



# **FACULTY RESTRUCTURING**

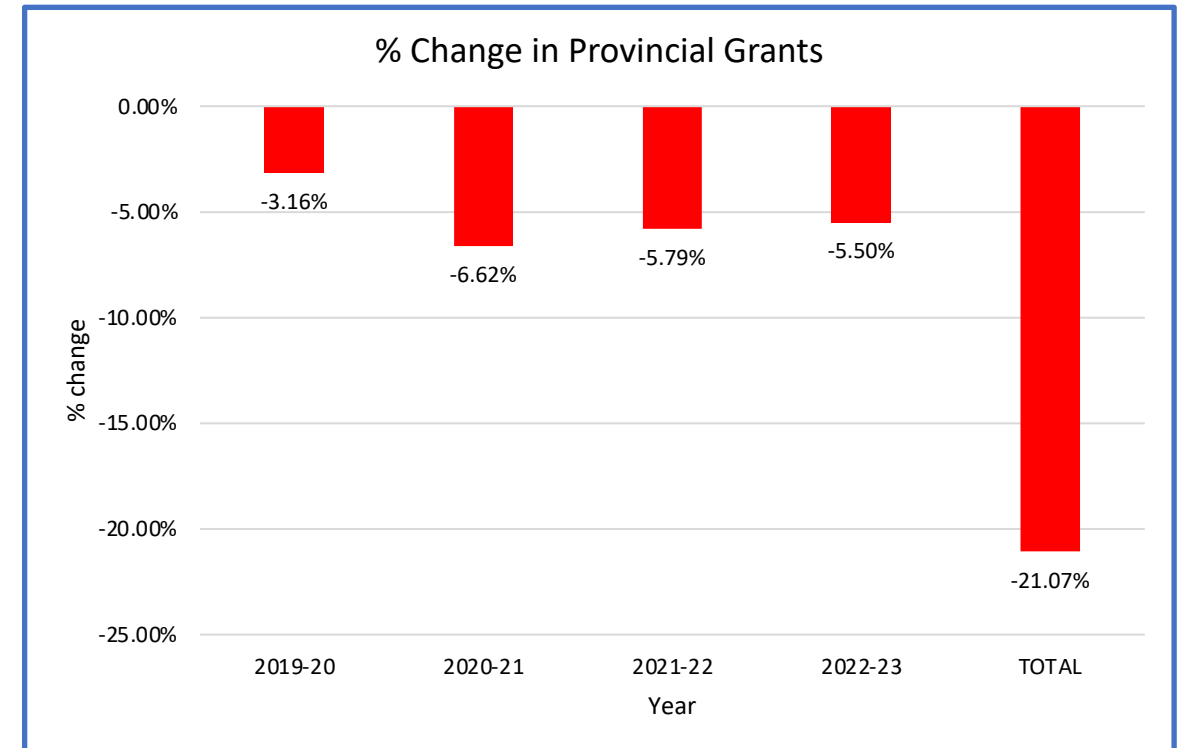
**Consultations with  
Faculty/School Councils & GFC**

**November – December 2021**

# Provincial BUDGET 2021

## Reduction of 21.07% to Provincial Grants\* over 4 years

2019-2020	3.16%	(\$3.4 million)
2020-2021	6.62%	(\$7.1 million)
2021-2022	5.79%	(\$5.7 million)
2022-2023	5.50%	(\$5.1 million)
<b>TOTAL</b>	<b>21.07%</b>	<b>(\$21.3 million)</b>



\* Includes other Provincial Grants, including mental health, disabilities, targeted enrolment and health workforce

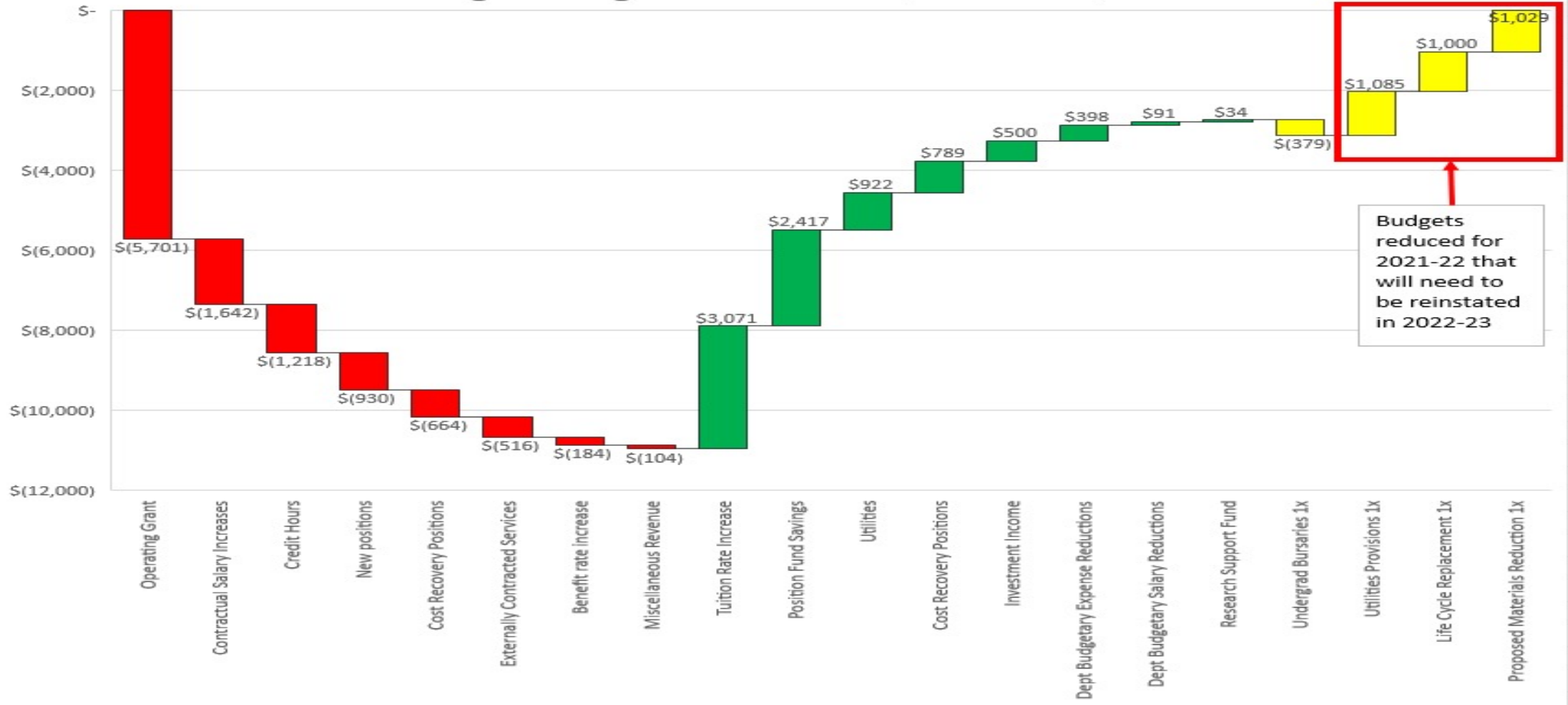
# ALBERTA 2030 Review

## Performance Based Funding (Investment Management Agreements)

- 5% of 2021-22 base funding contingent on performance outcome of Work Integrated Learning metric
- Other IMAs (percent of operating grant at risk not yet known).
  - Skills for Jobs
  - Administrative Expense ratio
  - Domestic Enrolment
  - Internationalization
  - Innovation and Commercialization
  - Transparency Indicator: Revenue Dependency Ratio

# 2021-2022 Budget Status

Budget Changes between 2020/21 to 2021/22



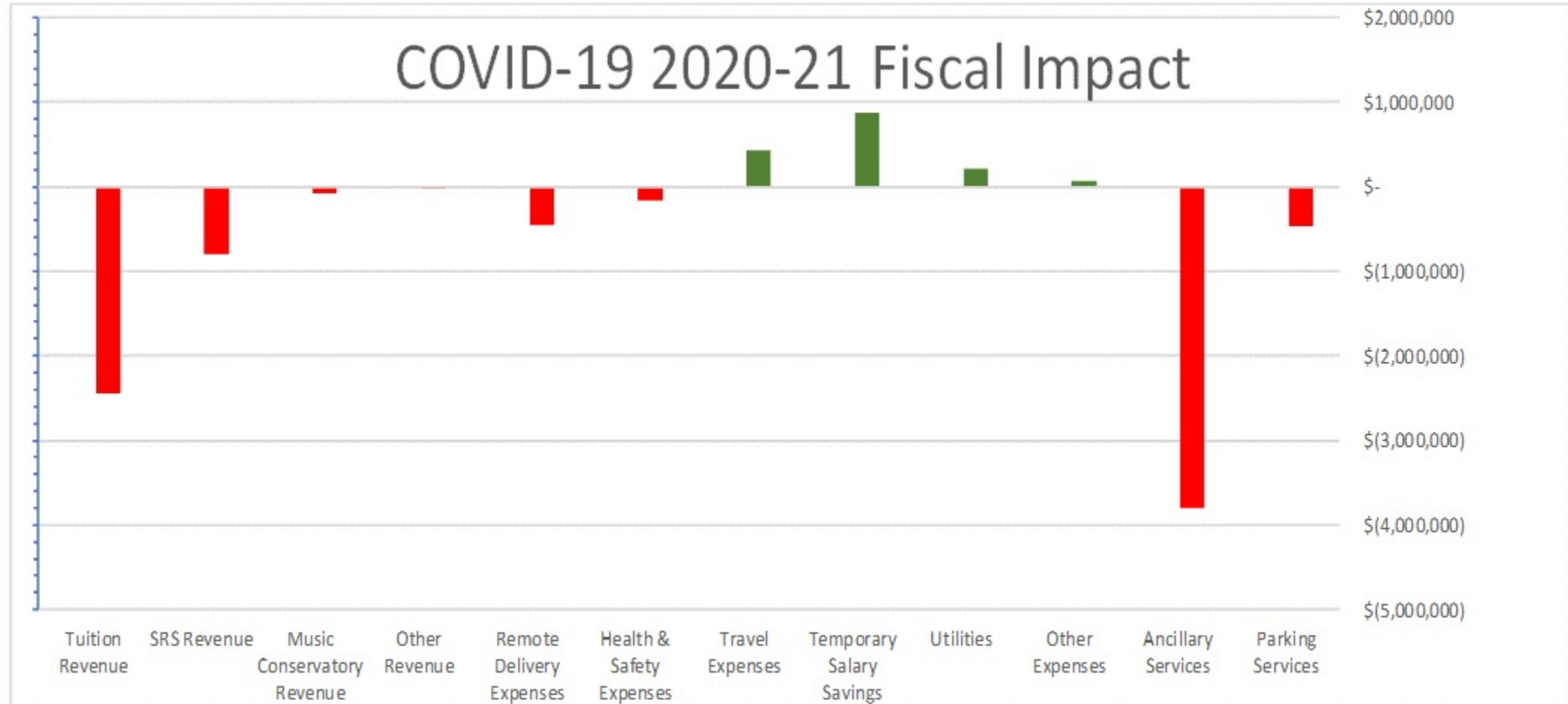
# 2022-23 Budget Assumptions Changes



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<b>2022/23 Operating Budget Assumptions Changes</b>		
		<b>2022/23</b>
	Operating Grant	(5,097)
	Faculty Position Fund Savings	2,383
	Scholarship-One-time bursary allocation for 2021/22	379
	Reinstatement of Discretionary Fund (department funds - travel, catering, public relations, meals non-travel)	(1,029)
	Reinstatement of Life Cycle Funds (equipment replacement)	(1,000)
	Reinstatement of Utilities budget	(1,085)
	Insurance, WCB, Investment Manager, IT Contracts, Utilities	(1,454)
		<b>(6,903)</b>
<b>Proposed Budget Changes</b>		
	2022/23 Tuition and Related Fees (requires Board approval)	4,117
	Employment Contractual Increases	(2,154)
	Other Budget Assumption Changes	566
	<b>Transformational Task Force Savings/Revenue Generation</b>	<b>4,374</b>
		<b>6,903</b>
<b>Net (Balanced Budget)</b>		<b>-</b>

# 2020-21 COVID-19 Financial Impact

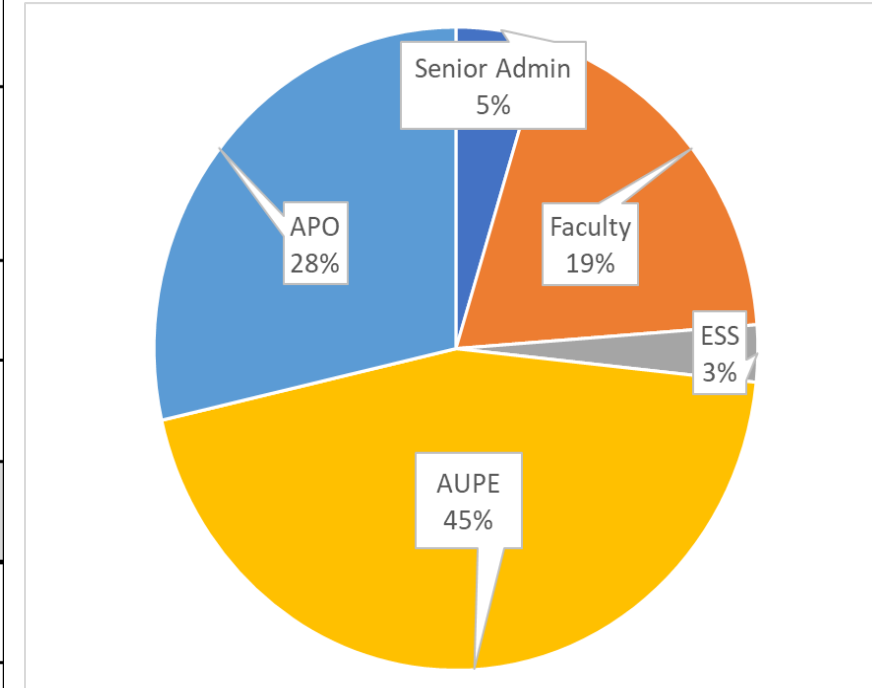


**Total Impact 2020-21: \$6.6 million**

**Projected 2021-22: \$1.3 million**

# POSITIONS LOST since 2019-20

2019/20 and 2020/21 Budgeted Position Eliminations			
	Faculty Positions	Non-Academic Positions	Total
Attrition - Resignation/Retirement	20	29	49
Position Abolishment	-	56	56
<b>Total Positions</b>	<b>20</b>	<b>85</b>	<b>105</b>
2020/21 Total Number Employees	473	583	1,056
% Reduction in Workforce	4.2%	14.6%	9.9%



# Reflective Transformation

We fully understand that with the ongoing provincial budget reductions, expectations of revenue generation, increasing costs to operate a quality, internationally renowned institution, System Review 2030, plus the COVID-19 pandemic, the university has to undergo a Reflective Transformation, looking at ourselves in the mirror and connecting the points, to finding efficiencies of scale and sustainable ways forward.

Our situation does not allow us to do nothing.





# Budget Task Forces – Transformational

## 20 Budget Task Forces

- Focused on:
  - Faculty & Unit structures
  - Operational Efficiencies
  - Mechanisms for stronger collaboration between units
  - Optimizing program delivery
  - Revenue Generation



# Faculty Restructuring

- CORE TO RECOMMENDATION

- Reduction from the current eight academic faculties/schools/units to five, or possibly six
  - The five faculties/schools/units to be broadly organized around the themes of 1) Arts, 2) Business, 3) Education, 4) Health and 5) Science. (No names are determined)
  - A 6<sup>th</sup> unit to include the academic work and resources that extend across, contribute to, and draw from all Faculties is also under consideration.
- Through consolidation, reduction in the number of departments/areas within each Faculty/School/Unit
- Economies of scale
- Aligning faculty and department/area support structures to be more efficient, effective, and student facing.
- Reducing the number of academics in leadership roles and keeping more faculty members engaged in core research and teaching activities
- Optimizing program delivery

❖ *NOTE: Where departments/areas are placed within restructured Faculties, which departments/areas are grouped together into new combined departments, and the number of departments within newly structured Faculties, is not predetermined. This feedback process will help inform these decisions.*

# Faculty Restructuring

- Focus is on the academic administrative structures (Faculty, School, Department/Area structures)
- NOT on Programs of Studies (Degrees, Majors, Minors)
  - existing Programs of Study can continue to be offered within different administrative structures



# How Can Changing Faculty Structures Realize Savings?

- Within our academic structures there are multiple academic staff engaged in leadership and/or administrative roles, including, but not limited to:
  - Deans
  - Assistant and Associate Deans
  - Department/Area/Program Chairs, Coordinators, and Directors
  - Other - operations, curriculum leads, quality review
- These roles come with combinations of an administrative stipend (salary and/or research), and/or releases from teaching
- Reorganization, consolidation, and collaboration (at the Faculty/School level and at the Department/Area/Unit level) enables us to reduce these numbers, resulting in 3 categories of savings

# Savings - Category 1

## Reduction in Replacement of Deans

Moving from 8 to 5 or 6 Academic Units (Faculties, Schools, Library), allows us to NOT replace 2 or 3 Deans

Faculty/School	Deans					
	# Teaching Load Capacity	Base Salary \$	Benefits \$	Admin/Research Stipend \$	1x Recruitment Costs	1x Relocation Costs
<b>2020-2021 Total</b>	<b>29</b>	<b>\$ 1,445,934</b>	<b>\$ 303,143</b>	<b>\$ 321,013</b>	<b>\$ 190,023</b>	<b>\$ 40,000</b>
<b># of Administrative Appointments</b>	<b>8</b>					
<b>Average</b>		<b>\$ 180,742</b>	<b>\$ 37,893</b>	<b>\$ 40,127</b>	<b>\$ 95,012</b>	<b>\$ 20,000</b>
<b>Reduction in the Number of Deans</b>						
	<b>Reduction in the Number of Deans</b>					
	<b>2</b>	<b>3</b>				
<b>Base Salary Average x # Dean Reductions</b>	<b>\$ 361,484</b>	<b>\$ 542,226</b>				
<b>Benefit Average x # Dean Reductions</b>	<b>\$ 75,786</b>	<b>\$ 113,679</b>				
<b>Admin/Research Stipend Average x # Dean Reductions</b>	<b>\$ 80,254</b>	<b>\$ 120,381</b>				
<b>One Time Recruitment Costs</b>	<b>\$ 190,024</b>	<b>\$ 285,036</b>				
<b>One Time Relocation Costs</b>	<b>\$ 40,000</b>	<b>\$ 60,000</b>				
<b>Total Savings</b>	<b>\$ 747,548</b>	<b>\$ 1,121,322</b>				

# Savings - Category 2

## Reduction in Administrative Stipends

Fewer administrative/leadership appointments, reduces funds spent on stipends

	Associate Dean/Assistant Dean		Chair/Coordinator/Director		Other		Total	
Faculty/School	# Teaching Load Capacity	Admin/Research Stipend \$	# Teaching Load Capacity	Admin/Research Stipend \$	# Teaching Load Capacity	Admin/Research Stipend \$	# Teaching Load Capacity	Admin/Research Stipend \$
<b>2020-2021 Total</b>	<b>55</b>	<b>\$ 223,031</b>	<b>97.98</b>	<b>\$ 180,333</b>	<b>32</b>	<b>\$ 17,000</b>	<b>184.98</b>	<b>\$ 420,364</b>
<b>Administrative and Research Stipend Reduction Savings</b>								
	<b>% Reduction</b>	<b>Associate Dean/Assistant Dean</b>	<b>Chair/Coordinator/Director</b>	<b>Other</b>	<b>Total Savings</b>			
	15%	\$ 33,455	\$ 27,050	\$ 2,550	\$ 63,055			
	30%	\$ 66,909	\$ 54,100	\$ 5,100	\$ 126,109			
	40%	\$ 89,212	\$ 72,133	\$ 6,800	\$ 168,146			

# Savings - Category 3

## Teaching Capacity

Fewer administrative/leadership appointments allows for increased teaching capacity to be released back into academic units = reduced requirement for new/replacement Faculty appointments

Teaching Capacity - All Faculties				
	Associate Dean/Assistant Dean	Chair/Coordinator/Director	Other	Total
2020-2021 Total	55	97.98	32	184.98

Savings from Reduction in Number of Professors Hired												
% Reduction	Associate Dean/Assistant Dean			Chair/Coordinator/Director			Other			Total Savings		
	Additional Teaching Capacity	Reduction in # Assistant Profs Hired	Savings from Reduction in # Asst Profs Hired	Additional Teaching Capacity	Reduction in # Assistant Profs Hired	Savings from Reduction in # Asst Profs Hired	Additional Teaching Capacity	Reduction in # Assistant Profs Hired	Savings from Reduction in # Asst Profs Hired	Additional Teaching Capacity	Reduction in # Assistant Profs Hired	Savings from Reduction in # Asst Profs Hired
15%	8	2	\$ 276,798	15	4	\$ 553,595	5	1	\$ 138,399	28	7	\$ 968,791
30%	17	4	\$ 553,595	29	7	\$ 968,791	10	3	\$ 415,196	56	14	\$1,937,583
40%	22	6	\$ 830,393	39	10	\$1,383,988	13	3	\$ 415,196	74	19	\$2,629,576

Assistant Professor	Compensation	One Time Recruitment and Relocation	Total Cost
Salary - Base Salary	\$ 99,119		
Benefits (25%)	\$ 24,780		
	\$ 123,899	\$ 14,500	\$ 138,399
<sup>(1)</sup> Data source: Institutional Analysis 2020/2021 Employee Profile Professor			
Assumptions:			
- position replacement would be Assistant Professor hire at average salary			
- assumed reduction of Assistant Professor with a teaching load of 4 course equivalents			

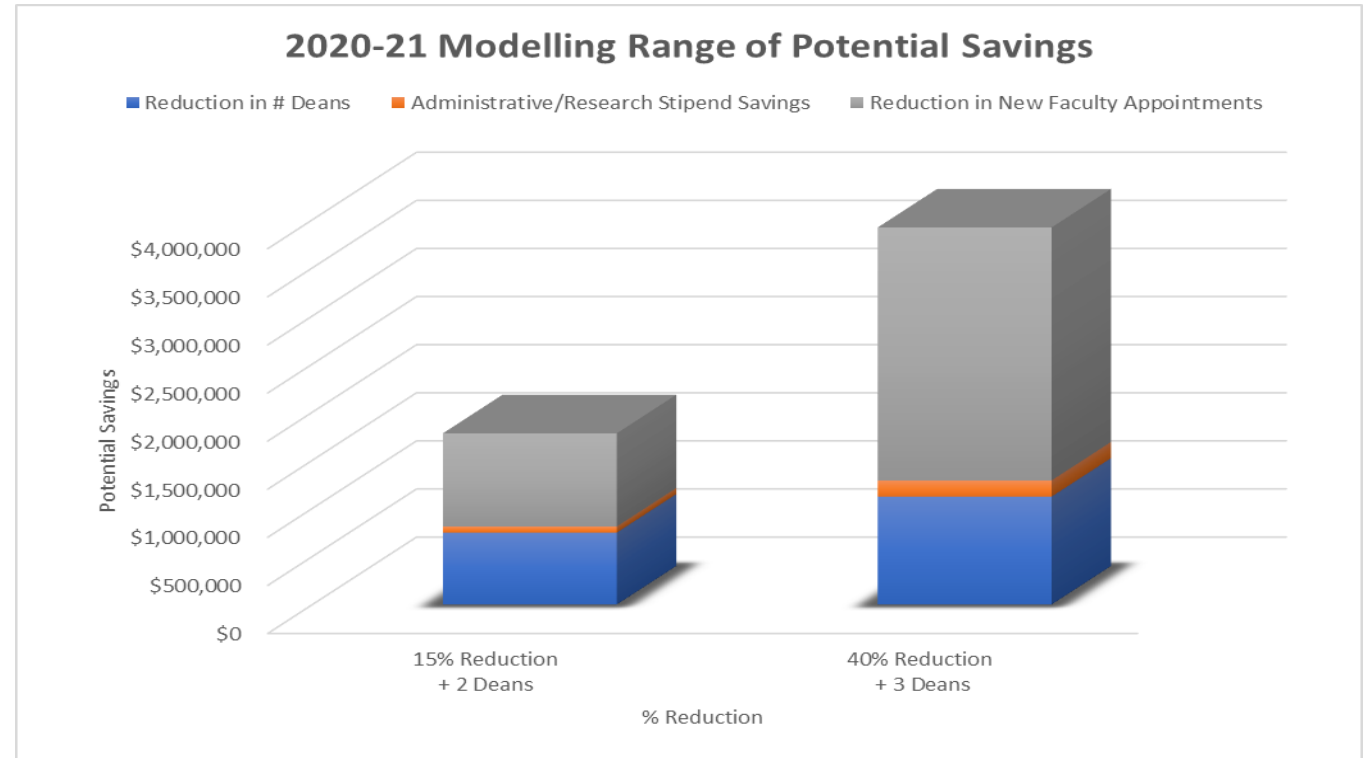
*Note: these numbers only capture increased teaching capacity released back into academic units. Increased research capacity, graduate supervision, service and community engagement are not quantified here.*

# Range of potential combined savings

**Savings must be realized**, but feedback will help inform where it is most possible and to what degree across different categories of savings.

Modelling at high and low end:

- Low (-2 Deans and 15% position savings)
- High (-3 Deans and 40% position savings)



	2 Deans	3 Deans
Reduction in # Deans	\$747,548	\$1,121,322
Administrative/Research Stipend Savings	\$63,055	\$168,146
Reduction in New Faculty Appointments	\$968,791	\$2,629,576
	<b>\$1,779,394</b>	<b>\$3,919,044</b>



# Additional Savings

- Faculty Restructuring will support the budget work of other Task Force activities, including but not limited to administrative services, financial administration, curriculum complexity and duplication review, academic advising, and graduate studies and research administration.
- Increase the capacity of the Dean within each Faculty/School to further engage in fund development and revenue generation activities.

# Recognizing Challenges & Opportunities



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- Reducing and combining academic units will be disruptive to Faculty and Staff
- Minimal impact to students as their programs of study will not be changed
- Change is challenging, but our ongoing budget reality requires we respond
- One of the key goals is reducing expenditures through economies of scale and reducing the number of academics in leadership/administrative roles, to enable current level of programming while limiting the need to hire new faculty members upon retirement/resignation
- Preserves Faculties where accreditation is critical
- Attempts to better link and align academic units, in ways that enable enhanced opportunities for collaboration in program and service delivery, research, and community engagement.
- With far fewer Department/Area/Program Chairs, the Chair/Head role could be elevated to include enhanced responsibility and contributions to Faculty decision making (including, potentially, budget and resource allocation)
- Work toward the harmonization of roles, service levels and functions across the academic units (recognizing that there are unique aspects in every discipline that must be considered)

# Feedback

- A feedback form will be circulated through a Qualtrics link.
  - *Note: the questions that will be posed within the Qualtrics form have been provided in advance of this meeting so that departments/areas and individuals have as much time as possible to prepare responses prior to the link being distributed.*
- The feedback form may be filled out by Departments/Areas and/or by individuals
- We are currently working through how and to whom feedback will be shared. This will be clarified **prior to** the invitation for feedback (via the Qualtrics link) being issued.
  - As such, the feedback link will be provided shortly after the GFC meeting on December 13, 2021, with feedback due January 10, 2022.

# Questions & Discussion



Additional background information.

# Task Force Consultations 2020/2021

