

**University of Saskatchewan Board of Governors
Annual Work Plan 2016-2017**

Items in italics are presented for information

Agenda item	Reference	March (Q3)	June	July (YE)	Oct (Q1)	Dec (Q2)	Responsible Administrator
Governance & Executive							
<i>Goals, Performance Assessment, Compensation and Expenses of President:</i>							
<i>Receive a report on the president's compensation and expenses</i>	C15, D7		√				Controller
Annual review and salary for President and annual designation of officer as acting president if needed	C7, D7 University Act		√				Bd Chair/Comm Chair/President
<i>President's mid-year update</i>	C7					√	President
Review of President's goals for next year	C7		√				President
<i>Board Membership and Nominations to Committees:</i>							
Periodic assessments of Board and Board member performance	D1				√		Bd Chair/Univ Sec
Review Board skills matrix, prospective appointments and reappointments to the board	C3, C4, C5					√	Comm Chair/ President/Univ Sec
Appointment of standing and <i>ad hoc</i> committees (effective July 1)	D2		√				Bd Chair/Comm Chair
Review succession plan for Board chair and vice-chair	C6	√					Bd Chair/ President/ Univ Sec
<i>Board Orientation and Education</i>	C10, D4		√				Univ Sec
<i>Appointment of University Solicitor:</i>							
Appointment of University solicitor	D3				√		VP Fin & Res
<i>Governance Policies, Procedures and Guidelines:</i>							
Review and update of Board Mandate, bylaws, position descriptions, code of conduct, ethical guidelines. Committee terms of reference (as needed)	C2, C8, C9, C11, D5						Univ Sec
Annual Work Plan (committee)	D6				√		Univ Sec
Annual Work Plan (full Board)	D6					√	Univ Sec

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Annual assessment of completion of G&E committee and Board work plans					√		Univ Sec
Annual Public Accountability meeting		√					Bd Chair/Univ Sec
<i>Searches and review of senior administrators (October report to be verbal)</i>		√			√		Provost
<i>Annual Review of Delegations by the Board</i>		√					Univ Sec
<i>Internal governance and reporting structures (incl. affiliates, centres and institutes and accountability of their governing bodies)</i>	C13, C14				√		Univ Sec/VP Fin & Res/VP Research
<i>Annual assessment of subsidiaries' annual reports to oversee their governance (based on when they are published)</i>	C14	√			√		VP Fin & Res
<i>Other Matters Assigned by the Board:</i>							
<i>Report from Honorary Ambassador on activities</i>	C16		√				Univ Sec
<i>Report from VP Research regarding reporting line</i>	C16		√				VP Research
<i>Annual review of Board of Governors' and Chancellor's budgets</i>	C16	√					Univ Sec
Audit							
<i>Financial Reporting and Disclosure:</i>							
<i>Quarterly financial statements</i>	1(a)	√	√	√		√	Controller
Audited year-end financial statements	1, 30, 31, 32			√			Controller
Draft Financial Statement Format	29	√					Controller
<i>Review draft unaudited consolidated financial statements</i>	1(a)		√				Controller
Draft Management Disclosure & Analysis	3		√				Controller

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Confirmation of no misrepresentations	10			√			VP Fin & Res/ Controller
<i>Review Annual Report (draft reviewed in June)</i>	3*		√	√			Controller
Provincial Auditor's Memo of Observations and Management response	2			√			Controller
Management letter of representation	9			√			Controller
Review and approve pension plan financial statements	1		√				Controller
Discuss with management and external auditor changes in accounting policies, risk and uncertainties and impact on financial reporting	5*	√				√	Chair
Review alternative accounting treatments and disclosures within GAAP preferred by external auditors	6*					√	Chair
Discuss significant accounting adjustments, unadjusted differences, accounting policies and practices with external auditor	7			√			Chair
Confirm annual financial statements disclose material off-balance sheet transactions including arrangements, obligations, etc. between the University and unconsolidated entities	8			√			Controller/ Provincial Auditor
Internal Controls:							
<i>Financial risk exposures and control framework</i>	9			√		√	Controller
<i>Review internal Control Framework</i>	11*,12*,13*,15*		√			√	Controller
<i>Update on fraud deterrence program</i>	9		√			√	Controller
<i>Enterprise Risk Management update</i>	16* 17*		√			√	Mgr, Risk Mngt
<i>Insurance Program Report</i>	18*					√	Mgr, Risk Mngt

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<i>5-year CURIE review (once every five years)</i>	18*		√				Mgr, Risk Mngt
<i>Compliance (laws and regulations):</i>							
<i>Compliance Declaration</i>	19*	√	√	√	√	√	AVP Fin Serv
<i>Report on compliance with laws and regulations</i>	19* 20*			√			Corp Admin/ AVP Fin Serv
<i>External Audit:</i>							
<i>Report on External Audit Activity</i>	23*, 33(a)*			√		√	Controller
<i>Progress report on Provincial Auditor's recommendations</i>	2		√			√	Controller
<i>Provincial Auditor's Planning memorandum</i>	26* 29*					√	Provincial Auditor
<i>Review policy on provincial auditor's provision of non-audit services (as required)</i>	28*						Controller
<i>Review policy on hiring provincial auditor staff (as required)</i>	33*						Controller
<i>Review qualifications, independence and performance of provincial auditor</i>	25, 26*					√	Controller
<i>Meet with provincial auditor in camera</i>	27*			√		√	Prov Auditor/ Audit Comm
<i>Internal Audit:</i>							
<i>Outstanding audit recommendations</i>	40*		√			√	Univ Auditor
<i>Report on Audit Services Activities</i>	40*	√			√		Univ Auditor
<i>Final Internal Audit Executive Reports</i>	40*	√	√		√	√	Univ Auditor
<i>Review and approve Audit Services annual audit plan</i>	39*	√					Univ Auditor
<i>Receive and review Audit Services annual report</i>	42(a)		√				Univ Auditor
<i>Review reporting from Internal Audit and Management to the Committee (in camera)</i>	47*	√					Univ Auditor
<i>Report on investigations (in camera)</i>	21* 22*	√	√		√	√	Univ Auditor

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Review and approve amendments to Internal Audit Charter	35*	√					Univ Auditor
Recommend to the Audit Committee any change in Internal Auditor (as required)	36*						Chair/Univ Sec
<i>Meet with University Auditor in camera</i>	38* 41*	√	√		√	√	Univ Auditor/ Audit Comm
Other:							
<i>University Auditor performance and compensation review</i>	34* 37*		√				Univ Sec
<i>Internal Audit Independence</i>	34*		√				Univ Sec
<i>Business arising from previous minutes</i>	42*	√	√	√	√	√	Univ Auditor
Review Audit Committee annual work plan and terms of reference	46*				√		Univ Auditor
<i>Outstanding Legal Matters (full report in June)</i>	43*	√	√	√	√	√	Dir Corp Admin/ Ext Legal Counsel
<i>Receive report on related entities including assessment of associated risks</i>	45					√	Dir Corp Admin/VP Fin & Res
<i>Provincial Auditor fraud survey</i>	33(b)					√	Prov Auditor
<i>Meet with Management in camera</i>	48*	√	√	√	√	√	
<i>Confirm annually work plan has been completed</i>	46			√			Univ Auditor/ Controller
* Denotes items for Audit Committee only							
Human Resources							
Total Compensation & Rewards Strategies:							
Review of compensation of exempt staff	1					√	AVP HR
Review of compensation of senior administration	1		√				AVP HR
Senior Management Compensation and Expenses	3		√				AVP HR

Agenda item	Reference	March (Q3)	June	July (YE)	Oct (Q1)	Dec (Q2)	Responsible Administrator
<i>Human Resource Strategies, Policies and Priorities, Compliance:</i>							
<i>Human Resources update</i>	4,5	√					AVP HR
<i>Bargaining and Labour updates (verbal)</i>	3,4	√	√		√	√	AVP HR
<i>Safety, environment, health and wellness updates (verbal)</i>	4,5	√	√		√	√	AVP HR
<i>Appointments, Tenure, Continuing Status, Promotions, Suspension or Removal of Employees:</i>							
<i>Promotion and Tenure recommendations</i>	2	√					Vice Provost Faculty Rel
<i>Sabbaticals</i>	2		√				Vice Provost Faculty Rel
Promotion appeals	2		√				Univ Sec
Land and Facilities							
<i>Capital Projects:</i>							
Projects (as needed)	6						Exec Sponsors (VPs)
<i>Land and Lease Items:</i>							
Land Purchases and leases (land, mineral rights, etc.) (as needed)	4						Dir Corp Admin
<i>Off-campus land holdings update</i>	1	√					Dir Corp Admin
<i>Preston Crossing update</i>	2				√		Dir Corp Admin
<i>Annual Updates:</i>							
<i>Multi-year and Annual Capital plan</i>	6		√				Dir Cap Planning
<i>Building Systems and Infrastructure - Capital Renewal and Development</i>	1, 12					√	VP Fin & Res
<i>Sustainability Update</i>	1, 6, 7, 13				√		VP Fin & Res
<i>Policies:</i>							
Policies (as needed)	13						VP Fin & Res
Naming recommendations (as needed)	4						Univ Sec
<i>Master Plan:</i>							
<i>Review of Campus Master Plan (as needed)</i>	3						VP Fin & Res
<i>Major Capital Projects Status Report</i>	6	√			√		VP Fin & Res

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<i>Major Capital Projects Status Report and Portfolio Update</i>	6		√			√	VP Fin & Res
<i>Update on Delegated Administrative Approvals (as needed)</i>	3						VP Fin & Res
Finance & Investment							
<i>Resource Allocation and Financial Reporting:</i>							
Operations Forecast	D. 2.d	√					Dir. Resource Allocation
Annual budget & funding approval	D.1.g		√				Senior Financial Officer OVPR
Operating surplus/deficit allocation decisions (as required)	D.1.g						Dir. Budgets & Sp. Projects
Tuition and fee rate approval	D.2.c					√	/ Dir. Resource Allocation
<i>Quarterly financial reports</i>	D. 4.a	√		√	√	√	Dir. Budgets & Sp. Projects/ Controller
<i>Annual Report on the Financial Impact of Select Research Programs</i>	D.2.d	√					Dir. Budgets & Sp. Projects/ Controller
<i>Chair approvals (as required)</i>	D.2.d						OVPR/Dir. Fin & Trusts ACE
<i>Student residence and meal plan rates</i>	D. 2.a	√					Dir. Consumer Srvcs/Fin. Analyst Budgets
<i>Fundraising/Advancement Report</i>	D. 2	√	√		√	√	Dir. Fin & Trusts ACE
<i>Advancement campaign strategy</i>	D.2					√	Dir. Fin & Trusts ACE
<i>Financing:</i>							
Internal Loan approvals (as required)	D. 2.						Dir. Pensions & Treas
External financing (as required)	D. 2.						Dir. Pensions & Treas
<i>Capital loans and deficits report</i>	D. 3.e				√		Dir. Pensions & Treas
<i>Investment:</i>							
Investment manager changes (as required)	D.3.e						Dir. Pensions & Treas
SIP&Gs (as required)	D.3.e				√		Dir. Pensions & Treas
<i>Annual investment report</i>	D.4.e		√				Dir. Pensions & Treas

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<i>Pensions:</i>							
Pension committee membership	D. 3.d		√			√	Dir. Pensions & Treas
Pension plan amendments (as required)	D. 3.d					√	Dir. Pensions & Treas
Pension plan & SERP actuarial valuations	D. 4.f		√				Dir. Pensions & Treas
Pension plan SIPPs (as required)	D. 3.e					√	Dir. Pensions & Treas
Pension plan investment manager changes (as required)	D.3.e						Dir. Pensions & Treas
<i>Pension strategy and governance (as required)</i>	D. 4.f						Dir. Pensions & Treas
<i>Annual reports to pension plan members</i>	D. 3.d		√				Dir. Pensions & Treas
<i>Policy</i>							
Endowment Annual Report and Spending Policy	D. 3.e					√	Dir. Pensions & Treas/Mgr Treas
Other policies (as required)							
<i>Terms of reference and work-plan review</i>	D. 5				√		Controller/Secretary to F & I Committee
Full Board							
Appointments to MVA Board (every 3 yrs)							President
Prairie Diagnostic, Prairie Swine, Sask Food Industry Dev Centre, Agricoll [no AGM with Board; will meet semi-annually with the VP (F&R)]	G&E C14						VP Fin & Res
Annual meeting: Canadian Light Source	G&E C14		√				VP Fin & Res
Annual meeting: Sylvia Fedoruk Canadian Centre for Nuclear Innovation	G&E C14		√				VP Fin & Res
Annual strategy session	G&E C12				√		Univ Sec
<i>Risk Mitigation reports</i>	G&E C12	√	√		√	√	Pres/VPs

Agenda item	Reference	March (Q3)	June	July (YE)	Oct (Q1)	Dec (Q2)	Responsible Administrator
<i>Rankings report</i>						√	Provost
Appointment of board chair and vice chair (every 2 years)			√				Univ Sec

The "Reference" refers to the numbered Items for the Board (Section D), unless otherwise indicated, in the Terms of Reference for each committee.

Revised February 15, 22, 24, March 20, , May 9, May 16, September, December 2006, January., May, June, September, November 2007, December, 2008, January 2009(change made to Audit re external audit activity report); December 2009, December, 2010; December 2011, December, 2012, March 2013, June 2013, December 2013, December 2014, December 2015, December 2016.