

The University of Lethbridge remains true to its vision of being Canada's destination for all who seek a comprehensive, liberal education-based university that promotes a diverse and inclusive environment and inspires research-informed teaching and learning, creative discovery, scholarship, professional endeavour, experiential opportunities, and community engagement.

### **Our Fundamental principles:**

We will continue to uphold the Fundamental Principles of our Strategic Plan: Destination 2022

- Adopt a global perspective and cultivate responsible citizens who contribute to building better societies
- We encourage and protect free inquiry and expression, and model collegial and civil debate, dissent, and controversy to critically explore and resolve issues.
- We share with our communities our research, scholarship, creative activities, facilities, resources, and initiatives, involving our communities wherever possible. This helps us anticipate and respond to societal needs.
- We promote diversity and gender equity, and ensure equal opportunity for participation.
- We are committed to collaborating with Aboriginal peoples and communities to ensure that our partnerships, and ensuing programs, meet the needs of these communities.

### **Strategic Directions:**

We will continue to:

- Excel as a comprehensive university
- Inspire and support student potential
- Promote access to quality, affordable post-secondary education
- Build internal community and enhance relationships with external communities
- Enhance the sustainability of the University

### **Budget Values:**

- i. Our people define our University and are our greatest strength  
People are the essential resource of our institution and as such the University will strive to preserve employment. All University employee groups will be treated with fairness and with respect in all that lies ahead in our work to maintain our student centred focus and to ensure the continued financial sustainability of our institution.

- ii. High quality is central to all that we do  
Our commitment to maintaining high quality undergraduate and graduate academic programs is key to our University mission to build a better society. High quality instruction and teaching are essential to this commitment. Research and creative activity are also key to our mission and their vitality and vibrancy serve as a differentiating feature of our institution and a central part of our culture as a comprehensive academic and research institution. High quality facilities and services support our mission and best serve our students, staff, and academic staff.
- iii. Access to our University is a foundational value  
As a Comprehensive Academic and Research University, dedicated to liberal education that was born out of the needs and aspirations of our local communities, we are committed to providing student access to our high quality academic programs throughout the province without creating unnecessary financial barriers. Community engagement with our University and community use of our facilities play a role in defining us as a public institution.

In recent times, the University of Lethbridge has and continues to face challenges relative to budget and is required to be less reliant on government grants. In addition, the COVID -19 pandemic has added to the challenges we face.

In meeting our mandate and using our principles and strategic directions as anchors, we aim to have a reflective transformation of our university and connect the points that make us unique and find efficiencies of scale through strengthened administrative services and academic structures.

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### TRANSFORMATIONAL RESTRUCTURING TASK FORCES

The following Transformational Task Forces have been established, in general, to:

- assess the function to determine if there are operational efficiencies that can be implemented to reduce costs
- explore the function's governance models and potential modifications to achieve efficiencies
- review how professional and administrative services are structured and operate
- analyse cost drivers and propose effective cost containment/mitigation strategies
- explore mechanisms to build stronger collaboration and communication between units
- remove unnecessary duplication of operations
- review any possible program redundancies
- evaluate services and duties, with the consideration of eliminating activities that are not institutional priorities

The Task Forces will be guided by the Team Lead(s), whose responsibilities include:

- convening the collaborators together to fulfill the purpose of the task force
- providing monthly progress reports to the applicable Senior Administrator, who will in turn update the President's Executive Council
- preparing a preliminary report of the concepts and ideas being considered by the Task Force for consultation with an Independent Consultation Committee. To present, along with the applicable Senior Administrator, the preliminary report to the Independent Consultation Committee to gather input.
- preparing a report of the task force's findings, options, and recommendations to submit to the applicable Senior Administrator, which includes recommendations for:
  - new organizational structure/hierarchy (if applicable)
  - budgetary changes due to the transformation (e.g. savings, revenue generation)

The Senior Human Resources Consultant (SHRC) is assigned to the task force in order to assist with the potentially complex human resource considerations and decisions. The discussions at the task forces will invariably include confidential and personal information, in particular when discussing organizational and position changes, thus it is important for deliberations to be treated with respect to confidentiality.

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.

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 will likely be overlap 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.

The membership of the Independent Consultation Committee will consist of:

<b>Independent Consultation Committee Membership</b>	<b>Appointed by:</b>
Senior Administrator (to whom the final report will be submitted) (Chair)	
Team Lead(s) of the Task Force	
(3) Academic Staff Members	General Faculties Council
(3) Alberta Union of Provincial Employees (AUPE) Members	Elected from AUPE membership
(2) Administrative Professional Officer (APO)	Elected from APO membership
(1) Exempt Support Staff (ESS)	Elected from ESS membership
(1) Senior Administrator	Statutory Deans' Council
(1) Undergraduate Student	Students' Union
(1) Graduate Student	Graduate Students' Association

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.

The Task Force's final report, accompanied by the written response from the Independent Consultation Committee, will be submitted to the applicable Senior Administrator for review and then the Senior Administrator will submit both documents 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.

## Transformational Restructuring Task Forces 2020-2021

	Function	Purpose	Team Lead(s)	SHRC	Collaborators	Report to Senior Administrator
1	Co-op Education, Career Services and Applied Studies	<ul style="list-style-type: none"> <li>Explore operational models that enhances services to students, reduces duplication of functions in various units</li> </ul>	Kathleen Massey	Nancy Pastoor	Matthew Letts Kerry Godfrey Kelly Williams-Whitt Michelle Helstein Mark Slomp	Erasmus Okine
2	Student Affairs Review	<ul style="list-style-type: none"> <li>Explore operational models that enhances services to students and reduces duplication of functions in various units</li> <li>Cost efficiencies</li> </ul>	Kathleen Massey	Nancy Pastoor	External Reviewers (University of Victoria; University of Regina)  Consultation with student leaders and student mentors  Representatives from all faculties and many service units	Erasmus Okine
3	Student Advising	<ul style="list-style-type: none"> <li>Review all university-wide academic and other related advising;</li> <li>Consider leading practices, research and professional resources;</li> <li>Propose a new model which builds on existing advising strengths, improves efficiency, enhances the student and advisor experience, and uses resources effectively.</li> <li>explore mechanisms to build stronger collaboration and communication between units</li> <li>remove unnecessary duplication of operations</li> </ul>	Kathleen Massey Kerry Godfrey	Nancy Pastoor	Shannon Spenceley Helen Kelley Trisha Henschel Sherry Hogeweide Kelly Williams-Whitt Brenda Bell Richelle Marynowski Jonathan Diaz (ULSU) Lauren Zink (GSA) Liam Connel (ULSU) Michelle Helstein Natasha Buis Deering James Dobbie  Crystal Volk (support)	Erasmus Okine
4	Financial Administration	<ul style="list-style-type: none"> <li>Explore operational models to reduce duplication of functions</li> <li>Evaluation of duties and determination of workload based on institutional priorities</li> <li>Consideration of eliminating activities that are not institutional priorities</li> </ul>	Carrie Takeyasu	Nancy Pastoor	Matthew Letts Craig Loewen Kerry Godfrey Mary Ingraham Shannon Spenceley Jackie Rice Shelley Wismath Mark Humphries TJ Hanson Ariane Tennant	Nancy Walker

## Transformational Restructuring Task Forces 2020-2021

	Function	Purpose	Team Lead(s)	SHRC	Collaborators	Report to Senior Administrator
5	Communications and Marketing  Web Team	<ul style="list-style-type: none"> <li>Explore operational models that enhances central capacity and connectivity with all faculties and relevant units</li> <li>Evaluation of duties and determination of workload based on institutional priorities</li> <li>Consideration of eliminating activities that are not institutional priorities</li> <li>Explore operational models for the web team that enhances central capacity and connectivity with all faculties and relevant units</li> </ul>	Richard Westlund	Shannon Stewart	Matthew Letts Mary Ingraham Kerry Godfrey Trisha Henschel Neil Langevin Alesha Farfus-Shukaliak Natasha Buis Deering Kelly Morris Darren Schell Richelle Marynowski Wendy Merkley Helen Kelley Kathleen Massey	Mike Mahon
6	Sessional Lecturers / Term Appointments	<ul style="list-style-type: none"> <li>Evaluate and propose models of efficient program delivery</li> <li>Propose models of new revenue streams</li> </ul>	Chris Nicol	Linda van der Velde  Ariane Tennant	Craig Loewen Shannon Spenceley Shelly Wismath Harold Jansen Doug MacArthur Kelly Williams-Whitt Jim Booth Jackie Rice  Resource: Financial Officers' Group	Robert Wood
7	Conference Services/ Room Booking	<ul style="list-style-type: none"> <li>Explore operational models that enhances central capacity and connectivity with all faculties and relevant units</li> <li>"One-stop shopping" concept for room bookings</li> </ul>	Jim Booth	Shannon Stewart	Kathleen Massey Bill Halma Janay Nugent Jonathan Diaz (student) Cal Toth (IT)	Nancy Walker

## Transformational Restructuring Task Forces 2020-2021

	Function	Purpose	Team Lead(s)	SHRC	Collaborators	Report to Senior Administrator
8	Indigenous Units	<ul style="list-style-type: none"> <li>• Connection with Mastercard Foundation initiatives</li> <li>• Explore governance models that enhances central capacity and connectivity with all faculties and relevant units</li> </ul>	Heather Mirau	Heather Takahashi	Kathleen Massey Matthew Letts Mary Ingraham Kerry Godfrey Shannon Spenceley Shelly Wismath Helen Kelley Richelle Marynowski Leroy Little Bear Lindi Shade Inge Genee Conor Snoek Michelle Hogue Mary Greenshields	Mike Mahon
9	Study Leaves	<ul style="list-style-type: none"> <li>• Review of study leave model to ensure consistency and equity in award principles across academic units and strengthen the standards of research history</li> </ul>	Chris Nicol	Linda van der Velde  Ariane Tennant	Craig Loewen Kerry Godfrey Shannon Spenceley Mary Ingraham Matt Letts Shelly Wismath Jim Booth  Resource: Financial Officers' Group	Robert Wood
10	Sport & Recreation Services	<ul style="list-style-type: none"> <li>• Analyse cost drivers and propose effective cost containment/mitigation strategies</li> <li>• Increase external revenue generation opportunities</li> <li>• External review</li> </ul>	Bill Halma	Shannon Stewart	Neil Langevin  4 External Reviewers	Nancy Walker
11	Athletics	<ul style="list-style-type: none"> <li>• Analyse cost drivers and propose effective cost containment/mitigation strategies</li> <li>• Increase external revenue generation opportunities</li> <li>• External review</li> </ul>	Neil Langevin	Shannon Stewart	Bill Halma  4 External Reviewers	Nancy Walker

## Transformational Restructuring Task Forces 2020-2021

	Function	Purpose	Team Lead(s)	SHRC	Collaborators	Report to Senior Administrator
12	Development / Fundraising Consolidation & Coordination	<ul style="list-style-type: none"> <li>Explore governance models that enhances central capacity and connectivity with all faculties and relevant units</li> </ul>	Mike Whipple	Shannon Stewart	Matthew Letts Kerry Godfrey Mary Ingraham Shelly Wismath Jackie Rice Janay Nugent Trisha Henschel Bill Halma Neil Langevin Paul Pan	Mike Mahon
13	Research Administration	<ul style="list-style-type: none"> <li>Explore operational models that enhances services to researchers</li> <li>Analyse cost drivers and propose effective cost containment/mitigation strategies</li> <li>Consideration of eliminating activities that are not institutional priorities</li> </ul>	Jackie Rice	Heather Takahashi	Carrie Takeyasu Matthew Letts Jennifer Copeland Mary Ingraham Monique Sedgwick Chris Mattatall Tony Montina Faculty Finance Officers Grant Facilitators Research Finance Officers	Robert Wood
14	Faculty Structures	<ul style="list-style-type: none"> <li>Analyse how faculties are organized to achieve their academic mission</li> <li>Review faculty governance structures for more effective and less costly models</li> <li>Reoptimize structures to generate enhanced revenues, enhance the student experience and improve research productivity and impact</li> </ul>	Chris Nicol	Linda van der Velde  Ariane Tennant	Matthew Letts Craig Loewen Kerry Godfrey Mary Ingraham Shannon Spenceley Shelly Wismath Jackie Rice Jim Booth  Resources: Associate Deans/Associate Librarian	Erasmus Okine
15	Administrative Supports	<ul style="list-style-type: none"> <li>Build collaboration between units for more effective operations</li> <li>Consideration of eliminating activities that are not institutional priorities</li> </ul>	Craig Loewen	Heather Takahashi	Kathleen Massey Ariane Tennant Kelly Williams-Whitt Doug MacArthur Monique Sedgwick Janay Nugent	Michelle Helstein

## Transformational Restructuring Task Forces 2020-2021

	Function	Purpose	Team Lead(s)	SHRC	Collaborators	Report to Senior Administrator
16	Workload /Professional Activities	<ul style="list-style-type: none"> <li>Review the current approach of the assignment of duties of faculty members, with the goal to adopt a more structured, principles based, and consistent assignment of duties across all academic units.</li> </ul>	Chris Nicol	Linda van der Velde  Ariane Tennant	Matthew Letts Craig Loewen Kerry Godfrey Mary Ingraham Shannon Spenceley Shelly Wismath Jim Booth  Resource: Financial Officers' Group	Robert Wood
17	Graduate Education Administration	<ul style="list-style-type: none"> <li>Consider and recommend revenue generation opportunities (e.g. new programming, new credentials, continuing education) &amp; models to support this</li> <li>Explore operational models that enhance services to students</li> <li>Analyse cost drivers and propose effective cost containment/mitigation strategies</li> <li>Examine current resources for graduate administration</li> <li>Consideration of eliminating activities that are not institutional priorities</li> </ul>	Jackie Rice	Heather Takahashi	Jennifer Copeland Chris Mattatall Carla Carnaghan Doug MacArthur Monique Sedgwick Kathleen Massey Trisha Henschel	Robert Wood
18	IT Review	<ul style="list-style-type: none"> <li>Explore operational models to reduce duplication of functions</li> <li>Evaluation of duties and determination of workload based on institutional priorities</li> <li>Consider external review</li> </ul>	Mark Humphries	Nancy Pastoor	Harold Jansen Doug MacArthur Wendy Merkley Jackie Rice Trisha Henschel Carrie Takeyasu TJ Hanson Dave Hinger Kelly Williams-Whitt Craig Loewen	Nancy Walker
19	Student Services Hub in Anderson Hall	<ul style="list-style-type: none"> <li>Explore a Student Services Hub in Anderson Hall, with the goal to improve the student experience and cost mitigation strategies.</li> </ul>	Kathleen Massey	-	Carrie Takeyasu Ariane Tennant Mark Slomp Natasha Buis Deering Alison Pilsner Gene Lublinkof (resource)	Nancy Walker

## Transformational Restructuring Task Forces 2020-2021

	Function	Purpose	Team Lead(s)	SHRC	Collaborators	Report to Senior Administrator
20	Budget Model Review	<ul style="list-style-type: none"> <li>Review the current budget model to align it to support the University's strategic plan and priorities</li> <li>Redefine budget structures and revenue and expense allocations that will effectively support both short and long-term planning, promote sound decision-making in support of institutional priorities, and to provide a sustainable operating budget.</li> </ul>	Nancy Walker Erasmus Okine	-	Robert Wood Matthew Letts Craig Loewen Kerry Godfrey Mary Ingraham Shannon Spenceley Jackie Rice Shelly Wismath Chris Nicol Carrie Takeyasu Mark Humphries Paul Pan Kathleen Massey Trisha Henschel Marnie Sawa (resource) Mandy Moser (resource) Faculty Finance Officers (resource)	President's Executive Council
21	Revenue Generation	<ul style="list-style-type: none"> <li>Explore opportunities for external revenue generation</li> <li>Identify the issues, risks and opportunities associated with institutional strategies for increasing net revenue beyond what is provided by the GOA and legislatively controlled tuition and fees</li> <li>Identify pragmatic information and considerations that would assist units in defining and executing revenue positive initiatives</li> <li>Evaluate and set priorities for undertaking institutional-level initiatives that have the best business cases for realistic, substantial new revenue</li> <li>Identify the institutional model and mechanisms, consistent with our academic mission and status as a publicly funded institution, for executing, resourcing, and monitoring those initiatives</li> <li>Explore academic pathways within the curriculum model</li> </ul>	Michelle Helstein	-	Trisha Henschel Kerry Godfrey Jackie Rice Matthew Letts Mike Whipple  4 Working Groups: <ul style="list-style-type: none"> <li>Continuing and Professional Education – Lead, Trisha Henschel</li> <li>Credit-based academic programming – Lead, Kerry Godfrey</li> <li>Research and Innovation – Leads, Jackie Rice and Matthew Letts</li> <li>Physical Assets and professional and ancillary services</li> </ul> <p>These working groups are still being staffed.</p>	Erasmus Okine Nancy Walker