment management targets for international students in the next 5 years, at the undergraduate and graduate level? What is the balance of income and costs? What has been the main challenge to meeting these strategic goals over the past 5 years?</i>
41. Is there any cost, financial or otherwise to ULeth, for this partnership?	<i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation</i>

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	<i>See this question at linked FAQ.</i>
42. What kind of numbers have other Canadian-Navitas partners experienced in enrolment?	<p><i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation</i></p> <p><i>See this question at linked FAQ.</i></p>
43. What percentage of Navitas students elsewhere actually graduate from their host university?	<p><i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation</i></p> <p><i>See this question at linked FAQ.</i></p>
44. Is the partnership with Navitas a way that the University can offer more Transfer/Transition Programs from Colleges and Universities?	<p><i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation</i></p> <p><i>See this question at linked FAQ.</i></p>
45. What kinds of decisions would not go through governance? Where would going with Navitas fall?	<p><i>Any decision about Navitas will go through governance. The extent to which it will be a decision made by the Board versus a decision made by the General Faculties Council (GFC) will be based on our understanding of the governance body that is responsible for that particular decision. The approval of the budget is an example. Based on the Post-secondary Learning Act (PSLA), the Board approves the budget. Having said that, in the PSLA, the GFC has the authority to provide comment on the budget, that flows to the Board. So, as we look at the steps for considering Navitas, we'll carefully consider what the PSLA and our own bylaws dictate, and ensure we're in step with those through the entire process. We'll ensure all the affected constituent groups are consulted in a significant manner.</i></p> <p><i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation</i></p>

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	<i>At linked FAQ see: Will university governance be engaged in a potential partnership with Navitas?</i>
46. Given how important consultation with various stakeholders. What is the anticipated timeline for the potential Navitas partnership?	<p><i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation</i></p> <p><i>See this question at linked FAQ.</i></p>
47. If Navitas doesn't go through, what is Plan B? <i>(Answered live during Town Hall)</i>	<p><i>The plan outside of Navitas is to continue to ramp up our recruitment efforts, as we have been doing, and we've seen an increase in our international enrolment over recent years. Our recruitment would continue. The difference between maintaining our focus on our own recruitment and partnering with Navitas is the resources required to recruit. This has been our Achilles heel as an institution. Recruiting has gotten more and more expensive, including the cost of recruiting agents, so to be effective in growing enrolment, we would have to put more of our operating funds into recruitment in order to achieve the desired gains in terms of international students. There is a point where we start to see revenue flow being used to support recruitment, but the challenge we have at the moment is that we are in a "perfect storm" of COVID and significant budget reductions, so for us to put significant resources into recruitment is extremely challenging. So looking at Navitas as an option makes sense, as it takes the cost of recruitment and the cost of supporting students in the manner that Navitas does out of the equation, while at the same time bringing in revenue to support our academic programming as well as supporting all of our international students. The more we can bring resources in, the better we'll be able to support all international students. So, Plan B is a more expensive plan.</i></p> <p><i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation</i></p> <p><i>See this question at linked FAQ.</i></p>
48. Does Navitas do anything that we couldn't do ourselves?	<i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation</i>

Questions	Answers
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	<i>At linked FAQ see: Why can't the University launch and run its own international college program?</i>
49. We understand that Navitas contracts are typically 10 years. This is a big commitment and potentially a reputational risk for us. Why didn't this go out for a tender?	<p><i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation</i></p> <p><i>At linked FAQ see: Why is the contract so long (10 years)? Did we consider options other than Navitas?</i></p>
50. But wasn't food services tendered? Should this not be tendered? (internationalization = public:private partnership)?	
51. If students aren't happy with Navitas, won't that hurt our reputation abroad? <i>(Answered live during Town Hall)</i>	<p><i>Having spoken to many other partners of Navitas in Canada and Australia, one of the strengths of the model is that the University maintains the oversight of the hiring of employees, in terms of the qualifications of those employees, and the nature of the academic programming. Other universities have indicated that reputational risk has not been an issue for them, and they've been very happy with the strength of the Navitas programming.</i></p> <p><i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation</i></p> <p><i>See this question at linked FAQ.</i></p>
52. We know that the university benefits and why but what support structures will the U be putting in place to retain international students and address their concerns?	<p><i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation</i></p> <p><i>See this question at linked FAQ.</i></p>
53. At the International College of Manitoba (the Navitas college), they are accepting students from Canada too, and thus not just international students. Will we do the same? And, at this college the entry	<p><i>The Navitas FAQ can be found at https://uleth.sharepoint.com/sites/navitas-consultation</i></p>

Questions	Answers
<i>Navitas / Internationalization</i>	
<p>requirement for Canadian applicants is the completion of Canadian grade 11 and a minimum of 3 grade 12 level Canadian courses attempted (and thus, not completed). Would we offer such low standards for entry to the Navitas college in Lethbridge? Do we have a say in the entry requirements to a Navitas college?</p>	<p><i>At linked FAQ see: Does the international college accept students who are eligible for direct entry to the University? How are the admissions requirements to the pathway program determined? What are the requirements to proceed to a University of Lethbridge program?</i></p>