

**USask Board of Governors Public Minutes****April 21 & 22, 2026****Peter MacKinnon Building, Room 238**

- Members:** Keith Martell (Chair), Corinna Stevenson (Vice-Chair), Mike Marsh, Emma Wintermute, Ryan Walker, Karen Stewart, Herb McFaul, Marty Seymour, Grant Devine, Scott Banda, Vince Bruni-Bossio
- Regrets:** None
- Present:** Greg Fowler, Deidre (Dee) Henne, Patti McDougall, Baljit Singh, Cheryl Hamelin, Heather Persson, Alex Foster, David Stack, Julian Demkiw (University Secretary), Anna Okapiec (Recording)
- Guests:** Aneesa Ruffudeen (Agenda Item 11.4 & 11.5), Michael Barr and Jon Coller (Agenda item 24), Brad Zurevinski (Agenda item 27)

**Call to Order – 8:30 am****1. Board Only with the President (In-Camera)****2. Approval of the April Agenda**

*That the Agenda be approved as circulated.*

**3. Chair Remarks**

The Chair emphasized the importance of Board management dialogue and governance oversight. Remarks noted the transition into a new Board cycle, welcomed participants, and highlighted the importance of focused discussion on strategic and financial matters.

**4. President's Report**

The President opened by thanking the leadership team for their continued efforts and contributions. He also acknowledged that this would be Emma's final meeting, expressing appreciation for her valuable contributions during her time on the Board.

The President reported strong progress in his first months, including advancement of strategic planning, land trust work, and formation of new initiatives. A major highlight was the acquisition of a quantum computer, positioning the university as a research leader.

**5. Declaration of Conflicts of Interest**

Ryan Walker declared a conflict for any faculty-related matters and Emma Wintermute declared a conflict for any student-related matters.

**6. Approval of Board Minutes from December 2025 & February 2026**

*That the minutes be approved as circulated.*

## Land and Facilities Committee

### 7. L&F Chair's Report

The Land and Facilities Chair, Marty Seymour, noted that improved committee processes and pre-meeting work have strengthened oversight and efficiency. Key themes reported from the Land and Facilities Committee meeting, included the need for clearer land-use policy, capital planning visibility, standardized approaches to leases and naming rights, and growing focus on deferred maintenance and capital prioritization.

### 8. Reports for Board Discussion

#### 8.1. Saskatchewan Cancer Agency USask Briefing

Discussion confirmed the Saskatchewan Cancer Agency's strong alignment with the university's research and teaching mission. A nominal lease was recommended due to the agency's integration in research, clinical trials, and student training. The Board emphasized the need for consistent principles to guide future lease decisions.

Motion: *On recommendation of the Land and Facilities committee, the Board of Governors approves the University of Saskatchewan continuing its nominal land lease with the Saskatchewan Cancer Agency (SCA) pursuant to the terms of agreement provided in the attached appendix, effective April 21, 2026.*

#### 8.2. Sale of Unused Cabin at Emma Lake Kenderdine

The VP Administration and COO presented a proposal to sell a non-core cabin property disconnected from the main site. Proceeds would support remediation and future planning for the broader site. The proposal was viewed as a pragmatic step toward long-term asset management.

Motion: *On recommendation of the Land & Facilities committee, the Board of Governors approves the sale of the 0.22-acre residential lakefront lot at Emma Lake Kenderdine, effective April 21, 2026.*

### 9. L&F Decision Items for Board Approval

The L&F Chair invited a single motion to approve the following Land & Facilities items as a package. A motion to approve was moved and seconded. The motion carried.

The ISR project was identified as a critical long-term systems investment, with an expectation of regular progress reporting to the Board to ensure appropriate oversight and accountability.

#### 9.1. Nutrien Digital Agriculture Innovation Centre Renovation Project

Motion: *On recommendation of the Land and Facility Committee, the Board of Governors approves the Nutrien Digital Agriculture Innovation Centre renovation project in the College of Agriculture and Bioresources at a total capital cost of \$1.0 million.*



## **9.2. Health Human Resources – Health Sciences Building Optimization Project.**

Motion: *On recommendation of the Land and Facilities committee, the Board of Governors approves to proceed with preliminary work for phase 2 of the Health Human Resources – Health Sciences Building Optimization Project, with an authorized expenditure of up to \$5.0 million, effective April 21, 2026.*

## **9.3. Central Plant Substation Renewal Project**

Motion: *On recommendation of the Land and Facilities committee, the Board of Governors provides preliminary approval of the Central Plant Substation Renewal project at a capital cost of \$12.783 million, effective April 21, 2026.*

## **9.4. Sale of McAllister Land**

Motion: *On recommendation of the Land & Facilities committee, the Board of Governors approves the approval of the sale of 320 acres in the Rural Municipality (RM) of North Battleford subject to all required sale conditions being satisfied, including provincial approval by Order in Council.*

## **9.5. Perimeter Road Parking Lot**

Motion: *On recommendation of the Land & Facilities committee, the Board of Governors provides final approval of the Perimeter Road Parking Lot project at a capital cost of \$4.45 million, effective April 21, 2026.*

## **9.6. Integrated Services Renewal (ISR) Project**

Motion: *On recommendation of the Land & Facilities committee, the Board of Governors approves Phase 1 of the Integrated Services Renewal Project at a capital cost of \$5 million, effective April 21, 2026.*

## **9.7. Huskie Clubhouse Expansion & Renovation**

Motion: *That the Land and Facilities Committee recommends to the Board of Governors final approval of the Huskies Clubhouse Expansion and Renovation at an estimated capital cost of \$16.5 million, effective April 21, 2026.*

*That the Board of Governors approve all motions within Item 9 as presented.*

## **Audit and Finance Committee**

### **10. A&F Chair's Report**

The Audit and Finance Chair, Corinna Stevenson, confirmed that effective oversight of financial controls, compliance, audit findings, and risk management is in place, with no material control failures identified. She provided a focused report highlighting key, high-level matters for Board consideration, including improvements in financial reporting, ongoing monitoring of international student impacts, and strengthened accounts receivable practices.



## **11. Reports for Board Discussion**

### **11.1. Business Arising: Reserve allocation strategy**

The CFO spoke to the refined strategy reallocating reserves toward capital renewal, strategic priorities, research support, and risk mitigation. The Board emphasized the importance of transparency and disciplined use of reserves, noting improved clarity versus prior periods.

### **11.2. Q3 Financial Report**

The CFO presented forecast results which showed improved financial position driven by reduced hiring, government funding increases, and expense management. International student revenue declines remained a concern but were partially offset. The Board emphasized the need for ongoing structural adjustments and revenue diversification.

### **11.3. Q3 Enterprise Risk Management Update**

The CFO reported that the risk oversight remained stable, with no significant new risks identified. Continued monitoring of geopolitical, financial, and enrollment risks was noted.

### **11.4. Audit Services Charter**

The Chief Audit Executive presented updates reflecting changes in internal audit operations and reaffirming the Committee's oversight responsibilities.

Motion: *On the recommendation of the A&F committee, the Board of Governors approves the internal audit charter revisions as presented, effective April 21, 2026.*

### **11.5. 2026/27 Proposed Internal Audit Plan**

The Chief Audit Executive presented the proposed audit plan, which adopts an agile, risk-based approach and prioritizes cybersecurity maturity, third-party vendor risk management, and domestic student recruitment, with flexibility to respond to emerging risks.

Motion: *On recommendation of the Audit and Finance Committee, the Board of Governors approves the 2026/27 Internal Audit Plan.*

### **11.6. Financing Strategy**

The CFO presented a proposal to seek up to \$250 million in new financing to support systems, capital, and strategic infrastructure priorities. The Audit and Finance Committee recommended that the Board approve the financing strategy, noting that individual projects will be brought forward separately with full business cases and legal review.

Motion: *On the recommendation of the Audit and Finance Committee, the Board of Governors approves \$250 million in new financing to support critical capital and system priorities.*

### **11.7. 2026/27 Comprehensive Budget**

The CFO presented the 2026/27 comprehensive budget, outlining conservative assumptions, tuition contingencies, and targeted strategic investments, including support



for colleges affected by international enrolment declines, research initiatives, and critical infrastructure needs. Board discussion reflected continued pressure from inflation and enrollment uncertainty, with emphasis on structural balance.

Motion: *That the Board of Governors approve of the 2026/27 comprehensive budget with a \$72.5 million surplus.*

#### **11.8. Spending Policy**

The CFO presented the proposed spending policy, highlighting its role in guiding disciplined and sustainable use of reserves and invested funds. Board members emphasized the importance of clarity around spending parameters and requested additional information to support decision-making, including further detail on application and long-term implications.

The Board deferred this item to a future meeting pending receipt of additional information.

### **12. Decision Items for Board Approval**

#### **12.1. Audit & Finance Committee Work Plan Revision**

#### **12.2. Committee Renaming Proposal**

Both matters under item 12 were deferred to the June 2026 meeting.

## **Human Resources Committee**

### **13. HR Chair's Report**

The HR Committee Chair, Herb McFaull, highlighted key items from the committee meeting, including discussion on campus safety in light of a recent incident. He also mentioned the safety and security presentation, which raised concerns regarding safety on campus. Management confirmed that a review of Protective Services is underway, with multiple initiatives being developed to improve safety.

### **14. Decision Items for Board Approval**

The HR Chair invited a single motion to approve the following Human Recourse items as a package. A motion to approve was moved and seconded. The motion carried.

#### **14.1. Appointment to the Provost Search Committee**

Motion: *On the recommendations of the Human Resources Committee, that the Board of Governors appoint Scott Banda to the Search Committee for the Provost, effective immediately.*

#### **14.2. Renewal, Tenure, and Promotion of Faculty**

Motion: *On the recommendations of the Human Resources Committee, that Board approves the awarding of Renewal of Probation, Tenure, and Promotion to faculty who received positive recommendations as outlined in Attachment 1, effective July 1, 2026.*



### **14.3. Resident Doctors of Saskatchewan: Collective Agreement Approval**

Motion: *On the recommendation of the Human Resources Committee, that the Board of Governors approves the tentative collective agreement between the University of Saskatchewan and the Resident Doctors of Saskatchewan (RDoS), covering the period from January 1, 2023, to December 31, 2025, contingent upon a ratification by RDoS membership.*

*That the Board of Governors approve all motions within Item 14 as presented.*

## **Governance and Executive Committee**

### **15. G&E Chair's Report**

The Governance and Executive Committee Chair, Corinna Stevenson, provided a high-level summary of the April 8 meeting, with a focus on reviewing and redefining committee structure and delegation of authority. The committee also endorsed a new Board skills matrix to support future governance effectiveness and Board composition planning.

### **16. Reports for Board Discussion**

#### **16.1. Board Renewal Recommendation**

The Board considered nominations for Board renewal. Candidates were described as highly engaged and enthusiastic. The committee emphasized the importance of addressing gender balance and targeting specific expertise gaps and emerging areas such as AI. The recommendation reflected a deliberate approach to strengthening Board capabilities and public sector understanding.

### **17. Decision Items for Board Approval**

The G&E Chair invited a single motion to approve the following Governance and Executive items as a package. A motion to approve was moved and seconded. The motion carried.

#### **17.1. Access to Information and Privacy Policy**

Motion: *On recommendation of the Governance & Executive committee, the Board of Governors approves the amendments to the Access to Information and Privacy Policy, effective April 21, 2026.*

#### **17.2. VP Administration Policy Approval**

Motion: *The Governance and Executive Committee recommends that the Board of Governors approve the following policies, each effective May 1, 2026.*

- *Health and Safety,*
- *Emergency Management,*
- *Violence Prevention,*

*And that the Board of Governors approves the removal of the following policies, effective May 1, 2026.*

- *Radiation Safety*



### **17.3. Sole Corporate Member for Incorporated Entities**

Motion: *On recommendation of the Governance and Executive Committee, the Board of Governors appoints Deidre (Dee) Henne, Chief Financial Officer, to act as the university's representative at meetings of the shareholders of the following incorporated entities.*

- *Canadian Light Source In. (CLSI) (pursuant to 11-9 of The Non-Profit Corporations Act (Saskatchewan), 2002 )*
- *Sylvia Fedoruk Canadian Centre for Nuclear Innovation Inc. (CCNI) (pursuant to s. 154(6) of the Canada Not-for-profit Corporations Act)*

### **17.4. Meewasin Valley Authority Board Appointment**

Motion: *On recommendation of the Governance and Executive Committee, the Board of Governors approves the appointment of Greg Fowler, Vice-President Administration and Chief Operating Officer, to the Meewasin Valley Authority Board of Directors as a statutory representative of the University of Saskatchewan for a three-year term, effective May 1, 2026.*

### **17.5. Ex Officio Status on Committee – Bylaw Change**

Motion: *On recommendation of the Governance & Executive Committee, the Board of Governors approves amendments to the Board Bylaws to designate the Board Chair and the President as ex officio, non-voting members of all Board committees, with the ability to attend any committee meeting they deem necessary or appropriate.*

### **17.6. Appointment to Board Committee Membership**

Motion: *On recommendation of the Governance and Executive Committee, the Board of Governors approves the appointment of Karen Stewart to the Audit and Finance Committee of the Board, effective April 21, 2026.*

*That the Board of Governors approve all motions within Item 17 as presented.*

## **Board Matters**

### **18. University Governance Update**

The University Secretary noted a high volume of meetings across governance bodies during April. He reported on policy work, statistics related to governance activity, and ongoing handling of appeals and complaints, which remain a key focus area. Continued efforts to improve materials and processes were acknowledged.

### **19. Board Correspondence Since December Meeting**

The Board received an overview of correspondence, including concerns raised by external stakeholders. A key issue involved animal rights advocacy related to research practices. Administration confirmed that all activities comply with regulatory standards and emphasized that research includes comparative approaches (e.g., cage and free-range environments). Board members noted the importance of balancing compliance with broader public expectations.



## 20. Huskie Endowment Fund Terms

The Vice-President University Relations presented revisions to the Huskie Athletics Endowment Fund terms. The changes streamline governance by assigning decision-making authority to the Huskie Board of Trustees, replacing a broader and less effective committee structure. It was noted that the Huskie Board plays an advisory and strategic role without formal governance responsibilities, meeting regularly to support athletics strategy and community engagement.

Motion: *That the Board of Governors approves the proposed fund term revisions effective April 21, 2026.*

## 21. Campaign Q3 Fundraising Update

The Vice-President University Relations presented Q3 fundraising update, with results significantly exceeding the prior year and projected to reach over \$90 million for the year, the highest in institutional history. Approximately 30% of current fundraising momentum is attributable to the recent campaign, with ongoing growth driven by strengthened donor relationships and market perception. Emphasis was placed on sustaining momentum, improving engagement with industry partners, and addressing feedback regarding institutional agility and responsiveness.

## 22. Updates to the Campaign Final Report

The Vice-President University Relations presented updates to the campaign final report incorporating Board feedback, including additional analysis of campaign costs, legacy giving, lessons learned, and operational insights. A new section on the inter-campaign period was added to guide future planning. Board discussion emphasized opportunities for stronger Board involvement in fundraising and the importance of enhancing donor stewardship and student engagement to support future legacy giving.

## 23. General Academic Assembly (GAA) Motion

The Board discussed the GAA motion and related correspondence reflecting faculty and student concerns. Emphasis was placed on maintaining open dialogue, reaffirming institutional values grounded in human rights, and ensuring thoughtful communication. Leadership highlighted ongoing engagement with students and faculty, with a commitment to respectful dialogue and inclusive processes.

## Board Strategic Topics

### 24. Emerging AI Update

The Board received an update on AI at USask and held an initial strategic discussion. AI was identified as both a risk and an opportunity, with concerns noted regarding cybersecurity, data integrity, and system vulnerabilities, alongside the potential to improve efficiency and institutional effectiveness.

The President noted that AI is evolving rapidly and will require a forward-looking approach. No formal strategy was presented at this time; however, the Board supported ongoing engagement and agreed that AI should remain a recurring topic for governance oversight and strategic alignment.



**25. Strategic Planning Update**

The President provided an update on the strategic planning process, noting significant progress and active engagement across the university and external stakeholders. The process is being advanced on an accelerated timeline and will serve as the foundational framework to guide institutional priorities, decision-making, and alignment across academic, operational, capital, and fundraising activities.

The engagement sessions are ongoing, with further detail on strategic themes and priorities to be presented at a future meeting. The Board received the update for information and acknowledged the importance of the plan in shaping the university's long-term direction.

**26. Stone Barn Concept Discussion**

The Board discussed the Stone Barn concept as part of broader strategic and land-use planning, which is intended to inform future institutional decisions, with further analysis required. The Board emphasized the importance of alignment with the university's strategic plan and long-term academic, research, and community objectives.

**27. Land Trust Session Part A**

The Board commenced a strategic discussion on the development of a Land Trust as a key initiative supporting long-term land stewardship, financial sustainability, and asset management. The President and CEO of USask Properties Investment Inc. reported progress in refining the concept, including potential structures and alignment with the university's mission.

Discussion focused on clarifying the purpose and scope of the Land Trust, ensuring alignment with academic priorities, considering governance and oversight structures, and its relationship with existing land policies. The Board's discussion was exploratory, with members providing input on risks and opportunities and noting the need for clear principles to guide further development.

**28. Land Trust Session Part B**

The Board continued its Land Trust discussion, focusing on strategic considerations and potential implementation. Discussion emphasized the importance of leveraging university land assets, balancing financial and academic outcomes, establishing clear governance and accountability, and aligning with broader institutional initiatives.

Management noted continued progress and advised that further analysis and a more detailed proposal will be brought forward. The Board confirmed that the Land Trust will remain a key strategic priority for ongoing consideration.

**In-Camera Session:**

No additional motions were passed in the in-camera session.

**Board Adjourned 2:30 p.m.**

