DISCOVERING STUDENTS
IN GOVERNANCE

2012/13 Overview of Undergraduates in University and Student Governance roles at the University of Alberta

UNIVERSITY OF ALBERTA
STUDENTS' UNION

DISCOVER
GOVERNANCE

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1. INTRODUCTION

The nature and importance of the role that student representatives have in the governance of the academy is one of the defining characteristics of University governance systems. In Canadian higher education, all major universities have student participation on their governing boards and Senates, but the nature of their participation in the governance of the academy varies across institutions.[1]

In recent years, increasing attention is being paid to how essential it is for members of University governing boards and committees to understand their roles and to understand the central importance of the work that they do for the success of the academy.[2] As higher education evolves in its complexity to meet the needs of an increasingly complex, increasingly information-based society, it is becoming critical for those members of the academy who participate in University governance activities to understand the complexities of the institution. As these institutions have evolved, so too has our understanding of the roles that students play in their governance. There is an impressive store of literature exploring the benefits to both the academy and the student representatives themselves that are the fruits of having students participate in shared governance structures in higher education.[3]

In 2009/10, the University of Alberta Students' Union, in conversations with other stakeholders on campus, identified a shared desire to enhance the support being provided to students who participate in University governance. To that end, the Students' Union created the Discover Governance office, with the intent "to improve the quality and effectiveness of all levels of student governance at the University of Alberta... through the provision of orientation, advisory, and support services to individuals and groups involved in all levels of governance."[4]

In order to provide enhanced support to students participating in University governance, there must be some way of accounting for who those student participants are and where they fit into the University governance system as a whole. To that end, one of the preliminary tasks of Discover Governance was to complete survey of where opportunities for students to participate in University governance exist and what support student representatives are currently able to access at various

levels of University governance. This document is the third edition of the report resulting from that survey project.

It is our hope that aggregating information about undergraduate participation in University governance will allow us to better understand and support the work that students do for the academy in this area. Our intention is to evolve this document into a tracking system that can be updated annually, thus vastly improving the institutional memory of the academy as it relates to undergraduate representation. With that context in hand, we also hope that this document will serve to stimulate collegial discussion about how the role that student representatives play in University governance can be better understood, supported, and enhanced.

2. EXECUTIVE SUMMARY

At the University of Alberta, undergraduate students are fully integrated into the University governance system, and are active participants at every level of that system. The Alberta *Post-Secondary Learning Act* enshrines student roles through the Students' Union and at the highest levels of University and faculty level governance. The University further establishes roles for students in the residence system, in the judiciary, and at the department and program levels of University governance.

Though our data is not yet complete, preliminary studies provide a good approximation of the number of seats accorded to undergraduate students throughout the University governance system. The preliminary data suggests an impressive quantity of seats accorded to undergraduate students at various levels of the academy though both University governance and Students' Union governance positions. Even without complete figures, we can confidently estimate that there are over 570 committee seats accorded to undergraduate representatives, as summarized in Figure 2-1.

Summary of Undergraduate Representation on University Boards & Committees

Name of Body	Ex officio positions held by members of the Students' Union Executive Committee	Number of Undergraduate Representatives
Students' Union Students' Council	5	33
University Board of Governors	1	1
University General Faculties Council (GFC)	3	41
GFC Standing Committees & the Council on Student Affairs	11	18
University Level Appeals Boards and Committees	0	16
University Senate	1	3
Students' Union Student Faculty Association Executives	0	79
Student Residence Association Executives	1	53
Faculty Councils	0	105
Faculty Council Standing Committees	0	115 (estimate / data incomplete)
Department Councils & Program Advisory Councils	0	66
Miscellaneous Advisory & Administrative Committees	28	37
TOTAL SEAT COUNT	45 positions held by 5 students	577 (estimate / data incomplete)

Figure 2-1 Estimated number of seats accorded to undergraduates in the University of Alberta and University of Alberta Students' Union governance systems

What follows in this document is a series of detailed summaries of the structure and number of student governance positions available at the University of Alberta. While not included in the public circulation of this edition, we are pleased to report that we have begun to track vacancies in many of these positions, and look forward to being able to use that data in future years. It is our hope that this report will stimulate further discussion and recommendations for the enhancement of representative participation in University and student governance activities.

3. UNIVERSITY OF ALBERTA STUDENTS' UNION

Legislation

University students associations are enshrined as independent corporations under §93 of the Alberta Post Secondary Learning Act (PSLA).

Their function is to

> *provide for the administration of student affairs at the public post-secondary institution, including the development and management of student committees, the development and enforcement of rules relating to student affairs and the promotion of the general welfare of the students consistent with the purposes of the public post-secondary institution.*[5]

The PSLA further stipulates that students associations must be managed by a council elected by and from the membership of the association.[6]

Undergraduate Representation at the University of Alberta

Students' Council

The University of Alberta Students' Union is governed by its Students' Council, which oversees all decisions regarding the direction of the organization. Sitting on Council are the President and four Vice Presidents (External, Academic, Student Life, Operations & Finance) the undergraduate Board of Governors representative, and 32 elected faculty councilors, with seats assigned proportional to enrolment in University faculties. The Speaker and General Manager also sit on Council as non-voting members.

Students' Council has eight standing committees and a judiciary board to assist in its activities. A brief summary of each committee's mandate as outlined in Students' Union legislation is included opposite.[7]

Undergraduate Representation on Students' Council, its Boards and Committees

Name of Body	Number of Undergraduate Representatives	Method of Appointment
Students' Council	38	Elected annually by the membership
Audit Committee	5	Elected annually by Council
Budget & Finance Committee (BFC)	7	Elected annually by Council
Bylaw Committee	5	Elected annually by Council
Council Administration Committee (CAC)	5	Elected annually by Council
Elections Review Committee (ERC)	5 Councilors, 1 Executive, the CRO as a non-voting member	Elected annually by Council
Executive Committee (Exec)	5	Elected annually by the membership
Policy Committee	9	Elected annually by Council
Grant Allocation Committee (GAC)	7	Elected annually by Council
Discipline, Enforcement & Interpretation Board (DIE Board)	8 – 14	Selected as needed by a nomination committee

Figure 3-1 Undergraduate Representation on Students' Union Students' Council and its Standing Committees

The Audit Committee

Number of members: 5

Audit Committee is in charge of reviewing all SU financial statements, credit card expenditures, and alterations to the budget. Audit committee also investigates any inappropriate financial transactions.

The Budget and Finance Committee (BFC)

Number of members: 7

BFC works with the Vice President Operations & Finance to develop the Students' Union's annual consolidated budget, and recommends the budget to Council.

The Bylaw Committee

Number of members: 5

Bylaw Committee is in charge of drafting bylaws and referendum/plebiscite questions. They also make recommendations to Council on bylaws.

The Council Administration Committee (CAC)

Number of members: 5

CAC oversees the Chief Returning Officer, the Speaker and the progress of the legislative agenda. They are able to amend, adopt and rescind Standing Orders of Students' Council.

The Elections Review Committee (ERC)

Number of members: 5 voting, 1 non-voting

The ERC is composed of five voting members of Students' Council, and the Chief Returning Officer as a non-voting member. It is struck as a special committee to review and make recommendations pertaining to Students' Union elections legislation.

The Executive Committee (Exec)

Number of members: 5 voting, 1 non-voting

Membership of the Executive Committee is: the President, the four Vice-Presidents, and the General Manager (non-voting). It is responsible for managing the day-to-day operations of the Students' Union and coordinating its longer-term strategy. The Executive Committee has broad powers of recommendation to Students' Council.

The Policy Committee

Number of members: 9

The Policy Committee makes recommendations to Council on SU political policies regarding both university and external issues.

The Grant Allocation Committee (GAC)

Number of members: 7

|AC has the authority to disperse money from SU grants to applicants. GAC also makes recommendations regarding the disbursement of funds from the Campus Recreation Enhancement Fund and the Golden Bear and Panda Legacy fund.

The Discipline, Interpretation and Enforcement Board (DIE Board)

Number of members: between 8 and 14

The Discipline, Interpretation and Enforcement Board (DIE Board) is the highest judicial body in the Students' Union. Meeting only as needed, tribunes interpret and enforce Students' Union bylaws.

Method of Replenishment

Elections are held in March to elect the five executives and the under-graduate Board of Governors representative. Two weeks after the Executive election, representatives to Students' Council are elected. If not all of the seats on council are filled, a by-election is held in September.

Members of Council committees are elected from the membership of Council to serve annual terms, with the following exceptions:

- Members of the Executive Committee are *ex officio*
- Members of the Executive Committee have *ex officio* seats on several of the Council committees
- Members of the DIE Board are selected by application from the student body to serve for the duration of their membership in the Students' Union.

4. THE UNIVERSITY OF ALBERTA BOARD OF GOVERNORS

Legislation

The Board of Governors (the Board) is established under §16 of the Post Secondary Learning Act (PSLA) as the managing board of the University's bicameral governance structure.

The Board has expansive powers, as laid out in §17 and §59 through §69 of the PSLA.

Section 16(3) of the PSLA stipulates that the Minister of Enterprise & Advanced Education will appoint two undergraduate students nominated by the council of the students association to serve on the Board.

Undergraduate Representation at the University of Alberta

There are two undergraduate representatives on the University of Alberta Board of Governors. Under Students' Union legislation, the President of the Students' Union has an *ex officio* position on the Board, while the other position is accorded to an elected undergraduate.[8]

There are seven Standing Committees established by the Board of Governors of the University of Alberta that operate on delegated authority from the Board. Several of these Standing Committees have one under-graduate representative on them. That representative may either be the President of the Students' Union or the elected undergraduate governor.

Undergraduate Representation on the Board of Governors and its Committees

Name of Body	Number of Undergraduate Representatives	Method of Appointment
Board of Governors	2	Ex officio (President); elected annually by the membership of the students' association (representative)
Board Audit Committee	none	n/a
Board Finance & Property Committee (BFPC)	1	Appointed by the Board from its undergraduate membership, upon consultation with those members and the Committee Chair
Board Human Resources & Compensation Committee (BHRCC)	none	n/a
Board Investment Committee	none	n/a
Board Learning & Discovery Committee (BLDC)	1	Appointed by the Board from its undergraduate membership, upon consultation with those members and the Committee Chair
Board Safety, Health & Environment Committee (BSHEC)	1	Appointed by the Board from its undergraduate membership, upon consultation with those members and the Committee Chair
Board University Relations Committee (BURC)	1	Appointed by the Board from its undergraduate membership, upon consultation with those members and the Committee Chair

Figure 4-1 Undergraduate Representation on the Board and its Standing Committees

Method of Replenishment

Under Students' Union legislation the Undergraduate Board of Governors Representative is elected at the same time and in the same fashion as the Students' Union President and Vice Presidents.[9] Elections for those positions are held annually in March. The elected students are recommended to the Minister of Enterprise & Advanced Education for appointment and, if the Minister accedes, are appointed by an Order in Council of the government of the Province of Alberta.

Committee assignments are determined by the Board Chair and respective Committee Chairs in consultation with members.

5. THE GENERAL FACULTIES COUNCIL & COUNCIL ON STUDENT AFFAIRS

Legislation

The General Faculties Council

The General Faculties Council (GFC) is enshrined under §26(1) of the Post Secondary Learning Act (PSLA) as the academic half of the University's bicameral governance structure.

The mandate of the GFC is summarized broadly in the PSLA as follows:

> *Subject to the authority of the board, a general faculties council is responsible for the academic affairs of the university...*[10]

Its powers are further expanded upon in §22 - 26, 31 and 32 of the PSLA.

The PSLA stipulates that there must be undergraduate representation on the GFC. By virtue of a motion passed by the GFC at its February 1971 meeting, the number of undergraduate representatives has parity with the number of elected faculty members.[11]

The Council on Student Affairs (COSA)

The Council on Student Affairs is established under §32(1) of the PSLA, which states:

> *A general faculties council may establish a council on student affairs to exercise immediate jurisdiction over student affairs with respect to any matters and in any manner the general faculties council determines and to exercise or perform any other powers, duties and functions the general faculties council determines.*[12]

Undergraduate Representation at the University of Alberta

There are 3 categories of undergraduate representation on the GFC.

1. Statutory student members of GFC nominated by the council of the undergraduate students association.

2. Undergraduate members of the Board of Governors

3. Appointed student members elected and nominated by the Students' Union.[13]

Taken together, these 3 categories of undergraduate representation yield 44 seats on the GFC.

There are eleven Standing Committees established by GFC pursuant to §26 and §31 of the PSLA, each with undergraduate representation.

The majority of COSA's membership is composed of student members, with a majority of the student representatives being undergraduate.

Undergraduate Representation on General Faculties Council and its Standing Committees

Name of Body	Number of Undergraduate Representatives	Method of Appointment
General Faculties Council (GFC)	44	4 ex officio members (SU President as Governor, Undergraduate Governor, SU VP Academic, SU VP Student Life), 40 elected-then-appointed
Council on Student Affairs (COSA)	6	5 ex officio (SU President, RHA representative, IFC representative, Pan-Hellenic Council Representative, SU Student Group Services Representative), 1 elected by GFC via Nominating Committee

Name of Body	Number of Undergraduate Representatives	Method of Appointment
Academic Planning Committee (APC)	2	1 ex officio (SU President), 1 appointed by Nominating Committee
Academic Standards Committee (ASC)	2	1 ex officio (SU VP Academic), 1 appointed by Nominating Committee
ASC Subcommittee on Standards (ASCSOS)	1	Ex officio (SU VP Academic)
Committee on the Learning Environment (CLE)	2	1 ex officio (SU VP Academic), 1 appointed by Nominating Committee
CLE Subcommittee on Attributes and Competencies *(this committee is temporary)*	3	2 ex officio (CLE Student at Large, SU VP Academic), 1 undergraduate representatives appointed by CLE
CLE Subcommittee on Universal Student Ratings of Instruction *(this committee is temporary)*	1	1 ex officio (SU VP Academic)
Campus Law Review Committee (CLRC)	3 – 4	2 ex officio (SU VP Student Life, RHA President), 1 – 2 appointed by Nominating Committee
CLRC Text Matching Software Working Group	1	1 ex officio (SU VP Academic)
Executive Committee (Exec)	2	1 ex officio (SU VP Academic), 1 appointed by Replenishment Committee
Facilities Development Committee (FDC)	2	1 ex officio (SU VP Academic), 1 appointed by Nominating Committee
Nominating Committee	1	Ex officio (SU VP Academic)
Replenishment Committee	1	Ex officio (SU VP Academic)
Undergraduate Awards & Scholarship Committee (UASC)	2	Appointed by Nominating Committee
University Teaching Awards Committee (UTAC)	2	Appointed by Nominating Committee
TOTAL	75 - 76	

Figure 5-1 Undergraduate Representation on the GFC, COSA & Standing Committees

Method of Replenishment

Under GFC rules[14] and as mirrored under SU legislation,[15] appointed student members are elected and nominated by the Students' Union. Elections are held annually in March in conjunction with the Students' Union Students' Council elections. If not all of the seats on council are filled a by-election is held in September.

Undergraduate-at-large members of the GFC Standing Committees are selected annually by the GFC Nominating Committee, except for the undergraduate-at-large on the GFC Executive Committee, who is selected annually by the GFC Replenishment Committee.

Undergraduate members of the COSA are mainly *ex officio*. One member is elected from the GFC.

6. UNIVERSITY LEVEL APPEAL BOARDS AND COMMITTEES

Legislation

GFC Academic Appeals Committee

Under the Post Secondary Learning Act (§26(1)), General Faculties Council (GFC) has responsibility, subject to the authority of the Board of Governors, over academic affairs of the University, and has the authority to hear and determine appeals from faculty council decisions on applications, requests, or petitions by students and others (§26(1)(h)). GFC may also legislate "conditions or restrictions" on the powers of Faculty Councils (§29(1)).

University Appeal Board

Under the Code of Student Behaviour (§30.6.2(1)) and the GFC Policy Manual (§11.8), the Undergraduate Appeal Board, as delegate of GFC and the Board of Governors, has the authority to determine whether or not an offence has been committed and to confirm, vary or quash sanctions imposed.

Under §31 of the Post Secondary Learning Act, GFC and the Board of Governors have the authority to amend the Code of Student Behaviour.

Undergraduate Representation at the University of Alberta

There are 3 judicial bodies with undergraduate representation at the university level.

Undergraduate Representation on University Level Appeal Boards and Committees

Name of Body	Number of Undergraduate Representatives	Method of Appointment
GFC Academic Appeals Committee (GFC AAC)	4	4 elected to panel by GFC.
University Appeal Board (UAB)	10	10 elected to panel by GFC.
GFC Practice Review Board (GFC PRB)	2	Selected from sitting student Senators

Figure 6-1 Undergraduate Representation on University Level Appeal Boards and Committees

Method of Replenishment

Under the rules of each board and committee, appointed members are elected and nominated by the General Faculties Council. Student names are forwarded to the GFC Nominating Committee, which screens student applications to fill vacancies and presents nominations to GFC for election.

7. THE UNIVERSITY OF ALBERTA SENATE

Legislation

The University of Alberta Senate is established under §11 of the Alberta Post Secondary Learning Act (PSLA).

The mandate of the Senate under §13(1) of the PSLA is to

> *...inquire into any matter that might benefit the university and enhance its position in the community.*[16]

Section 11(3)(b)(vi) of the PSLA stipulates that the Senate will have four undergraduate members, appointed by the students association.

Undergraduate Representation at the University of Alberta

There are four representatives on the University of Alberta Senate. Under Students' Union legislation, the Vice President (External) of the Students' Union has an *ex officio* position on the Senate. The three additional positions are appointed via a selection committee, which makes a recommendation to the Council Administration Committee of the Students' Union.[a] Students' Council makes the final recommendation to the University.

The Senate also has several standing committees with undergraduate members. These positions are summarized in Figure 7-1.

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a. For more information on the structure of the University of Alberta Students' Union Council and its Standing Committees, please see Section 3 of this report.

Undergraduate Representation on the University Senate and its Committees

Name of Body	Number of Undergraduate Representatives	Method of Appointment
Senate	4	Ex officio (Vice President External); selected by the Students' Union
Executive Committee	1	Ex officio (Vice President External)
Campus Engagement Committee	2	Selected from sitting student Senators
Honorary Degree Selection Committee	1	Ex officio (Vice President External)
Local Community Engagement Committee	2	Selected from sitting student Senators
Nominating Committee	none	n/a
Provincial and Northern Engagement Committee	1	Selected from sitting student Senators
Aboriginal Initiatives Working Group	none	n/a

Figure 7-1 Undergraduate representation on the University Senate and its Committees

Method of Replenishment

Under Students' Union legislation the Vice President (External) is elected annually in March.

The three appointed positions are replenished annually via a selection process overseen jointly by the Students' Union Council Administration Committee and the Vice President (External) of the Students' Union. [17]

The seats on Senate standing committees are accorded to the student Senators selected through the Students' Union processes.

8. ADVISORY & ADMINISTRATIVE COMMITTEES (CENTRAL)[b]

Legislation

As the complexity of University governance activities has grown, the institution has evolved a number of standing advisory and administrative committees to augment its governance processes.

These committees come under a wide variety of legislative frameworks, depending on whose authority they are convened under and what their respective terms of reference specify. Generally, they originate through the ability of the Board of Governors to delegate its authority as enshrined under §62 of the Post Secondary Learning Act (PSLA).

Most advisory and administrative committees of the University are chaired by a member of the senior administration, and have a mandate to provide recommendations to that administrator on a specific aspect of their portfolio. These committees also act as forums for informal discussion on proposals that will go through the Board of Governors or General Faculties Council.

Undergraduate Representation at the University of Alberta

More than forty administrative and advisory committees, subcommittees and groups with up to date information available online were researched. Of those committees, twenty have undergraduate representation, as summarized in Figure 7-1.

Method of Replenishment

The methods of replenishment for these seats vary widely. Elections are held in March to elect the five executives, and so *ex officio* positions held by members of the Students' Union Executive Committee are refreshed annually. Executive members may choose to delegate their seats; in that case, the Executive Committee member selects the delegate. The other selection methods are summarized in Figure 7-1.

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b. Faculties and departments may also have advisory and administrative committees that are not a part of the formal Faculty Council structure. Data on these was not collected for this report.

Undergraduate Representation on University Advisory & Administrative Committees

Name of Body	Number of Ex officio Representatives	Number of Undergraduate Representatives	Method of Appointment
Tuition Budget Advisory Committee (TBAC)	2: SU President & an SU Vice President	0	President selects SU Vice President
BAC Subcommittee on MNIFs (MBAC)	2: SU President & an SU Vice President	0	President selects SU Vice President
Academic Policy and Process Review Task Force	0	4	Selected by the SU
Administrative Information Systems Steering Committee (AISSC)	1: SU VP (Academic)	0	n/a
Alcohol Policy Review Committee (ARPC)	2: SU VP (Student Life), Residence Halls Association President	0	n/a
Alumni Council	1: SU VP President	None	n/a
Art Acquisitions Committee	0	1	Appointed either by the SU or the Associate Director of Museums and Collections
China Institute Board of Directors	1: SU President	1	n/a
Collegium VOCALE	1: SU VP (Academic)	1	n/a
Council on Aboriginal Initiatives	0	4 or more	One undergraduate student appointed at large, one representative from the Aboriginal Students' Council, and no fewer than 2 students from existing and active Aboriginal initiatives
Festival of Ideas Advisory Board	1: SU VP (External)	0	n/a
Festival of Ideas Steering Committee	1: SU VP (External)	0	n/a
Festival of Teaching Steering Committee	1: SU VP (Academic)	0	n/a
Museums Policy and Planning Committee	0	1	Appointed by the Executive Director of Museums and Collections
Office of Sustainability Academic Advisory Committe	1: SU VP (Academic)	1	n/a

Name of Body	Number of Ex officio Representatives	Number of Undergraduate Representatives	Method of Appointment
ONEcard Advisory Committee	1: SU VP (Student Life)	*2*	*Selected by the SU*
PAW Steering Committee	1: SU VP (Operations & Finance)	0	Undergraduates selected by the SU
President's Standing Committee on Convocation	1: SU VP (Academic)	*0*	*n/a*
Residence Budget Advisory Committee (RBAC)	4: SU President, SU VP (Student Life), Augustana Students' Association President, Residence Halls Association President	0	n/a
Standing Advisory Council on International Engagement (SACIE)	0	2	Selected by the SU
SACIE Subcommittee on Education Abroad	1: SU VP (Academic)	1	n/a
SACIE Subcommittee on Student Engagement in International Issues	1: SU VP (Academic)	1	n/a
Student Connect Advisory Committee	1: SU VP (Academic)	15	Appointed by the Registrar's Office
Teaching, Learning & Technology Council (TLAT)	1: SU VP (Academic)	*0*	*n/a*
TLAT University Writing Committee	1: SU VP (Academic)	1	n/a
United Way Campus Campaign	1: SU VP (External)	0	n/a
University Research Initiative (URI) Advisory Committee	0	4	Selected by SU
University Research Policy Committee (URPC)	1: SU VP (Academic)	1	Selected by SU
University Governance Stakeholders Working Group	1: CLRC undergraduate representative	1	n/a
U-Pass Administration Committee	1: SU VP (Student Life)	0	n/a
TOTAL	32 shared by 8 people (5 SU Execs, ASA President, RHA President, CLRC representative)	41 or more	

Figure 8-1 Undergraduate Representation on University Advisory & Administrative Committees

Accurate information on advisory and administrative committees is difficult to gather. These committees are not accessible on the University Governance website and there is no 'master list' available detailing which committees are currently active and where their respective terms of reference can be found. Where these committees have websites (and not all do), they are located in different places on the web pages of administrative portfolios and University units.

For the purposes of this report, the Students' Union compiled a list of administrative and advisory reports through research into reports received from undergraduate representatives serving on these committees for the past five years. The final reports of Students' Union Associate Vice Presidents Academic for that time period were especially helpful. That list was cross-referenced with the University Acronym list available as of November 2011. From there, extensive web research was undertaken to verify whether or not the listed committees were still meeting and whether or not they still have undergraduate representatives. We also contacted the administrative personnel of each University Executive's office and requested data on undergraduate participation.

9. FACULTY & SCHOOL COUNCILS

Legislation

Faculty Councils are established under §28 of the Post Secondary Learning Act (PSLA).

The powers and duties of Faculty Councils are detailed in §29 of the PSLA. Faculty Councils are, broadly speaking, responsible for the day-to-day academic affairs of their respective faculty.

The PSLA does not specify that undergraduates be members of Faculty Councils. At the University of Alberta, student representation on faculty councils is established under §55 of the General Faculties Council Policy Manual.

Undergraduate Representation at the University of Alberta

There are nineteen faculties and schools at the University of Alberta that have Faculty or School Councils,[18] including fourteen that enroll undergraduates. The number of undergraduate representatives serving on Faculty Councils varies from one to thirty-five. For more information, see Figure 9-1.

Method of Replenishment

Replenishment of Faculty Council seats is the responsibility of the appropriate student faculty association, using whatever method the association deems suitable, and occurs annually. In the event that selection is not completed by September 30 of each year, the responsibility of replenishment falls to the Students' Union.[19]

There is a wide variance in the method of selection, though generally the student faculty associations reserve at least one seat for a member of their executive. For further information, see Figure 9-1.

Undergraduate Representation on Faculty Councils

Name of Body	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Agriculture, Life & Environmental Sciences (ALES)	8	ALES Students' Association (ALESSA)	Election/Appointment
Arts	35	Collective Body for Arts Students (CBAS)	Election/Appointment
Augustana	6	Augustana Students' Association (ASA)	Ex officio/Appointment
Business, School of	5	Business Students' Association (BSA)	Ex officio/Appointment
Education	2	Education Students' Association (ESA)	Ex officio
Engineering	3	Engineering Students' Society (ESS)	Ex officio
Extension	n/a	n/a	n/a
Graduate Studies & Research	n/a	Graduate Students' Association (GSA)	n/a
Law	6	Law Students' Association (LSA)	Election/Appointment
Library & Information Sciences, School of	n/a	n/a	n/a
Medicine & Dentistry	10	Medical Students' Association (MSA; 6 seats) Dentistry Students' Association (DSA; 4 seats)	Ex officio/Appointment

Name of Body	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Native Studies	6	Native Studies Students Association (NSSA)	Ex officio/Appointment
Nursing	1	Nursing Undergraduate Association (NUA)	Ex officio
Pharmacy & Pharmaceutical Sciences	1	Alberta Pharmacy Students' Association (APSA)	Ex officio
Physical Education & Recreation	6	Physical Education & Recreation Council of Students (PERCS)	Ex officio
Public Health, School of	n/a	*Data incomplete*	n/a
Rehabilitation Medicine	n/a	Rehabilitation Medicine Students' Association (RMSA)	n/a
Saint-Jean	4	l'Association des Universitaires de la Faculté Saint-Jean (AUFSJ)	Appointed
Science	12	Interdepartmental Science Students' Society (ISSS)	Appointment/Ex officio

Figure 9-1 Undergraduate Representation on University of Alberta Faculty Councils

10. STANDING COMMITTEES OF FACULTY & SCHOOL COUNCILS

Legislation

Standing Committees can be established by Faculty Councils under §29(3) of the Post Secondary Learning Act (PSLA).

The powers and duties of Standing Committees are delegated by the Faculty Council as they see fit, but generally include handling the more detailed work of the Faculty Council and reporting back on their activities and progress.

The structure of standing committees varies depending on the needs of the Faculty Council establishing them. The PSLA does not specify that undergraduates be members of Faculty Council Standing Committees. Whether University or faculty policy specifies undergraduate participation varies by committee function and by faculty.

Undergraduate Representation at the University of Alberta

There are 14 faculties at the University of Alberta that enroll undergraduates.

Method of Replenishment

The method of replenishment of undergraduate representatives varies depending on committee. It is usually the responsibility of the Student Faculty Association, but in some cases can be undertaken by the Dean, Committee Chairs, other committee members, nomination committees, and more.

Faculties with no Undergraduate Representatives on Standing Committees

Of the faculties that we were able to collect information on for this report, the following faculties have no undergraduate representation on Faculty Council Standing Committees:

- Faculty of Science

A Note on Methodology

Accurate information on Faculty Council Standing Committees is only available as public information online for a handful of faculties.

For the purposes of this report, Discover Governance contacted the faculties individually through the administrative personnel to gain information on student representation on their Standing Com-

mittees. The Faculty Associations were also contacted as many of them have directors or portfolios that are responsible for the replenishment of these Committees.

Due to the lack of complete information for all Standing Committees, those committees that do not have undergraduate representation were not included in this report.

Faculty of Agricultural, Life and Environmental Sciences

Name of Standing Committee	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Data incomplete	Data incomplete	Data incomplete	Data incomplete

Faculty of Arts

Name of Standing Committee	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Arts Executive Committee	4	Students of Arts Faculty Council	Ex officio (CBAS External); 3 elected
Academic Affairs Committee	8	Collective Body for Arts Students	Appointed
Arts Teaching and Learning Engagement Committee	3	Collective Body for Arts Students	Appointed
Faculty Academic and Grade Appeals Committee	3	Collective Body for Arts Students	Appointed
Honors Committee	2	Collective Body for Arts Students	Appointed
Library Committee	1	Collective Body for Arts Students	Appointed
McCalla Professorship Committee	1	Arts Teaching and Learning Engagement Committee	Selected
Undergraduate Teaching Awards Committee	3	Collective Body for Arts Students	Appointed
Arts Council for Innovation and Technology	1	Collective Body for Arts Students	Ex officio (member chosen from CBAS executive)

Faculty of Augustana

Name of Standing Committee	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Academic Appeals Committee	4	*Data incomplete*	*Data incomplete*
Annual Theme Committee	2	Annual Theme Committee	Application
Curriculum Committee	2	Augustana Students' Association	Appointed
Committee on the Learning Environment	2	Augustana Students' Association	Appointed
Research Committee	2	Augustana Students' Association	Appointed
Committee on Academic Complement Planning	2	Augustana Students' Association	Appointed
Green Campus Committee	3	Dean of Augustana	Appointed (with consultation from ASA and academic staff)
Learning and Beyond Committee	1	Dean of Augustana	Appointed
Viking Athletics Advisory Council	2	*Data incomplete*	*Data incomplete (athletes, one male and one female)*
Chair Selection and Review Committee	*Data incomplete*	*Data incomplete*	*Data incomplete*
Dean's Selection Committee	2	Augustana Students' Association	Whatever method the ASA deems suitable

Faculty of Business

Name of Standing Committee	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Data incomplete	*Data incomplete*	*Data incomplete*	*Data incomplete*

Faculty of Education

Name of Standing Committee	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Undergraduate Academic Appeals Committee	8	Education Students' Association	Appointed
Faculty Teaching Awards Committee	1	Education Students' Association	Ex officio (ESA President)
H.T. Coutts Library Advisory Committee	1	Education Students' Association	Appointed
Technology Advisory Board	1	Education Students' Association	Appointed
Undergraduate Academic Affairs Council	3	Education Students' Association	Appointed

Faculty of Engineering

Name of Standing Committee	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Data incomplete	*Data incomplete*	*Data incomplete*	*Data incomplete*

Faculty of Law

Name of Standing Committee	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Admissions Committee	1	Student body	Election
Curriculum Committee	4	*Data incomplete*	*Data incomplete*
Equality and Respect Committee	3	Law Faculty Council (LFC)	By acclamation, or election by LFC
Advisory Selection Committee	1	Law Students' Association	Appointed
Student Appeals Committee	3	*Data incomplete*	Election or appointment
Visiting Speakers Committee	2	*Data incomplete*	*Data incomplete*

Faculty of Medicine and Dentistry

Name of Standing Committee	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Medical Sciences Library Committee	3	Dental Students Association	Appointed

Faculty of Native Studies

Name of Standing Committee	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Academic Affairs Committee	1	Native Studies Students Association	Appointed
Student Academic Appeals Committee	1	Native Studies Students Association	Appointed

Faculty of Nursing

Name of Standing Committee	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Aboriginal Nursing Advisory Committee	1 (Aboriginal student)	Nursing Undergraduate Association (NUA)	Appointed
Academic Appeals Board	10	Nursing Undergraduate Association (NUA)	Appointed
Advisory Selections Committee	1	Nursing Undergraduate Association (NUA)	Appointed
e-Learning Services	1	Nursing Undergraduate Association (NUA)	Appointed
Faculty of Nursing Caucus	1	Nursing Undergraduate Association (NUA)	Appointed
Faculty of Nursing Council	2	Nursing Undergraduate Association (NUA)	Appointed
Faculty of Nursing Executive Committee	1	Nursing Undergraduate Association (NUA)	Appointed
Healthy Workplace Committee	1	Nursing Undergraduate Association (NUA)	Appointed
International Nursing Advisory Committee	2	Nursing Undergraduate Association (NUA)	Appointed

Name of Standing Committee	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
On-Site Undergraduate Curriculum Committee	1	Nursing Undergraduate Association (NUA)	Appointed
Strategic Advisory Council	1	Nursing Undergraduate Association (NUA)	Appointed
Undergraduate Admissions Committee	1	Nursing Undergraduate Association (NUA)	Appointed

Faculty of Pharmacy and Pharmaceutical Sciences

Name of Standing Committee	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Admissions Committee	1	Alberta Pharmacy Students' Association	Appointed
Curriculum Committee	2	Alberta Pharmacy Students' Association	2 students from APSA
Assessment Committee	1	Dean of Pharmacy and Pharmaceutical Sciences	Appointed
Appeals Committee	1	Alberta Pharmacy Students' Association	Appointed
IT Advisory Committee	*Data incomplete*	*Data incomplete*	*Data incomplete*

Faculty of Physical Education and Recreation

Name of Standing Committee	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Undergraduate Programs Committee	1	Physical Education & Recreation Council of Students	Ex officio (President)
Executive Committee	1	Physical Education & Recreation Council of Students	Ex officio (President)

Faculté Saint-Jean

Name of Standing Committee	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Comité des Appels	2	Association des Universitaires de la Faculté Saint-Jean (AUFSJ)	Appointed
Comité de la Bibliothéque Saint-Jean	2	Association des Universitaires de la Faculté Saint-Jean (AUFSJ)	Appointed
Comité de l'Enseignement et Apprentissage	1	Association des Universitaires de la Faculté Saint-Jean (AUFSJ)	Appointed
Comité Exécutif	1	Association des Universitaires de la Faculté Saint-Jean (AUFSJ)	Appointed
Comité de la Technologie et d'Innovation	1	Association des Universitaires de la Faculté Saint-Jean (AUFSJ)	Appointed

II. DEPARTMENT COUNCILS

Legislation

Department Councils are established under §42.3 of the General Faculties Council Policy Manual.

Section 42.3 (1)(e) stipulates that each Department Council of the University of Alberta will include undergraduate students from the programs offered by the department concerned, the exact numbers to be determined by the Faculty Council on recommendation from the appropriate Department Council.[20]

Undergraduate Representation at the University of Alberta

There are approximately 62 departments at the University of Alberta that enroll undergraduates, as well as several programs with separate advisory Councils.[c]

A Note on Methodology

Accurate information on advisory and administrative committees is not available as public information online. While the GFC Manual outlines the general description of the composition of Department councils, there is no indication of the actual number of representatives per department.

For the purposes of this report, the Students' Union contacted the departments individually through the administrative personnel to gain information on student representation in their departments. The Faculty Associations are also contacted as some of them have directors or portfolios that directly communicate with these representatives.

Method of Replenishment

Under §42.3(1)(e) of the General Faculties Council Policy Manual, undergraduate representatives to department Councils are to be selected by the appropriate department student association or, where no such association exists, by the appropriate student faculty association.[21]

Faculties with no Department Councils

The following faculties have no department councils, primarily because of the small size of the faculty:

- Campus Saint-Jean
- Law
- Extension
- Faculty of Native Studies
- Nursing
- Pharmacy & Pharmaceutical Sciences
- Physical Education & Recreation

Other faculties, like the School of Business, do not have departmental councils, but rather have program committees.

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c. e.g. In the Faculty of Arts, programs under Interdisciplinary Studies including Comparative Literature, Religious Studies, Science & Technology Studies, and Middle Eastern & African studies have program advisory councils with undergraduate representation.

Faculty of Agricultural, Life and Environmental Sciences

Name of Department	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Agricultural Food and Nutritional Science	*Data incomplete*	*Data incomplete*	*Data incomplete*
Forest Science and Management, Alberta School of	2	ECSA and Forest Society	Ex officio
Human Ecology	2	Human Ecology Students' Assoc.	Ex officio
Renewable Resources	N/A Graduate Department		
Resource Economics and Environmental Sociology	N/A Graduate Department		

Faculty of Arts

Name of Department	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Anthropology	2	University of Alberta Anthropology Undergraduates	Appointed
Art and Design	1	Student Design Association (SDA)	Ex officio (Director of SDA)
Drama	4	Student groups within the Department	Elected (1 for each student group)
East Asian Studies	1	Kampai Gambei Kombae (KGK)	Ex officio (KGK President or delegate)
Economics	2	Economics Students Association	Volunteer
English and Film Studies	2	English student body	Selected
Human Geography	2	Departmental Association	Volunteer
History and Classics	2	History & Classics Undergraduate Association	Appointed

Name of Department	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Interdisciplinary Studies	No Department Council- Programs have Advisory Councils instead		
Linguistics	1	Linguistics Club	Ex officio
Modern Languages and Cultural Studies	2	MLCS Faculty	Appointed
Music	1	Music Students Association	Ex officio
Philosophy	None	N/A	N/A
Political Science	2	Political Science Undergraduate Association	Ex officio
Psychology	1	Undergraduate Psychology Association	Appointed
Sociology	2	Sociology Undergraduate Student Association	Election
Women's Studies	1	Women's Studies Undergraduate Association	Volunteer

Augustana Campus

Name of Department	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Fine Arts	1	Augustana Students' Association	Appointed
Humanities	1	Augustana Students' Association	Appointed
Science	1	Augustana Students' Association	Appointed
Social Sciences	1	Augustana Students' Association	Appointed

Business, Alberta School of

Name of Department	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Accounting, Operations and Information Systems	No Department Council—Have Program committees instead		
Finance and Statistical Analysis	No Department Council—Have Program committees instead		
Marketing, Business Economics, and Law	No Department Council—Have Program committees instead		
Strategic Management and Organization	No Department Council—Have Program committees instead		

Faculty of Education

Name of Department	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Educational Policy Studies	1	Education Students' Association	Appointed
Educational Psychology	1	Education Students' Association	Ex officio
Elementary Education	1	Education Students' Association	Appointed
Secondary Education	1	Education Students' Association	Appointed

Faculty of Engineering

Name of Department	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Chemical and Materials Engineering	2	Chemical Engineering and Materials Engineering Club	Ex officio
Civil and Environmental Engineering	3	Civil Engineering Club, Mining Club and Petroleum Club	Ex officio
Electrical and Computer Engineering	3	Computer Engineering Club, Electrical Engineering Club and Engineering Physics Club	Ex officio
Mechanical Engineering	1	Mechanical Engineering Club	Ex officio

Medicine and Dentistry

Name of Department	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Anaesthesiology and Pain Medicine	*N/A—Graduate Department*		
Biochemistry	*N/A—Graduate Department*		
Biomedical Engineering	*N/A—Graduate Department*		
Cell Biology	*N/A—Graduate Department*		
Dentistry and Dental Hygiene	3	Dental Students Association	Ex officio
Emergency Medicine	No Department Council		
Family Medicine	No Department Council		
Laboratory Medicine and Pathology	No Department Council		
Medical Genetics	*N/A—Graduate Department*		
Medical Microbiology and Immunology	*N/A—Graduate Department*		
Medicine	*N/A—Graduate Department*		
Obstetrics and Gynaecology	No Department Council		
Oncology	*N/A—Graduate Department*		
Ophthalmology	*N/A—Graduate Department*		
Pediatrics	*N/A—Graduate Department*		
Pharmacology	No Department Council		
Physiology	No Department Council		
Psychiatry	No Department Council		
Radiology and Diagnostic Imaging	*N/A—Graduate Department*		
Surgery	*N/A—Graduate Department*		

Faculty of Science

Name of Department	Number of Undergraduate Representatives	Appointing Body	Method of Appointment
Biological Sciences	4	Interdepartmental Science Students' Society	Appointment
Chemistry	1	Chemistry Students Association	Appointment
Computing Science	1	Undergraduate Association of Computing Science	Appointment
Earth and Atmospheric Sciences	3	PS Warren Society and Human Geography Students Society	Election
Mathematical and Statistical Sciences	1	Mathematical Students Association	Appointment
Physics	1	Undergraduate Physics Society	Ex officio
Psychology	1	Undergraduate Psychology Association	Appointment

Summary of Undergraduate Representation on Departmental Councils

Name of Faculty	Number of Departments	Number of Undergraduate Representatives
Agriculture, Life & Environmental Sciences (ALES)	5	8
Arts	17	26
Augustana	4	4
Business, School of	4	0
Education	4	4
Engineering	4	9
Medicine and Dentistry	20	3
Science	7	12
TOTAL SEAT COUNT	65	53

12. STUDENT FACULTY ASSOCIATIONS

Legislation

Student faculty associations are established and regulated under Students' Union Bylaw 8100 and Students' Union Bylaw 8200, and are also regulated as registered Student Groups under University and Students' Union policy. They are referenced in §42.3(1)(e) and §55 of the General Faculties Council policy manual as having responsibility for student appointments to Department and Faculty Councils.

Undergraduate Representation at the University of Alberta

There are fourteen[d] registered student faculty associations at the University of Alberta: one for each faculty enrolling undergraduates.

Method of Replenishment

Student faculty associations are permitted to select their officers by any method they deem suitable, provided that method is established in legislation that meets the requirements of Students' Union Bylaw 8100. Generally, this interpretation requires the election of executive officers. Twelve of the fourteen student faculty associations elect their executive officers. The exceptions are the ALES Faculty Student Association, which operates as a confederacy of department clubs coordinated by an undergraduate liaison hired by the ALES Student Services Office, and the Physical Education & Recreation Council of Students, which appoints Executive officers through a nominating committee.

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d. Though not recognized as a student faculty association, the Dental Students Association (DSA) is recognized as an association which appoints students to Faculty Council in GFC policy.

Faculty or School	Name of the Faculty Association	Number of Representatives[e]	Method of Appointment
Agriculture, Life & Environmental Sciences (ALES)	ALES Students' Association (ALESSA)	8	Election/hired[f]
Arts	Collective Body for Arts Students (CBAS)	6	Election
Augustana	Augustana Students' Association (ASA)	5	Election
Business, School of	Business Students' Association (BSA)	7	Election
Education	Education Students' Association (ESA)	6	Election
Engineering	Engineering Students' Society (ESS)	4	Election
Graduate Studies & Research	Graduate Students' Association (GSA)	N/A	N/A
Law	Law Students' Association (LSA)	5	Election
Medicine & Dentistry	Medical Students' Association	5	Election
Native Studies	Native Studies Students' Association (NSSA)	4	Election
Nursing	Nursing Undergraduate Association (NUA)	6	Election
Pharmacy & Pharmaceutical Sciences	Alberta Pharmacy Students' Association (APSA)	7	Election
Physical Education & Recreation	Physical Education & Recreation Council of Students (PERCS)	5	Selection by Nominating Committee
Saint-Jean	l'Association des Universitaires de la Faculté Saint-Jean (AUFSJ)	5	Election
Science	Interdepartmental Science Students' Society (ISSS)	6	Election

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- The Department of Research and Political Affairs, Students' Union, University of Alberta

- Representatives to the University of Alberta Students' Union Council of Faculty Associations (CoFA)

- The Executive Assistants of the Office of the University Vice Presidents, University of Alberta

- The offices of all undergraduate-enrolling faculties and Departments at the University of Alberta

- The Office of University Governance, University of Alberta

- Mike Peterson and Iva Spence, University Governance, University of Alberta

- The Department of Marketing & Communications, Students' Union, University of Alberta

Our sincere thanks to everyone who contributed to the development of this report.

APPENDIX A: RECOMMENDATIONS

PREPARED BY: AMANDA HENRY, SGA
REVISED FEBRUARY 2013

ENHANCING REPRESENTATIVE EFFECTIVENESS & NEW VOLUNTEER ENGAGEMENT

Summary

Discover Governance is mandated to provide recommendations for improving the recruitment of student representatives and for improving the quality of student representation. These two areas of activity are intimately related; it follows that the recommendations should also be related.

The 2011/12 edition of these recommendations is founded upon research conducted by the office. That research is not included in this Appendix, but is available on request from sga@su.ualberta.ca. For 2012/13, we chose to omit the research and focus exclusively on high-impact recommendations under these four themes:

1. Adopt Evidence-Based Approaches to Representative Enhancement
2. Make Governance More Accessible
3. Connect Representatives with Discover Governance
4. Target Active Outreach

Recommendations

1. Adopt Evidence-Based Approaches

By 2014-15, Discover Governance will have a functional database that contains statistically valid information about undergraduate vacancies at the department, faculty and GFC levels along with a reliable and supported annual refresh process. Discover Governance will work with campus experts and stakeholders to develop evidence-based approaches to regulatory change and to develop effective feedback and assessment tools for use in identifying 'what works' for students who serve as student representatives.

- Discover Governance, the Elections Office, and other Students' Union stakeholders should partner to identify University units that have student members and invite them to collaborate on a communications strategy that will ensure streamlined FOIP & PIPA compliant sharing of information about student vacancies and to minimize the replication of efforts.

- The Discovering Students in Governance Report will be expanded to include statistical information about student vacancies.

- Discover Governance will continue to work with currently serving student representatives to develop a "Why Represent?" video series.

- Discover Governance will collaborate with other units to collect data and feedback from prospective, serving, and past representatives on perceived barriers and benefits to access, and suggestions for enhanced support of serving representatives.

- Discover Governance will work with the Students' Union Department of Research and Political Affairs to conduct these assessments, and will explore partnerships with campus experts such as Extension Learning Solutions (xLS) and/or the Centre for Teaching and Learning (CTL).

- For 2013/14, we recommend that the focus be on reviewing SU rules respecting financial support of faculty associations and external dedicated fee units.

- Discover Governance will launch educational resources for components of the regulatory framework (e.g. UAPPOL, GFC Policy Manual, SU rules) to support representatives in acquiring the expertise needed to make their own recommendations.

2. Make Governance More Accessible

Undergraduates face a lot of competing demands on their time, and of those demands, serving as a representative can be one of the most life changing and rewarding; however, it can also be one of the most demanding. Discover Governance

recommends a focused, long-term approach to improving the accessibility of these opportunities, with the following short to medium-term recommendations.

- Discover Governance will work with the Speaker of Students' Union Council and the Students' Union Elections Office to develop a 'governance calendar' that will publicize important events and milestones in the student legislative calendar such as Council meetings, the budget cycle, and dates and deadlines related to elections.

- Discover Governance recommends that the Students' Union Elections Office consider hosting a 'campaign school' event in the late Fall or early Winter semester 2013/14 that provides impartial information and advice on how to run for office. This session would be in addition to the existing the candidate info session "How to Run, How to Win" after the nomination deadline.

- Discover Governance recommends that the Students' Union Executive Committee consider publicizing the existing 'open door' policy with respect to Students' Union managers and members of the Executive Committee being open to meet with prospective candidates in advance of the 2014 Executive & Board of Governors Elections.

- Discover Governance recommends continuing to offer Advocacy Training to University representatives to support student leaders in developing the confidence and soft skills they need to succeed in advocating effectively to senior University personnel.

3. Connect Representatives with Discover Governance

One of the priorities of the Student Governance Advisor in 2010-11 was developing a conceptual framework for a University of Alberta–specific, Students' Union-led governance professional development program to support undergraduate representatives. We will be continuing work on this program, with 3 specific focus areas.

- Discover Governance will strengthen partnerships with Students' Union Student Services and other campus service units to collaborate on the introductions to governance already offered through annual programming such as Governance 101, the Student Leadership Summit and Orientation.

- Discover Governance will continue to explore ways to provide targeted support to student faculty associations to strengthen their work in offering services and building trust and representative credibility with their members.

- The Discover Governance program should be data-driven and informed by scholarship on adult learning and governance training.

- Discover Governance will continue to be developed in accordance with the unit's Operating and Program Development Plans.

4. Target Active Outreach

The first step to enhancing the quality and effectiveness of undergraduate representation is to ensure that students are receiving information about what opportunities are available and why they should 'get involved' in ways that make sense to them.

- Make governance unboring: strengthen the use of social media, in-person connections, and other engagement tools to reach out in formal and informal ways.

- Rely on undergraduate advice on how to best reach undergraduate students through a combination of formal research and the development of advisory opportunities for student representatives and other volunteers.

- Discover Governance will continue to work with University Governance and the Students' Union Election Office to coordinate replenishment advertising.

- Strategize to improve our ability to reach students outside of the dominant communities of governance volunteers. This should include efforts to reach out to prospective candidates who are female.

- Strengthen our focus on linking non-governance volunteer opportunities that allow students to get involved in the Students' Union with student governance opportunities where appropriate, and especially early in students' time at the University of Alberta (e.g. through Orientation).

APPENDIX B: PROGRESS UPDATE

PREPARED BY: AMANDA HENRY, SGA
FEBRUARY 2013

PROGRESS REPORT ON RECOMMENDATIONS FROM THE PREVIOUS YEAR

Impressive progress has been made on a number of the recommendations made in the previous report. What follows is a brief summary of some of the notable milestones.

1. Adopt Evidence-Based Approaches

- University Governance has launched a Google Drive application form and updated their database capabilities, increasing institutional capacity for managing representative data. University Governance has also graciously added a FOIP release statement to their applications for undergraduates to facilitate cooperation between them and Discover Governance.

- The first ever "FA Survey" was distributed by Discover Governance at the 2012 Changeover Retreat with a response rate of 57%.

- The 'Why Represent' video interview series was continued as a Community Service Learning (CSL) project, and expanded to include a series of hosted focus groups with current representatives.

- FA Financial Reporting Forms were substantially revised, and compliance rates rose dramatically: 93% of FAs submitted reporting packages this year, nearly doubling last year's compliance numbers.

- Discover Governance and the Students' Union Department of Research and Political Affairs partnered to investigate participation by sex in student politics across Canadian Universities. Information was compiled for CAUS member schools, and is currently being circulated within the Students' Union for discussion.

2. Make Governance More Accessible

- The Students' Union launched www.su.ualberta.ca/joinacommittee to provide an aggregated, 'one-stop-shop' information center for students interested in serving in representative capacities.

- Discover Governance launched a 'trading cards' education and outreach tool as a beta test. The 'trading cards' provide simple, visually appealing explanations of University Governance structures and student roles in governance.

- Discover Governance supported the office of the Students' Union Vice President (Academic) in conducting a complete restructuring of the Council of Faculty Associations (COFA), which should improve coordination, collaboration, and mutual support structures between faculty associations and between faculty associations and the Students' Union.

- Discover Governance participated in the Faculty Association Task Force (FATF) as a resource. The FATF explored the role and importance of student faculty associations in campus life. A report should be available before the end of 2012/13.

3. Connect Representatives with Discover Governance

- Discover Governance launched a social media presence via Facebook and an online resource library at www.su.ualberta.ca/discover.

- The first-ever Discover Governance Trivia Challenge reached over 700 students and alumni via Facebook and twitter.

- Drop-ins from student representatives on the unit have increased dramatically over the past 12 months.

- With assistance from the Center for Teaching and Learning (CTL), Discover Governance developed a series of teaching case studies used in workshops with representatives on advocacy and running effective meetings. Those case studies will be expanded to include executive transition by the end of 2012/13.

4. Target Active Outreach

- Using data collected via the 'Why Represent' project, Discover Governance has been collaborating with units all over campus to improve social media outreach.

- Discover Governance and the Students' Union Election Office, with support from the Students' Union Marketing & Communications Team have launched a coherent visual identity to advertise for all Students' Union representative positions, which should improve our ability to recruit for these positions.

- Discover Governance has hosted two Community Service Learning (CSL) projects in the past 12 months. Both projects provided significant insights from students on their perspectives on the Students' Union and representative activity broadly.

Discover Governance would like to thank all members of the campus community who support and shape the experience of student representatives for their cooperation and hard work.

APPENDIX C:

PREPARED BY: AMANDA HENRY, SGA
FEBRUARY 2012

SNAPSHOT OF AN UNDERGRADUATE REPRESENTATIVE: WORKING HYPOTHESES

We currently have very little data about who undergraduate representatives are and what barriers there are to the task of increasing their number and effectiveness.

With the data we have, it's very difficult to paint an accurate picture of the average undergraduate representative; however, it is possible to develop some working hypotheses to test about who these representatives might be. The process of testing them is the basis for the recommendations in this report.

1. Most students who take governance positions were involved in other volunteer activities first.

Before taking a governance position with the University or the Students' Union, most students first volunteer with a student group, a community organization, or for Students' Union services and programming. Unfortunately, the majority of students on campus are not involved at all, which makes this pattern a bit of a mixed blessing.

2. Most seats are filled by word-of-mouth

It appears that personal networks play a very influential role in how individuals choose their volunteer opportunities. This is good news because it is an existing peer-based strategy for active outreach that works. That being said, there is a strong possibility that word-of-mouth creates a reinforcing self-select bias that negatively affects the diversity of participation in governance.

It also presents a particular challenge when developing a professionally supported active outreach strategy. Word-of-mouth recruitment is a kind of targeted outreach that involves the individual doing the asking making implicit judgments about what makes a "good" representative. Those are not judgments that non-students are in a position to make.

3. Students' time is valuable and we have to do a better job of articulating why governance is a good use of it.

Students already juggle a lot of commitments, and the benefits associated with governance opportunities are not as easy to articulate as many of the other opportunities available.

4.There are structural barriers to volunteering for governance positions that better outreach strategy alone cannot fix.

These may include:

- The intimidation factor. Serving on committees that are otherwise populated by professors and senior administrators is intimidating, especially where the role of students on committees is not understood or respected, either by the student or by other committee members.

- Meetings during the day being difficult for students who work during the day (part-time, mature), students with laboratory class commitments, or students with inflexible cohort class schedules.

- Co-operative and work placement terms don't line up with terms on Students' Union or University bodies, making it difficult to commit for the full term.

- Financial barriers for students having to choose between work, degree completion, and volunteering.

- Students with children will face challenges in finding the time.

- Women, Aboriginals, international students, persons with disabilities, and minority groups do not appear in applicant pools or as candidates with frequency proportional to their enrolment. The reasons for this are complex, and warrant further research.

In other words, active and targeted outreach may improve participation in governance, but it is unlikely to perfect it.

NOTES

1.   Glen A. Jones, Theresa Shanahan and Paul Goyan. "University Governance in Canadian Higher Education." *Tertiary Education and Management* 7 (2001): 142.

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3.   Alf Lizzio and Keithia Wilson, Student participation in university governance: the role conceptions and sense of efficacy of student representatives on departmental committees." *Studies in Higher Education* 341.1 (2009): 69-84.

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5.   *Post-Secondary Learning Act*, SA 2003, s 93(3). © Alberta Queen's Printer 2003.

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7.   *University of Alberta Students' Union Bylaw 100*S s 12 & 15.

8.   *University of Alberta Students' Union Bylaw 100* s 18(3).

9.   *University of Alberta Students' Union Bylaw 100* s 18(4)

10.   *Post-Secondary Learning Act*, SA 2003, s 26. © Alberta Queen's Printer 2003.

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20. University of Alberta General Faculties Policy Manual s. 42.3 http://www.uofaweb.ualberta.ca/governance/pdf/Dept%20Council%20Info%20-excerpt%20from%20GFC%20PM%20Sec%2042.3.pdf Last accessed December 22, 2011.

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