AGENDA
2:30 p.m. Thursday, November 15, 2012
Neatby-Timlin Theatre (Room 241) Arts Building

*In 1995, the **University of Saskatchewan Act** established a representative Council for the University of Saskatchewan, conferring on Council responsibility and authority "for overseeing and directing the university's academic affairs." The 2012-13 academic year marks the 18th year of the representative Council.*

1. Adoption of the agenda

2. Opening remarks

3. Minutes of the meeting of October 18, 2012 – pp. 1-10

4. Business from the minutes

5. Report of the President - pp. 11-14

6. Report of the Provost - pp. 15-20

   6.1 Update on the College of Medicine Renewal – pp. 21-26

7. Student societies

   7.1 Report from the USSU (oral report)
   7.2 Report from the GSA (oral report)

8. Planning and Priorities Committee

   8.1 For Information: Criteria for Assessment of a College of Medicine Renewal Plan (to be submitted separately)

   8.2 For Information: Transparent Activity-Based Budget System (TABBS) – pp. 27-38

   8.3 For Information: 2013-14 Operations Forecast – pp. 39-42

9. Academic Programs Committee

   9.1 Request for Decision: Arts and Science: template for Certificate of Proficiency – pp. 43-50

   That Council approve the proposal from the College of Arts and Science to establish a template for Certificates of Proficiency and delegate approval of such certificates to the Academic Programs Committee of Council.

10. Nominations Committee

    10.1 Additional nominations to committees – pp. 51-56

    That Council approve the following nominations to fill vacancies on committees, for terms ending June 30, 2015:

    Teaching and Learning Committee:
    Kathleen James-Caven, English
    Lorraine Holtslander, Nursing

Academic Support Committee:
Alison Muri, English

Student Academic Hearing and Appeals Panel:
James Montgomery, Small Animal Clinical Science
William Albritton, Microbiology and Immunology
Susan Fowler-Kerry, Nursing
Mark Lees, Academic Family Medicine

University Review Committee:
Donna Goodridge, Nursing

Renewals and Tenure Appeal Panel:
Phil Chillibeck, Kinesiology
Ray Stephanson, English

11. Joint Committee on Chairs and Professorships

11.1 Request for Decision: Revision and Expansion of the Distinguished Chairs Program – pp. 57-66

That Council approves the following recommendations:

1. the name of the award be changed to "Distinguished Professorship", and that a recipient be referred to as "Distinguished Professor";

2. on retirement a Distinguished Professor will become a "Distinguished Professor Emerita/us";

3. the 3-year limited term of the award be eliminated, and that the distinction be awarded for life; and

4. the maximum number of Distinguished Professorships for the U of S be increased from 10 to 30, excluding Distinguished Professors Emeriti effective January 1, 2013.

11.2 Request for Decision: Louis Horlick Chair in Medicine (honorary chair) – pp. 67-68

That Council authorizes the Board of Governors to establish an honorary chair, Dr. Louis Horlick, in the Department of Medicine to be held by the department head effective January 1, 2013.

11.3 Request for Decision: SaskPower Chair in Power Systems Engineering – pp. 69-74

That Council authorizes the Board of Governors to establish a SaskPower Chair in Power Systems Engineering.

12. Report from Vice-President, Student Affairs: Enrolment Report (oral report)

13. Other business

14. Question period

15. Adjournment

Next meeting – 2:30 pm, December 20, 2012

If you are unable to attend this meeting please send regrets to: Lesley.Leonhardt@usask.ca

UNIVERSITY OF SASKATCHEWAN

Minutes of University Council
2:30 p.m., Thursday, October 18, 2012
Neatby-Timlin Theatre

Attendance: J. Kalra (Chair). See appendix A for listing of members in attendance.

The chair called the meeting to order at 2:32 p.m., observing that quorum had been attained. A tribute to Sylvia Fedoruk was delivered by Dr. Stuart Houston, Professor Emeritus of Medical Imaging and Radiology. Dr. Fedoruk, who served as Chancellor from 1986-1989 and subsequently served as the province's Lieutenant Governor, was a professor, nuclear physicist, researcher and pioneer in radiation therapy. She passed away on September 26, 2012.

1. Adoption of the agenda

URQUHART/JAECK: To adopt the agenda as circulated.

CARRIED

2. Opening remarks

Dr. Kalra welcomed visitors and extended a particular welcome to Dr. Vera Pezer, University Chancellor and chair of the university Senate. He reminded members of Council of the fall Convocation ceremonies to take place on Saturday, October 27; the ceremonies will include the installation of the university's 9th President and Vice-chancellor, Dr. Ilene Busch-Vishniac.

3. Minutes of the meeting of September 20, 2012

WOTHERSPOON/RENNY: That the Council minutes of September 20, 2012 be approved as circulated.

CARRIED

4. Business from the minutes

No business was identified as arising from the minutes.

5. Report of the President

President Busch-Vishniac commended members to her written report and spent a few minutes talking about the significance of the university's membership in the U15, the group of the most research-intensive universities in Canada.

The president described the purpose and membership of the U15, and summarized its mandate, which includes engaging in advocacy at the federal level around such matters as science policy and immigration policies related to training of international graduate students. The group aims to be an influential presence unrivalled in Canada for excellence and for bringing minds to bear on the world's greatest challenges as well as fostering in Canada the capacity for groundbreaking research.

Dr. Busch-Vishniac then turned to why our institutional membership matters. Already, she observed, the visibility afforded to the university has dramatically increased and the university has begun to receive invitations that would not otherwise have been extended. Being on the U15 also helps in recruitment at all levels: the ability to say that we are among this group of research-

intensive institutions makes it easier for us to attract both students and new faculty. In the provincial arena, U15 universities serve as economic drivers much more than do non-research intensive universities, and this message is important to take to government as a reason for strategic investment in universities. The U15 also matters for students because we know from the literature that research methods work well to encourage student learning. Moreover, as universities are on a list like the U15, a more diverse community of high achievers is attracted to the institution. Being on a list opens doors for our graduates—the value of a degree is enhanced. Finally, for students in a research-intensive institution, the flavor of the research trickles down to the undergraduate level and this opens opportunities for them. The president noted that membership will also give our university a way to benchmark appropriately against the 14 universities that are our peers. Over the next years, Council will see that virtually every measure that the university uses to measure its success will be against U15 data. Advocacy and the sharing of data and ideas from our peer institutions will also be a priority for the president in her membership of the executive heads' group. Membership in this group is extraordinary and now what we need to do is to make good on the opportunity that presents to us.

The chair then invited questions from the floor.

A member asked how member institutions of the U15 group balance cooperation with competition. The president responded that the institutions can work together at the highest level and speak with one voice to government about such matters as funding for federal laboratories or even, perhaps a common graduate school application protocol. When it is possible to identify such arenas for cooperation at a high level, the institutions will cooperate—but this does not rule out competing in a civil fashion to attract students, faculty and funding.

6. Report of the Provost

The chair conveyed regrets from Dr. Fairbairn, indicating that the president has agreed to field any questions Council members may have about his report.

A member asked about the status of the decanal search in the College of Engineering; the president indicated that the search has not been declared failed but is ongoing in order to identify a sufficiently broad pool of candidates.

Another member asked about the new mode for capital projects that the university seems to be in, in which the provincial government is authorizing the institution to take on debt. He wondered whether this new process has started to inform how smaller projects are funded. The president confirmed that the framework has changed, with the province allowing us to borrow and committing to fund the interest repayment. She acknowledged that this does put the institution in a precarious position and that the board has been discussing this with government. The board has established acceptable levels of debt and will be watching carefully as levels approach that ceiling.

7. Student societies

7.1 Report from the USSU

USSU Vice-President, Academic Affairs, Ruvimbo Kanyemba presented an oral report on recent activities of the USSU. Ms. Kanyemba conveyed regrets on behalf of Jared Brown who is moderating the mayoral forum. Her report touched on student elections, the referendum on a summer U-Pass, plans for filling the space in Place Riel vacated by the

Campus Cove, an upcoming rally against the deportation of two international students in Regina, the mayoral forum, meetings with the province about financial assistance for students, meetings with MLA's to discuss student matters, work on rental, composting and sustainability initiatives, planning for international education week, planning for an upcoming learning expo in November, a mini student research symposium, academic integrity awareness week, and teaching excellence awards, which have been opened this year to TA's.

The Chair invited members of Council to join him in thanking Ms. Kanyemba for her report.

7.2 Report from the GSA

GSA President Ehimai Ohiozebau presented this report on the activities of the Graduate Students' Association along with academic vice-president Dylan Beach.

Mr. Beach updated Council on a new partnership with the Student Employment and Career Centre involving employers in various sectors presenting to students; the first one was well attended with about 100 people and there is something arranged for each month. They are also planning two workshops on employability, focusing on practical matters such as how to create a *curriculum vitae.* Mr. Ohiozebau added that the GSA is negotiating for a U-Pass for graduate students; he commended members to the written report circulated with the agenda materials.

The Chair invited members of Council to join him in thanking Mr. Ohiozebau and Mr. Beach for their report.

8. Planning and Priorities Committee

8.1 Report for Information: Faculty and Staff Complements

The report was presented by Planning and Priorities Committee chair Dr. Bob Tyler, who reminded Council that there was a request at a meeting of Council last spring for information about the administrative and faculty complement and the levels of growth over time of each of those groups. Dr. Tyler invited Troy Harkot, Director, Information Strategy and Analytics (ISA), to present and contextualize the data and to speak about the key metrics and how they were developed and assembled. Mr. Harkot explained how to interpret headcount and full-time equivalencies, and explained the data definitions, and provided information about how to obtain further data on the ISA web site.

The source of the data is the annual set provided to Statistics Canada each year in October and is based on their definitions; this ensures better standardization of data to enhance comparability across institutions and across years.

Mr. Harkot then demonstrated the 'uView' area on the university's ISA web site at www.usask.ca/isa. This site allows the user to 'drill down' to find detail about the positions that are included in the count for any given unit. He indicated that his office is available to respond to any questions members of Council may have about the data collected and reported by the ISA.

On behalf of the provost, Vice-provost for faculty affairs Jim Germida thanked Mr. Harkot for his presentation and provided some historical perspective on the data, particularly as it

pertains to the size of the faculty complement and to a significant growth in the number of administrative staff numbers. He described the shifting demographics of the faculty over the past couple of decades.

The chair then opened the floor to questions.

A member questioned the balance among faculty, staff and senior administrative positions, noting that the administrative staff has doubled in twelve years, while the faculty complement has remained more or less the same, excluding the clinical faculty and researchers that were brought into scope during that time.

Another member wondered whether there is any data to support the claim that it is the regulatory environment that drives the increase in administrative staff; Mr. Harkot suggested that one way would be to look at the job titles of new positions.

A member commended the Council member who had requested this report, and also expressed thanks to the provost's office for taking it on; he suggested the report may be timely with respect to impending budget adjustments, and wondered about the proportions of positions supported by research grants and other target funding versus those paid for from operating funds. He also wondered about how special advisors and consultants are paid; Dr. Germida responded that most of the special advisors would be captured as 'faculty' though some may be administrators. Consultants are not usually in an employment relationships so would not generally be reflected in these numbers.

The member who requested this report at an earlier meeting thanked the chair of the Planning and Priorities Committee for ensuring the report came back onto Council's agenda, and thanked Mr. Harkot for his presentation. He reminded Council that the context for the original request had to do with statements from the Vice-president and Associate Vice-president of Research about enhancement of the institution's 'research engine' and suggested that when you look at the statistics going back to 1980, the research engine has not really been enhanced. He also alluded to the priority more recently accorded to the student experience, and argued that the student experience in laboratories and classrooms has not been enhanced much in 30 years with respect to faculty/student ratios. The vice-provost responded that the raw numbers don't tell the full story about the changing nature of the academy, and reminded Council that over the last 10 years the numbers include about 30 Canada Research Chairs, 3 Centennial chairs, and 25-30 research scientists who have been brought into scope.

Another member followed up on the comment about the faculty/student ratio by observing that 30% of the faculty are from a College that has only 1.5% of our students, and that this skews the ratio.

A Council member pointed out that assistant and associate deans fall into different categories, since one group is in scope and one out of scope.

The chair called for an end of discussion, noting that some of the issues raised today may be addressed in more depth at future Council meetings.

9. Joint Committee on Chairs and Professorships

The Chair called upon Jim Germida, chair of the joint committee on chairs and professorships, to present this item to Council.

9.1 Request for Decision: Estey Chair in Business Law

Dr. Germida pointed out that the Board of Governors met earlier this week and has given conditional approval to this chair, subject to Council approval.

A member sought clarification about whether this was a chair or an enhancement chair, and how the teaching relief would work. The dean clarified the arrangements, noting that if the candidate is internal they will have their full faculty salary plus teaching relief; if the candidate is external, they will get a top-up. The vice-provost indicated that the committee had discussed the need to give the college flexibility in whether an internal or external candidate was selected.

CHIBBAR/ANAND: That Council approve the Estey Chair in Business Law, and recommend to the Board of Governors that the Board authorize the establishment of the Chair.

CARRIED

10. Governance Committee

Professor Gordon Zello, chair of the governance committee, presented this item to Council.

10.1 Request for Decision: Change to Council Bylaws re: Membership of the School of Environment and Sustainability

Professor Zello reminded Council members that this item had been brought to the September meeting of Council as a notice of motion.

A member asked about secondary joint appointments and what this means in terms of participation in collegial processes; Professor Zello pointed out that the faculty council is not delegated to deal with collective agreement processes as these are not under the authority of Council.

ZELLO/DOBSON: That Council approve the membership of the School of Environment and Sustainability Faculty Council as outlined in the attachment.

CARRIED

11. Report from the Associate Vice-President, Student Affairs

Dr. David Hannah, Associate Vice-president for Student Affairs, presented this item to Council as an administrative report.

11.1 Item for Information: Strategic Enrolment Management Project

Dr. Hannah began with history and background for the project, referencing the 2003 Enrolment Plan Foundational Document, which almost a decade ago set targets for enrolment in various

categories. He described the extent to which those targets have and have not been met, and then outlined the goals of the current project. He described the membership of the steering committee for the project, which is both complementary to and aligned with the university's integrated plan. The project will build on the institutional positioning project that was completed a couple of years ago and is grounded on solid institutional data as well as research about demand, capacity, and trends. A lot of work will be done between now and summer to identify realistic goals and to build institutional capacity.

Dr. Hannah's slides are appended to these minutes.

Discussion focused on the following areas:

- The increase in graduate student numbers, and the fact that the majority of this increase comes from course-based professional graduate programs;
- The challenge of using programs for undergraduate recruiting, and the unintended consequence of a proliferation of programs;
- The need for more sophisticated data analytics, particularly in support of retention;
- The relationships between the findings and goals of this plan and the goals outlined in unit plans for IP3 as well as their relationship to looming budget adjustments.

The chair thanked Dr Hannah and suggested further comments and questions be directed to him directly.

12. Policy Oversight Committee

Dr. John Rigby presented this item to Council, beginning with some comments about the importance of policies and the important role of the policy oversight committee in helping those who are framing policies meet certain standards and objectives. He noted that there is one correction to the report: there are two separate references to the Library Materials Policy, but only the second of these should appear in the report.

12.1 Item for Information: Policy Oversight Committee Year-End Report

The chair invited questions or comments; there were none.

13. Other business

No other business was raised.

14. Question period

No questions were brought forward.

15. Adjournment

URQUHART/DOBSON: That the meeting be adjourned at 4:45 p.m.

CARRIED

COUNCIL ATTENDANCE 2012-13

Voting Participants

Name	Sept 20	Oct 18	Nov 15	Dec 20	Jan 24	Feb 28	Mar 21	Apr 18	May 16	June 20
W. Albritton	P	P								
S. Anand	R	P								
A. Anderson	NYA	A								
E. Barber	P	A								
P. Bonham-Smith	P	P								
A. Bowen	P	P								
D. Brenna	P	R								
J. Bruneau	P	P								
M. Buhr	P	P								
I. Busch-Vischniac	P	P								
L. Butler	P	P								
L. Calvert	R	R								
C. Card	P	A								
G. S. Chang	P	P								
R. Chibbar	P	P								
B. Coulman	P	R								
T. Crowe	P	R								
A. Dalai	A	A								
S. Daum Shanks	P	A								
M. D'Eon	P	A								
G. DesBrisay	P	P								
R. Deters	P	P								
T. Deutscher	R	R								
R. Dobson	P	P								
D. Drinkwater	P	P								
C. Eberhart	A	P								
M. Etman	P	P								
B. Fairbairn	P	R								
K. Flynn	P	P								
S. Fowler-Kerry	R	P								
D. Freeman	P	R								
A. Gabriel	P	P								
M.Ghezelbash	P	P								
B. Gobbett	P	A								
J. Greer	P	P								
M. Hamilton	P	P								
L. Harrison	A	P								
D. Hill	P	P								
C. Huberdeau	NYA	P								
L. Jaeck	P	P								
K. James-Cavan	P	P								
R. Johanson	R	R								
P. Jones	P	P								
J. Kalra	P	P								
R. Khandelwal	P	P								
E. Krol	R	R								
S. Kulshreshtha	P	P								
B. Langhorst	P	R								
D. Lee	P	P								

Name	Sept 20	Oct 18	Nov 15	Dec 20	Jan 24	Feb 28	Mar 21	Apr 18	May 16	June 20
M. Lees	R	R								
A. Lieverse	P	P								
Y. Lin	P	A								
Y. Luo	A	P								
D. Makaroff	P	P								
J. Martini	A	A								
L. Martz	R	R								
M. MacGregor	P	P								
V. Meda	P	P								
H. Michelmann	P	P								
J.Montgomery	R	R								
K. Ogilvie	A	R								
E. Ohiozebau	P	P								
N. Ovsenek	P	P								
B. Pain	P	P								
D. Parkinson	P	P								
A. Phoenix	P	P								
C. Pozniak	P	A								
R. Pywell	P	P								
M. Prytula	P	R								
L. Qualtiere	P	A								
L. Racine	P	R								
C. Rangacharyulu	P	P								
A. Renny	A	P								
C. Reynolds	P	R								
J. Rigby	P	P								
C. Rodgers	P	P								
R. Sarjeant-Jenkins	P	P								
R. Schwier	P	P								
J. Singh	P	A								
C. Still	P	P								
P. Stoicheff	P	R								
D. Taras	R	P								
R. Taylor-Gjevre	P	P								
R. Tyler	P	P								
E. Tymchatyn	P	P								
S. Urquhart	P	P								
G. Uswak	R	P								
A. Van Kessel	P	A								
J. Vassileva	P	R								
L. Voitkovska	P	A								
K. Walker	P	A								
F. Walley	P	P								
H. Wang	P	P								
Y. Wei	A	P								
T. Wiebe	A	A								
V. Williamson	P	P								
T. Wotherspoon	P	P								
G. Zello	P	P								

COUNCIL ATTENDANCE 2012-13

Non-voting participants

Name	Sept 20	Oct 18	Nov 15	Dec 20	Jan 24	Feb 28	Mar 21	Apr 18	May 16	June 20
K. Chad	P	R								
B. Cram	A	P								
D. Beach	A	P								
T. Downey	A	R								
G. Fowler	R	A								
J. Brown	P	R								
R. Isinger	P	P								
R. Kanyemba	P	P								
B. Krismer	P	P								
H. Magotiaux	P	A								
L. Pennock	P	P								

AGENDA ITEM NO: 5

President's Report to Council

November, 2012

The time since the October meeting of University Council has been spent continuing to meet people on campus and in the community, to build relationships with government and donors, and to advance key institutional priorities aligned with our third integrated plan. Recent meet and greet opportunities on campus have included the College of Nursing and the Johnson Shoyama Graduate School of Public Policy.

On October 27, I was officially installed as the ninth President of the University of Saskatchewan, in a moving ceremony that was part of Convocation. The installation, which included presentation of vestments of the office by Lea Pennock and Russ Isinger, a performance by the Greystone Singers, a performance of an Honour Song by Drum Group Wild Horse, and delivery of congratulatory messages, also provided me with my first opportunity to give a major address to the public.

This is also the season for student awards, some of which are presented in ceremonies outside of Convocation. I was very pleased to attend the award ceremony for Nursing and the Golden Key International Honour Society welcome of new members.

COLLEGE OF MEDICINE RESTRUCTURING

The College of Medicine continues to make good progress toward developing a restructuring plan that will address concerns of accreditors and refocus university employees on academic pursuits. Working groups are engaging faculty across the college and making recommendations to the Dean's Advisory Committee on issues such as faculty complement and alternative career paths. The plan will be presented to Council in December.

As work on COM restructuring has progressed we have also made significant progress in understanding the service, funding and administrative cooperation that will be needed between the university and the health systems. Provost Fairbairn, Vice Provost Phillipson, Dean Qualtiere and I have been speaking with government and the health regions about the interconnectedness of the college and health regions and potential revisions to the current structures. This dovetails well with the work of a consultant working with government to investigate the creation of an alternative funding plan for medical professionals that is similar to those existing in other Canadian provinces. I remain quite optimistic that we will craft and implement a new structure that has benefits for the university, the health regions and government.

FIRST NATIONS AND MÉTIS INITIATIVES

After a short delay, the Gordon-Oakes Red Bear Centre design has been released for construction bids. The tender process will close before the end of the calendar year, and we will identify the construction firm choice shortly thereafter, assuming bids come in at or below our

estimate of construction costs. Construction is expected to start as soon as possible after the winter months.

Among our U15 peers, we are currently the university with the highest fraction of self-identified Aboriginal students. While heartened by this reality, we know that we could do better still in attracting and retaining to graduation First Nations and Métis students, and that these are goals shared with our Aboriginal communities. The access and success of First Nations and Métis students is a high priority for all of Saskatchewan's post secondary academic institutions. It is an area in which we can partner to take advantage of the unique qualities of each institution in order to provide a comprehensive set of options for Aboriginal students, each with appropriate infrastructural supports. In that spirit, I have been very pleased to meet my peers at SIIT and FNUC in the last months and to begin building a strong relationship based on mutual goals. The untimely death in October of Randell Morris, President of SIIT, is a great loss to Saskatchewan, but will not change our commitment to partnering with SIIT as appropriate.

My Provincial tour began this month with a trip to Regina timed to coincide with the opening of our new Regina facility for nursing students. At the majority of stops on the tour, we will visit First Nations and Métis communities to learn how we can better understand and meet their needs. I also have a luncheon with elders coming up shortly, and look forward to learning much from these community leaders.

GOVERNMENT RELATIONS

In the last month I have been able to engage in both national and provincial advocacy on behalf of the U of S. I was invited to testify to the Finance Committee in Ottawa and spent my time focused on the need for a national science and technology policy that will support facilities appropriately, the importance of preserving and enhancing the budget of funding councils and the desirability of a more consistent recruitment and retention policy for international students. I am happy to report progress on the last of these items, with an announcement by Minister Kenney that the focus of changes in the immigration policies will be to enable international students who have completed degrees to remain in Canada.

In the last month I have met with the Saskatchewan Federal Council and explained the priorities of the U of S and how they relate to national issues. I have also had the pleasure of participating in the AUCC Advocacy Day on the Hill, during which I met a few MPs I had not met previously.

On the provincial level, I continue to meet various Ministers, Deputy Ministers and MLAs. I had an opportunity to meet with the NDP caucus to discuss priorities for the university. I have also met with Lionel LaBelle to discuss international relationships and how we can continue to partner well with STEP.

We continue to partner well with Saskatoon leaders. The municipal election in the last month returned many incumbents to office. Where there are new people in leadership positions, we are making arrangements to meet them and ensure they are well aware of university issues.

WORKPLACE ASSESSMENT – PRESIDENTIAL AND VICE-PRESIDENTIAL OFFICES

With the introduction of a new President, the retirement or departure of a few senior leaders, budget constraints, and pressure from government for adoption of Lean methods in all public organizations, it is a good time to review the structures we have at the senior administrative levels. We have embarked on a review of the offices of the President, the Vice-Presidents, Government Relations, and the University Secretary. The aims are to identify and assess current staffing resources and how they correlate with service needs, to determine levels of efficiency, collaboration and "customer" satisfaction, and to provide recommendations designed to ensure a warm, effective environment. While we are not undertaking this effort with the aim of personnel reduction, we are cognizant of the need to reduce our operating budget and the escalating pressures to do more with fewer people.

This work, which is being led by a consultant, will mesh well with the workforce assessment that is part of our effort to reduce operating costs. In effect, the senior administrative offices are leading the way in analyzing current structures, portfolios, and personnel balances and skills in order to ensure that we are a lean, effective operation.

SENATE MEETING

The Fall meeting of Senate occurred in October on campus. The meeting was well attended and included a discussion, in small groups, of what we do well as a university and what are our opportunities for improvement. The many good suggestions and comments that came from this meeting will, along with the results of similar meetings of internal and external constituencies, inform our future directions. I am grateful for the willingness of our community to advise on these important questions that will guide where we aim to be in 10 - 20 years.

SEARCHES

Searches for University Secretary, Dean of Engineering, and Dean of Medicine continue to make progress. Advertisements for the Secretary position are now posted and we are on schedule to identify Dr. Pennock's successor prior to her retirement. The search committee for the next Dean of Engineering has met, and we continue to pursue our preferred candidate for Dean of Medicine.

AGENDA ITEM NO: 6

PROVOST'S REPORT TO COUNCIL

November 2012

INTEGRATED PLANNING

Provost's Committee on Integrated Planning (PCIP)

PCIP met on October 3, 2012 to review items slated for the Board of Governor's October meeting. PCIP also deferred consideration of proposed new departments in the College of Medicine until the new structures and accountabilities are decided upon. PCIP consulted with the acting dean and the dean's executive about this deferral.

ASSESSMENT

Rankings

It is the time of year when national and international rankings abound. The office of Institutional Planning and Assessment (IPA) is examining all of the rankings outcomes for this year with a view to sharing this more broadly in the next few weeks.

Achievement Record

In order to gauge progress of the university's strategic directions, and to adequately represent this progress to our community and the public at large, we have developed our fourth Achievement Record. We are committed to being accountable and take responsibility for measuring and reporting the effectiveness of our work and using that information to continuously improve our performance. The 2011-12 Achievement Record was made public on October 31, 2012 and will be available online only at www.usask.ca/ipa. Next year's Achievement Record will focus more directly on U15 comparators.

OPERATING BUDGET ADJUSTMENTS

University's operations forecast 2013-14 update

The Board of Governors approved the Operations Forecast 2013-14 on October 17, 2012. The document was submitted to the Ministry of Advanced Education on October 24 and was made public on October 26. It is available online at www.usask.ca/finances. The document was prepared with broad involvement from the university community, including university council. On behalf of the Planning and Priorities Committee of Council, Bob Tyler submitted a letter of support to the provost and the president on October 3.

The university is projecting an increase to the base operating grant of 2.0 per cent in 2013-14, for total base operating funding of approximately $294.9 million. This is a reasonable and realistic projection based on the most up-to-date information available. Targeted initiatives funding is projected at $26.4 million, which includes previous commitments from the province for Medicine class size, Nursing expansion, Academic Renal Transplant, CERC, ULearn, the

International Centre for Northern Governance and Development, and Health Sciences new space operating and capital renewal. We are also projecting $48.4 million in capital expenditures, plus principal and interest payments on capital debt of approximately $15 million. New initiatives are also outlined for consideration of the Ministry, including a request for increased provincial support for graduate students. In summary, our operations forecast consists of the following priorities for funding:

1) Operating grant base and targeted funding
    - Operating grant increase of 2 per cent, for a total of $294.9 million
    - Continuing targeted initiatives funding of $ 26.4 million
2) Capital funding for a total of $48.4 million
    - Capital funding for Health Sciences project of $5.5 million
    - Capital funding for RenewUS of $25 million
    - Sustaining capital grant of $14.4 million including inflationary increase
    - Distributive education health sciences space in Regina of $3.5 million
3) Principal and interest repayment of approximately $15 million

A structural deficit of $16.1 million is projected for 2013-14 (refined projection from previous estimate of $15.4 million from October report to council) and is based on the 2 per cent base operating grant increase. This deficit will be addressed through the university's Operating Budget Adjustments project. Approximately 70 per cent of our operating budget comes from the provincial operating grant, which makes the operations forecast an important part of our financial picture.

Operating Budget Adjustments update

At this time, we face a projected deficit of $44.5 million by 2016 if we take no mitigating actions. Work on reducing our operating expenditures is well underway, including early actions to balance our budget with both one-time savings for 2012-13 and permanent adjustments that help us address our long-term problem. To date we have made one-time expense reductions of $7.0 million and permanent expense reductions of $2.5 million.

We continue to make progress in the Operating Budget Adjustments project. A detailed update on the status of the project was provided to the Board of Governors on October 17. You will have received two memos from the vice-president finance and resources and I in September and October, as chairs of the Operating Budget Adjustments steering committee, keeping you apprised of the most recent developments. These developments have included:

- a review of the accumulated surpluses in colleges and units, also referred to as contingency funds. The objective of this effort is to amass a one-time transition fund of $20M from central reserves and college/unit accumulated surpluses, and to support this year's projected $6M deficit.
- meetings between Barb Daigle, associate vice-president of human resources and co-leader of the central administrative quadrant and unit and college leaders regarding workforce planning. The goal is to help us ensure that jobs align with the priorities of the university as outlined in our integrated plan. Meetings concluded at the end of October and the central administrative quadrant is in the progress of making strategic recommendations to the steering committee for the workforce complement in the future.

- exploration of the application of process improvement methodology to increase our efficiency and improve how we do our work together to better serve the university and its students. An investment has been made in training a select group of staff and senior administration in process improvement, with a pilot initiative having begun to improve our procurement processes.
- early discussion by the central academic quadrant on a program prioritization process.

We will be hosting the third in a continuing series of Financial Town Hall's on November 20 at noon in Convocation Hall to provide an update on progress and allow the campus community to ask questions.

Although we are looking at ways to reduce our expenses, our ambition does not change. As a member of the U15, Canada's most research intensive universities, we still strive to be one of the most distinguished universities in Canada and the world. To get there, we must prioritize more clearly based on our mandate of teaching, research and service, and strengthen our focus on the areas we have identified together as the most important in the *Third Integrated Plan*. We appreciate your ongoing support and involvement in this process.

COLLEGE OF MEDICINE RESTRUCTURING UPDATE

Acting Dean Lou Qualtiere and Vice-Provost Martin Phillipson report a high level of engagement in the college and particularly within the working groups. A separate, and more detailed, report on the progress of the restructuring process is attached.

The following is a summary of progress to date:

- The Dean's Advisory Committee (DAC) most recently met on October 17 and October 31
- The first DAC Town Hall Meeting was held on October 29. Further DAC Town Halls are scheduled for November 15 and 26
- A Town Hall was held at the Regina General Hospital on November 7. The acting dean and the vice-provost, College of Medicine organizational restructuring attended. This Town Hall was organized to allow for input from faculty, residents and students at the Regina site.
- Working group leads and membership have been finalized and are available at
- medicine.usask.ca/renewal/committee.html. All groups have now met and their work is ongoing. The DAC is increasing its meeting schedule and will start to receive information and proposals from the working groups in due course. See the attached report for further information on the working groups.
- Minutes of DAC meetings will be posted at medicine.usask.ca/renewal/meetings.html
- December – DAC to present plan to University Council
- See all college renewal details online at medicine.usask.ca/renewal

U of S PARTICIPATION IN THE BAYVIEW ALLIANCE INITIATIVE

The Bay View Alliance (BVA) is a network of universities carrying out applied research on the leadership of cultural change for increasing the adoption of improved teaching methods at universities. BVA aims to identify and evaluate more effective ways for those of influence at all levels of a university to inspire and enable enhancements of teaching and learning, through adjustments to common educational methods and procedures. Currently, BVA has seven member universities (Indiana University Bloomington, Queen's University, University of British Columbia, University of California Davis, University of Kansas, University of Saskatchewan, and University of Texas Austin). More information on the initiative can be found at www.bayviewalliance.org.

On October 26 the BVA announced that the Alfred P. Sloan Foundation has granted $803,942 over four years to support the launch of the Alliance. The BVA project funded through the Sloan Foundation grant will seek to understand the kinds of leadership practices that can best support the widespread adoption of effective teaching methods, with a focus on science, technology, engineering, and mathematics (STEM) fields.

Dr. Jim Greer, Director of the University Learning Centre, and Dr. Patti McDougall, who begins her new role as Vice-Provost Teaching and Learning on January 1, 2013, will be leading the U of S participation in the BVA.

A LIVING LEARNING COMMUNITY

A new opportunity at the U of S this fall opened in the on-campus residence for first-year students. The themed Living Learning Community (LLC) linking 15 first year students in Voyager Place chose the program to learn and live for a year focused on health and sustainability. The LLC is organized through a partnership between the University Learning Centre and the U of S Residence Office. The focus of the LLC is on both an academic and practical approach to healthy living. We hope to expand this program to offer a living learning opportunity to more residence students in the coming years.

The LLC students and their peer mentors have organized a multidisciplinary panel on health and sustainability led by faculty and professionals from the community. This is one of the many multidisciplinary panels planned by students in various Learning Communities cohorts, which bring together scholars from various disciplines to discuss a learning community theme. The panels are filmed and many are posted online under http://www.usask.ca/ulc/lc/MultidisciplinaryPanels.

COLLEGE AND UNIT UPDATES

University Library

Digitizing Saskatchewan's History

On October 16 the University of Saskatchewan and Ministry of Education unveiled a new online portal (http://saskhistoryonline.ca) that provides digital access to a breadth of Saskatchewan's cultural resources and materials.

In 2010, the Ministry of Education committed $950,000 over three years to support the Saskatchewan Multi-type Digitization Initiative to help bring Saskatchewan culture and history, including First Nations and Métis culture, online in a central location for educational and research purposes. In the past, historical and cultural collections from museums and libraries across Saskatchewan were less accessible due to physical location or were too fragile for public handling. With this new portal, anyone can access these important collections online for free, which helps preserve the past and also help educators and researchers do their work.

Named "Saskatchewan History Online", this new tool allows users to search collections by keywords similar to searching library catalogues. Researchers, teachers, educators, students and the public will be able to find artifacts they previously would have never seen—including photos, scrapbooks and personal items that tell stories of Saskatchewan's past. Beyond the ability to search, another unique feature is "History Pin" which allows people to view changes in a building, location or landscape from past to present using a map-like application on their smartphones.

Knowledge Keepers: Authorship – Artistry – Archives Exhibition Launch
The University Library held a celebration of the *Knowledge Keepers: Authorship – Artistry - Archives* exhibition on October 3. The event featured remarks from guest speakers, as well as Aboriginal dance and Oskayak Isketew drum performances.

The Knowledge Keepers exhibition was launched in the Spring of 2012 to mark the work of the Truth and Reconciliation Commission of Canada (TRC) in Saskatchewan. Coordinated by the University Library and featuring many published materials held by the library, the physical exhibit also includes unpublished materials from the holdings of the University Archives. There is also an accompanying website which showcases Aboriginal research materials which compliments and augments the exhibition with detailed information regarding Aboriginal authors, musicians, artifacts, artwork and scholarly work. As well, the site highlights our other Aboriginal themed digital initiatives.

The physical exhibition is being held in 'The Link' at the Murray Library on the U of S campus, and the virtual exhibition can be viewed through our website (http://www.library.usask.ca/indigenous). Both exhibitions showcase our collections and help educate our community about Aboriginal issues including the residential school experience. The physical exhibition will run through until December 2012 and the online resource will continue to be available on the library's website.

Treaty Education Module
The University Library is looking forward to participating in the Treaty Education Module developed in conjunction with the Gwenna Moss Centre for Teaching Effectiveness (GMCTE) and the Office of the Treaty Commissioner. The library has 29 employees registered as a group to participate in this excellent professional development opportunity.

College of Arts & Science

- The University of Saskatchewan announced the establishment of the **Murray W. Pyke Chair** in Geological Sciences as a result of a significant gift from the Pyke family of Calgary. The donation is the largest ever received by the College of Arts and Science.
- The College hosted Fulbright Scholar **Dr. Charles White** from Portland State University for a two-week period, to meet with campus stakeholders, and to advise on the College's Curriculum Renewal project: http://artsandscience.usask.ca/curriculumrenewal/
- Members of the college's leadership team visited with CEOs and leadership teams of North West College in North Battleford and Cumberland College in Melfort to develop new strategic working relationships with the **regional colleges**, particularly by exploring the development of more course offerings
- **Jim Cuddy**—who rose to fame as lead singer of Blue Rodeo and has also launched a successful solo career—was on campus as the keynote speaker for the Gail Appel Lectureship in Literature and Fine Arts. Cuddy's lecture, titled Canadian Music: The Dawning of Independence, took place in Convocation Hall and was facilitated by the Interdisciplinary Centre for Culture and Creativity (ICCC)
- **Taking the Pulse**: This groundbreaking partnership between the CBC, The StarPhoenix, Leader-Post and College of Arts & Science has made possible one of the largest surveys of Saskatchewan people on Saskatchewan issues. Results, news coverage and videos from the survey were released between October 18 and 29 via an array of traditional, online and social media. The survey—a result of work conducted by more than 30 faculty and 40 students—gauged residents' opinions on diverse and potentially divisive topics, ranging from Aboriginal issues and immigration to crime and the economy.
- **Lorin Elias** (Psychology) was presented with the Master Teacher Award and **Tom Wishart** (Psychology) received the J.W. George Ivany Internationalization Award at the Fall Convocation

SEARCHES AND REVIEWS

Search, Dean, College of Engineering
The first meeting of the search committee for the Dean, College of Engineering was held in late October. Advertisements will be placed and recruitment will begin.

Search, Dean, College of Medicine
There is currently no update available at this time.

CoM Renewal
Report to University Council
November 2012

Prepared by Martin Phillipson, Vice-Provost CoM Organizational Restructuring, Kelly McInnes, Director, HRD and Sharon Scott, Director, Internal Communications

Preamble
The purpose of this document is to provide an update to University Council on progress that has been made toward the development and implementation of a new academic governance model for the college of medicine.

Rationale for Restructuring
The college of medicine at the University of Saskatchewan (U of S) has a long history of vital service to the Province of Saskatchewan. Alongside service, education and research are essential components of the college's mission and vital to its role as a key academic unit within the university. The importance of a college of medicine to the province and the university should not be underestimated; the college supports the professional aspirations of students through education, provides critical clinical service to the province, and should be a powerful engine for research.

Over the past 20 years, a number of changes have occurred that profoundly affected the college's ability to deliver on its mission. The challenges faced by the college resulted in an accreditation crisis in the early 2000s, which threatened its very existence. The recent accreditation report signaled that not all of the college's problems were resolved. The college faces specific challenges which run the risk of becoming more serious if they are not dealt with expeditiously: accreditation issues, research concerns, and service and interface with the health system.

Accreditation

In July 2011, the college of medicine received "warning of probation" notification from the Committee on Accreditation of Canadian Medical Schools (CACMS) and the Liaison Committee on Medical Education (LCME). The most far reaching and fundamental concern, identified in standard IS-9, relates to structural issues of how clinical teaching is organized and assigned, including the authority of the dean to ensure students have the appropriate instructional support. The accrediting bodies have signaled that the U of S's existing model of clinical instruction, which differs from other medical schools, does not provide sufficient accountability to meet accreditation standards. We believe we have less than a year (March 2013) to discontinue the current non-compliant model of clinical instruction, implement fundamental change and demonstrate conformity with the standard, or we risk probation or loss of accreditation.

Research

A second convergent challenge is the growing misalignment between the research performance of the college and the expectations for research in medical-doctoral universities. Colleges of medicine in most medical-doctoral universities are powerful research engines; however, this is not the case at the U of S. Metrics show that the U of S lags far behind its peers, consistently placing last or next-to-last in research with little sign or possibility of catching up. The college's current $19M per year in research funding would likely have to increase by a multiple of six or more to be comparable with the performance of peer universities on a per-faculty-member basis. One theme is structural – the current faculty

complement is focused on providing clinical service and instruction and there is a critical shortage of clinical faculty who are focused on research. The other theme is cultural – the culture in the clinical areas of the college does not support research. Both themes are troubling and must be addressed.

Service

Service to the province and the interface with the health system also remains a source of concern. Tangled lines of authority and accountability within the university interfere with the appropriate planning of clinical services in the health system. The principle needs to be one of clearer alignment and accountability so that those whose predominant focus is clinical practice, are aligned with health services and planning for service delivery; and those whose predominant focus is research or education are aligned with the university; and we need a fresh approach to ensuring the required co-ordination where individuals have assignments in both systems.

Renewal Key Dates

May 17 2012 Council approved an amended version of the concept paper for restructuring the College of Medicine.

May 17 The Dean's Advisory Committee (DAC) was constituted

Jul 1 Martin Phillipson appointed vice-provost, college of medicine organizational restructuring

Jul 18 DAC began meeting, co-chaired by Lou Qualtiere, Acting Dean, College of Medicine and Femi Olatunbosun, Associate Dean, College of Medicine.

Aug 8 DAC meeting

Aug 29 DAC meeting

Sep 6 Special Meeting of the GAA returns the original motion back to University Council for reconsideration

Sep 13 President reaches an agreement with representatives of University Council and the College of Medicine Faculty Council along with the acting dean and the provost's office:

1. The university will pull central administrative support for the current Concept Plan provided that the COM Dean's Advisory Committee (DAC) presents an alternative plan for approval to University Council at the December meeting. This plan must include restructuring as necessary to:
    - address accreditation concerns within one year,
    - rebalance education, research and clinical responsibilities within COM over a 5 year period,
    - identify evidenced-based measures to be used to determine implementation success, such measures to be shared periodically with University Council, and
    - all of the above must be accomplished without additional resources from the university beyond that already committed.
2. If no plan is forthcoming at the December meeting, then administration would resubmit the original Concept Plan to University Council as it would be the only plan available.
3. Further, although university governance does not let us require concurrence of Faculty Council with the plan of the DAC, we agreed that it would be preferable for everyone to be active in crafting the plan, effectively giving a voice to Faculty Council in the plan development.

Sep 19 Meeting of the DAC – minutes available online (medicine.usask.ca/renewal)

Sep 20 University Council votes down the May 17 motion in favour of the agreement.

Oct 17 Meeting of the DAC – minutes available online (medicine.usask.ca/renewal)
Oct 29 First DAC Town Hall held in CoM
Oct 31 Meeting of the DAC – minutes available online (medicine.usask.ca/renewal)
Nov 7 Town Hall scheduled for Regina
Nov 15 Second DAC Town Hall scheduled for CoM
Nov 20 Special Meeting of CoM Faculty Council
Nov 26 Third DAC Town Hall scheduled for CoM

Dean's Advisory Committee

Membership
Co-Chairs: Lou Qualtiere and Femi Olatunbosun (College of Medicine)
Bill Roesler (Department Head, Biochemistry)
Paul Babyn (Department Head, Medical Imaging)
Marilyn Baetz (Department Head, Psychiatry)
Melissa Denis (Resident)
Kylie Riou and/or Melissa Anderson, SMSS Representative
Brian Ulmer (College of Medicine Alumni)
Daniel Kirchgesner (Community Physician)
Alan Casson (Saskatoon Health Region)
Carol Klassen (Regina Qu'Appelle Health Region)
Ingrid Kirby (Ministry of Health)
Heather George (Ministry of Advanced Education)
Don Phillipon (Saskatchewan Academic Health Sciences Network)
Martin Phillipson (Provost's Office)
Barb Daigle (Human Resources)

Meetings of the Dean's Advisory Committee have been scheduled through to March 2013.

Deliverables
To ensure that, through the working groups, a clear restructuring plan is developed and recommended to University Council at its December 2012 meeting.

Progress
To date, there have been nine meetings of the Dean's Advisory Committee. Working groups have been populated with a representative membership and are at various stages of their mandates. The working groups have most recently been asked to provide the DAC with 3-5 key questions that can be distributed to the entire college community to ensure broad consultation in a timely manner. The information generated by these questions will be provided to the appropriate working groups as it is received. This work is expected to be complete by Nov 30.

Governance Working Group
Working through several issues, this group is developing a proposed structure that will be circulated throughout the College for discussion. Key issues include reporting relationships, research, the Unified Headship model and the potential role for a number of vice-deanships within the College. Discussions with this group have been robust and creative and significant progress has been made.

Career Pathways Working Group
After consultation with four other medical schools, the group has concluded that our CoM has well-structured career pathways, however, the transition process for moving between those pathways requires significant clarification. Currently consulting widely and has established 5 questions they will ask of physicians across the province to help inform the development of recommendations that clarify the aforementioned transition process.

Partnerships Working Group
This group is developing a list of key stakeholders with an eye to the governance model, which will be critical in the final recommendation on this aspect of the restructuring. One key item for discussion is the Unified Headship model for clinical departments.

Complement Planning Working Group
The group is working with data from various sources to develop a complement plan that will appropriately serve the mission and new structure of the college. Information is being gathered from several other medical schools to obtain better insight. Key definitional challenges have been discussed, including the lack of a nationally uniform definition of "full time faculty" in Canadian Medical Schools.

Financial Management Working Group
The work programme of this group is just beginning and will require information from the other working groups to be closer to completion prior to making final recommendations on the financial structure and management to support a new structure in the college. The aim of this group is to unpack the CoM budget with a view towards greater financial transparency

Change and Transition Working Group
Work has begun with discussions both inside and outside the college with potential consultants who may be contracted to assist in this work. Other members of this team are developing a conscious change leadership framework to guide the leaders of the college and provide long-term support for ongoing change.

Recruitment Working Group
A literature search has been undertaken to ensure our recommendations support our need to attract those with the appropriate credentials, skills and experience. These efforts are focused on first determining who we want to attract and then establishing the methods to attract them.

Accreditation Working Group
The current "warning of probation" requires attention to over a dozen accreditation standards and work is ongoing in the CoM to address identified concerns. However, this groups efforts have primarily focused on two specific accreditation standards: ED41 (functional integration of Faculty across distributed sites) and IS9 (accountability for the medical program). With regards to ED-41, the group is considering concrete ways of ensuring the “functional integration” of Faculty in Regina into the workings of the College and its programming. A Town Hall will be held in Regina on November 7 to receive first-hand input on this point and all other aspects of the restructuring. With regards to IS-9, a new approach to the assignment of duties is being proposed involving greater consultation and co-operation between educational leadership in the College and department heads. A dry run of this procedure will be performed in early 2013 with a view to establishing a protocol that ensures ongoing accountability. The development of this protocol is a key aspect of preparations for the return visit by accreditation bodies in March 2013.

Internal Academic Clinical Funding Plan (ACFP)
This group is unique in that its goal is to provide a vehicle (at the College level) for input into the Provincial ACFP process. (See below) Its work is at a preliminary stage and its leadership has met with the Provincial consultant to gain a better understanding of the proposed ACFP. The Group will be providing input into draft versions of the proposed Provincial ACFP which will be released in January as part of a major province-wide consultation process in early 2013.

Provincial ACFP Working Group
The province has engaged a consultant with whom the university is working on the development of an ACFP intended to address both academic and clinical issues.

Membership of the provincial ACFP group (advises the Provincial Oversight Committee)

- Co-Chair, Shaylene Salazar, Executive Director Medical Services Branch, Saskatchewan Ministry of Health
- Co-Chair, Martin Phillipson, Vice-Provost College of Medicine Organizational Restructuring, University of Saskatchewan
- Ingrid Kirby, Director, Medical Services Branch, Saskatchewan Health
- Kim Statler, Senior Policy and Program Consultant, Medical Services Branch, Saskatchewan Health
- Lou Qualtiere, Dean (acting), College of Medicine, University of Saskatchewan
- Femi Olatunbosun, Associate Dean Faculty Affairs, College of Medicine, University of Saskatchewan
- Clinical Department Representatives - College of Medicine and Health Regions
- Vern H. Hoeppner, Department Head, Department of Medicine
- Michael A. Moser, Division of General Surgery, Department of Surgery
- Barbara Daigle, Department of Human Resources, University of Saskatchewan
- Ed Hobday, Administrative Director, Saskatchewan Medical Association
- Alan Casson, Vice-President Integrated Health Services, Saskatoon Health Region
- Laureen Larson, Director of Academic Health Sciences Program Delivery, Regina Qu'Appelle Health Region
- Nick Tait, Project Consultant, Social Sector Metrics Inc.

Project charter and other details online at http://www.skacfp.ca

Timeline
1. Phase 1 Project Initiation – by June 30, 2012
2. Phase 2 ACFP Proposal Design – by November 30, 2012
3. Phase 3 ACFP Proposal Consultation – by March 31, 2013
4. Phase 4 ACFP Proposal Review and submission to Government – by April 30, 2013
5. Phased Implementation of the ACFP over the course of the 2013/2014 fiscal year.

Concrete Deliverable for Provincial ACFP
To deliver an Academic Clinical Funding Plan (ACFP) that will provide incentives for faculty to pursue both academic and clinical work and includes key accountability mechanisms for both clinical and academic work.

AGENDA ITEM NO: 8.1

UNIVERSITY COUNCIL

PLANNING AND PRIORITIES COMMITTEE

FOR INFORMATION ONLY

PRESENTED BY: Bob Tyler, Chair
Planning and Priorities Committee

DATE OF MEETING: November 15, 2012

SUBJECT: **Criteria for Assessment of a College of Medicine Renewal Plan**

COUNCIL ACTION: For information only

BACKGROUND:

On May 17, 2012, University Council approved a new governance framework for the College of Medicine. The new framework was intended as a first but crucial step in addressing issues related to maintaining accreditation of the undergraduate medical education (M.D.) program and increasing the level of research activity in the College, as the existing governance and accountability structure was viewed as a roadblock to progress on these issues. On September 6, Council was directed by the General Academic Assembly to reconsider its decision. On September 12, the President reached an agreement with representatives of the Faculty Council of the College of Medicine, the Provost's Office and Council which would see the College of Medicine develop its own renewal plan as an alternative to the restructuring framework developed by the administration and approved by Council. On September 20, Council reconsidered the motion it approved on May 17, and the motion was defeated. It is anticipated that a renewal plan will be forthcoming from the College for consideration by Council in December. The Planning and Priorities Committee will assess the plan in advance of the December meeting, and will provide its perspective on the plan to Council. Accordingly, the Committee must establish criteria on which to base its assessment. These criteria will be shared with Council, the College of Medicine Dean's Advisory Committee and the College of Medicine Faculty Council.

To improve its understanding of the College of Medicine, particularly issues related to governance, accreditation and research performance, and the College's approach to developing a renewal plan, the Committee met with the College's Associate Dean Undergraduate Medical Education on October 10 and with representatives from the Dean's Advisory Committee and the Accreditation and Governance Working Groups on October 24. The Committee discussed criteria for assessment of a renewal plan at its meetings on October 31 and November 7. The Committee "membership" was expanded on these occasions to include the Chair of the Research, Scholarly and Artistic Work

Committee and a member of the Academic Programs Committee. Some members of the Committee will attend a meeting of the Dean's Advisory Committee in November, and the Committee expects to attend a meeting of the College of Medicine Faculty Council sometime prior to the December meeting of Council.

The draft criteria are presented to Council for information. Comments may be directed to bob.tyler@usask.ca.

ATTACHMENTS:

Criteria for Assessment of a College of Medicine Renewal Plan (draft)

Criteria for Assessment of a College of Medicine Renewal Plan (draft)

The College of Medicine is a complex organization with both academic and clinical departments and correspondingly complex governance and accountability structures. Its mission and mandate include multiple education, research and clinical service roles. These roles are interconnected and fulfilled in partnership with community physicians, the Saskatoon and Regina Qu'Appelle Health Regions, the Ministry of Health, and other Health Science colleges. The operating budget allocation for the College represents a significant proportion (approximately 15%) of the University's operating budget. In recent years, the Province has made very substantial capital investments in the College.

Since being informed of the "warning of probation" for the undergraduate medical education (M.D.) program in February, 2012, the Planning and Priorities Committee has learned a great deal about the College and some of the issues it faces, with those related to delivery and accreditation of the M.D. program and to the level of research activity in the College being of greatest import. We have also learned about frameworks, plans, governance, criteria, resource allocation and accountability. The Committee and University Council anticipate receiving a renewal plan from the College in December. It is the responsibility of the Committee to review and evaluate the acceptability of this plan and to report to Council on its findings. This evaluation requires the establishment of criteria by which this or any renewal plan would be assessed. Ultimately, Council must decide whether a proposed renewal plan is likely to achieve the necessary outcomes and which therefore should receive its support.

Criteria for the assessment of a renewal plan for the College need to reflect the substance and intent of the agreement reached by the President on September 12 with representatives of the Faculty Council of the College of Medicine, the Provost's Office and University Council. The agreement is reiterated below.

> *In conversations with the President, representatives of the Faculty Council of the College of Medicine, the Provost's Office and University Council have agreed to the following:*
>
> 1. *The university will pull central administrative support for the current Concept Plan provided that the COM Dean's Advisory Committee (DAC) presents an alternative plan for approval to University Council at the December meeting. This plan must include restructuring as necessary to:*
>
>   - *address accreditation concerns within one year,*
>   - *rebalance education, research and clinical responsibilities within COM over a 5 year period,*
>   - *identify evidenced-based measures to be used to determine implementation success, such measures to be shared periodically with University Council, and*

- *all of the above must be accomplished without additional resources from the university beyond that already committed.*

2. *If no plan is forthcoming at the December meeting, then administration would resubmit the original Concept Plan to University Council as it would be the only plan available.*

Further, although university governance does not let us require concurrence of Faculty Council with the plan of the DAC, we agreed that it would be preferable for everyone to be active in crafting the plan, effectively giving a voice to Faculty Council in the plan development.

Fundamentally, renewal in the College of Medicine is about establishment of a governance structure that will provide the level of accountability demanded by the undergraduate medical education accrediting bodies and that will enable, over time, the reallocation and realignment of resources necessary to increase substantially the level of research activity in the College. Therefore, a renewal plan must propose a governance structure capable of achieving the desired outcomes, and must provide Council with a reasonable level of confidence that the desired outcomes will indeed be achieved along with some sense of the milestones and metrics that will be used to measure and monitor progress. A third requirement is that the desired outcomes must be achievable without additional University resources (and without negative impacts on teaching or provision of clinical services).

The timeline with respect to accreditation is very short, as a visit by the accreditation site team is expected in March of 2013. By that time, progress made in ensuring accountability for teaching assignments to University faculty must be sufficient to allay the concerns of the accreditation bodies. Within one year, this and all other accreditation issues are to be resolved. A substantial increase in the level of research activity in the College will require the removal of existing obstacles to engagement of faculty in research. These obstacles are related to structure, culture and resource allocation. Ultimately, a substantially improved balance between the education, research and clinical responsibilities of the faculty is necessary. This will require many things, including appropriate apportionment of resources to teaching, research and clinical service provision, reallocation of resources between the Saskatoon Health Region and the University, greater engagement of community physicians in teaching, development of alternative financing plans, strategic hiring of faculty, particularly faculty with a desire to make research a significant part of their activities, and the supports necessary to assure research success. Such a fundamental and substantial shift in culture, structure, personnel and resources will take time and negotiation, hence in their review of a renewal plan, the Committee will be looking for trajectories more than short term targets, e.g. a progressive increase in the number of clinician-researcher faculty, greater engagement of community physicians in teaching, steady improvement in success in research grant competitions, and gradual reallocation and realignment of human and financial resources such that the education, research and clinical service functions are appropriately resourced by the appropriate agency. This said, in keeping with the agreement reached with the President, the Committee will expect to see five-year goals specified in the renewal plan.

The Planning and Priorities Committee has adopted the following criteria that any plan for renewal of the College of Medicine must satisfy:

1. *The renewal plan will propose a governance structure that will address the concerns of accrediting bodies within one year. In the near term, the proposed structure will assure the accrediting bodies that accountability issues are being addressed effectively.*

2. *The proposed governance structure will support the change process that the College must undergo if it is to increase its level of research activity substantially over the next five years.*

3. *The renewal plan will provide Council with a reasonable level of confidence that the desired outcomes will be achieved, along with some sense of the milestones and metrics that will be employed to measure and monitor the extent and trajectory of progress over the next five years.*

4. *The renewal plan can be implemented without additional resources from the University and it will include a strategy for resource reallocation among the College's responsibilities and among the respective agencies responsible for academic activities and provision of clinical services.*

5. *The renewal plan will include a description of the process employed in its development, including the degree of engagement of the College of Medicine Faculty Council. In addition, the level of College of Medicine Faculty Council support for the renewal plan will be documented.*

The concept plan approved by University Council in May was a framework for restructuring of the College of Medicine, with implementation left to the College. This time, although implementation of any renewal plan would remain the responsibility of the College, the expectation of the Planning and Priorities Committee is that any renewal plan that Council is asked to approve will reside further along the continuum from framework to implementation plan. This stems from the reality that the renewal plan will be put forward by the College of Medicine, but it is also in response to Council's discomfort in May over the lack of specific information on the impacts and outcomes of the new structural framework once implemented, and is in keeping with the terms specified in the President's agreement. This said, the College won't have had sufficient time since September 12 to develop a formal implementation plan, hence the Committee's expectations regarding the details of implementation will be modest, and as described in the criteria.

AGENDA ITEM NO: 8.2

UNIVERSITY COUNCIL

PLANNING AND PRIORITIES COMMITTEE

FOR INFORMATION ONLY

PRESENTED BY: Bob Tyler, Chair
Planning and Priorities Committee

DATE OF MEETING: November 15, 2012

SUBJECT: **Transparent Activity-Based Budget System (TABBS)**

COUNCIL ACTION: For information only

CONTEXT AND BACKGROUND:

The University adopted the goal of developing a new activity-based budget system as one of the commitments of its *Second Integrated Plan*. The project was initially known as the Resource Allocation Project and later renamed the Transparent Activity-Based Budget System (TABBS). Since budgetary decisions often have implications for academic activities, the Planning and Priorities Committee has had several opportunities to provide input into TABBS, beginning with the first discussion of the project principles in April 2011 and then at each stage of model development. In addition, the Chair was a member of the Model Development Oversight Team (MDOT) for TABBS.

DISCUSSION SUMMARY:

The model is now at the point of implementation. Therefore, it is timely to report to Council as the developmental phase of the project ends and implementation begins.

ATTACHMENTS:

1. TABBS Factsheet
2. TABBS Design Features

Additional information about TABBS can be found at
http://www.usask.ca/tabbs/about/index.php.

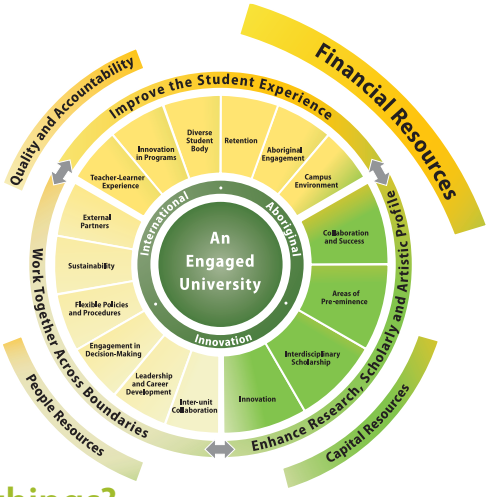
UNIVERSITY OF SASKATCHEWAN

Transparent, Activity-Based Budget System (TABBS)

What is the Transparent, Activity-Based Budget System and why is it being done?

This project was initiated in order to develop a more responsive and transparent budgeting system for the university. The second integrated plan identified the need for our institution to continue to strengthen its financial position and stewardship through sustainable budgeting, developing existing and new revenue streams, improving our control environment, enhancing transparency, *and implementing a process for more informed resource allocation.*

Originally established as the Resource Allocation Project within the Financial Resources Commitment, the Transparent, Activity-Based Budget System (TABBS) will result in a new model that will inform decision-making about budget levels and reduce dependency on historical agreements. This new model will help align college and unit budgets with activities in a more transparent, comprehensive, and systematic way; link budgets to cycles of integrated planning; ensure resources are put behind strategic priorities; and place responsibility for budgets at the appropriate college/unit and university levels.



How will the new model change the way we do things?

The new model will initially focus on allocation of operating budget revenue and will become more comprehensive in scope over time. We expect the model will improve budgeting in the following ways:

- the quality of information used to inform decision-making will be improved;
- the university's goal to work across units in a collaborative way will be supported;
- it will result in a better overall system for the university that means greater cost-awareness and increased efficiency;
- areas of strategic importance to the university will be supported through the maintenance of a central fund for strategic innovation (along the lines of the Academic Priorities Fund);
- responsibility for budgets will be placed at the appropriate level (based on the principle of subsidiarity);
- current ad-hoc resource measures will be replaced (such as tuition revenue sharing agreements and certain fee-for-service arrangements); and
- incentives will be provided to colleges and units aligned with the university's strategic plan and planning documents

The new model will:

- NOT create NEW revenue for the university to allocate at the outset;
- NOT change the role of deans, the Board of Governors or the Provost's Committee on Integrated Planning (PCIP) in financial decision-making;
- NOT result in zero-based budgeting (zero-based budgeting is a method of beginning each new budgeting process with a zero-base, or from the ground up, as though the budget was being prepared for the first time);
- NOT change the teaching and research missions of the university;
- NOT change the allocation of funds which are restricted to a college or unit; and
- NOT initially change internal guidelines and practices (such as those related to fee-for-service activity).

Project Principles

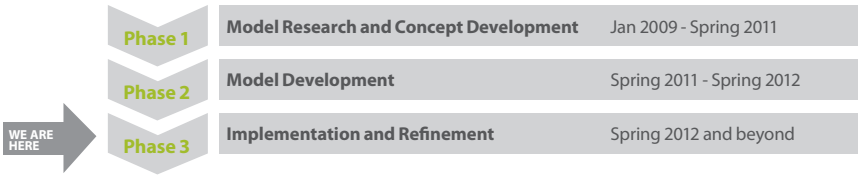
The new model will build on a set of guiding principles that include:

1. Transparency
2. Strategically Aligned, Incentive-based
3. Highly Consultative
4. Informative
5. Sustainability
6. Stewardship and Accountability
7. Comprehensive and Pervasive Scope

What is our process?

Our approach to this project has been consultative; sharing information with many individuals and groups across campus including deans, representatives from colleges and administrative units, committees of council, financial staff and others.

There are three main phases of the project:



Phase 1: Model Research and Concept Development (January 2009 – Spring 2011)

Research on best practices and models at other universities – University of Toronto, University of Otago (New Zealand), Indiana University-Purdue University Indianapolis, University of Michigan and Iowa State University. We have learned from other institutions through detailed research that a Responsibility Centred Management (RCM) model approach would be a preferred alternative to our current budget system. The RCM approach involves decentralization of responsibility for revenues and costs to Responsibility Centres such as colleges, schools, research and administrative units. Since the 1970s some colleges and universities in North America and beyond have used some form of RCM, which relies on activity-based budgeting.

In addition to background research, Phase 1 included the development of high-level model concepts, called critical design features, which include:

- a Responsibility Centre structure;
- revenue allocation (of both tuition revenue and provincial operating grant revenue) to those units responsible for generating that revenue;
- expense allocation (of both direct and indirect expenses) to those units that benefit from the expenditure;
- a central fund (strategic initiatives fund); and
- a transition period.

Phase 1 of the project involved discussion and information-sharing, during which normal budget processes apply. Phase 1 concluded with PCIP and Board of Governors approval in principle (May 10, 2011) of the concepts and general approach.

Phase 2: Model Development (Spring 2011 – Spring 2012)

In phase 2 the model will be more fully developed and begin to inform PCIP's decisions. In this phase we will:

- refine critical design features;
- begin to address policies such as research overhead and fee for service; and
- further develop model revenue drivers (e.g., teaching activity, student enrolment) and cost driver information (e.g., square meters).

Phase 2 will also involve a simulation period of the high-level model, which will include consultations with colleges and units. Distribution of planning parameters in Spring 2012 marks the end of phase 2 and the beginning of implementation as defined by PCIP (when the model is used to inform decisions).

Phase 3: Implementation and refinement (Spring 2012 and beyond)

Phase 3 is about application of the model and during this phase there will be a more wholesome alignment with our budget cycle. Time will be needed to gather and review information to develop policies before the model can be fully implemented and integrated into our normal processes, around 2014-15. Periodic reviews will take place in advance of planning cycles.

Glossary of Terms

Central Fund
A strategic initiatives fund under the direction of the provost (and PCIP) to support university priorities.

Direct costs
Costs directly incurred and tracked by units, such as salaries, benefits, supplies, etc.

Indirect costs
Costs that are incurred but cannot be directly tracked to each unit, such as grounds-keeping, legal fees, etc.

Resource allocation
The process of an activity-based allocation of resources among and within colleges and units.

Responsibility Centre (RC)
A campus unit with the budget authority and responsibility to finance its costs (both direct and indirect).

Revenue Centre
A campus unit that generates revenue (primarily from external sources such as tuition or research funding), controls that revenue and finances its costs (both direct and indirect). Examples include the College of Engineering or the School of Public Health.

Support Centre
A campus unit that generates little or no external revenue, but provides critical services to support the activities of the Revenue centres. Similar to a Revenue Centre, a Support Centre controls its budget and finances its costs (both direct and indirect). Examples of support centres are the Financial Services Division (FSD), Information Technology Services (ITS) or Facilities Management Division (FMD).

TABBS
Transparent, Activity-Based Budget System. This is the new name for the project formerly known as the Resource Allocation project.

For more information

Email: **tabbs@usask.ca**
Phone: (306) 966-2144

University of Saskatchewan

Transparent, Activity-Based Budget System (TABBS)

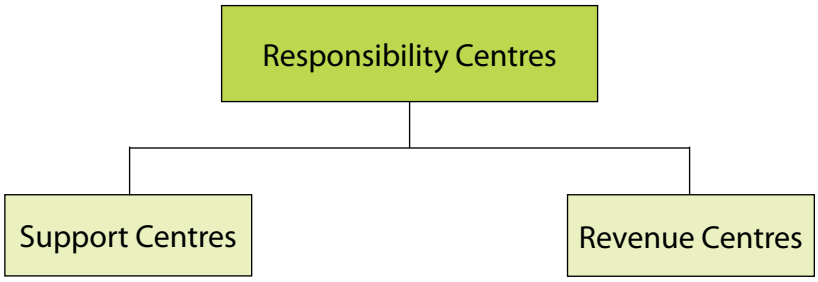
Responsibility Centres

The creation of responsibility centres (RCs) aligns authority with responsibility. Through the Transparent Activity-Based Budgeting System, an RC will have the ability to control its revenues and/or finance their direct and indirect costs in a manner that is transparent and informed by data.

Campus colleges, schools, administrative units, centres and University of Saskatchewan subsidiaries, which largely mirror existing planning entities, will be designated as "Responsibility Centres".

Each RC is classified according to their ability to generate revenue (referred to as "Revenue Centres") or provide support to revenue centres (referred to as "Support Centres"):

- A Revenue Centre is an RC in which the majority of its activities result in the generation of revenue from external sources.
- A Support Centre is an RC that generates little or no external revenue but which provides critical services in support of the activities undertaken by the Revenue Centres and other Support Centres.



Critical Design Features

Responsibility Centres
Tuition Revenue Allocation
Integration of Research
Provincial Operating Grant Allocation
Expenses
Strategic Envelope
Governance
Transition

Outstanding Issues

Consideration of how research centres and U of S subsidiaries are treated within TABBS, and further analysis on units with both revenue and support centre major activity

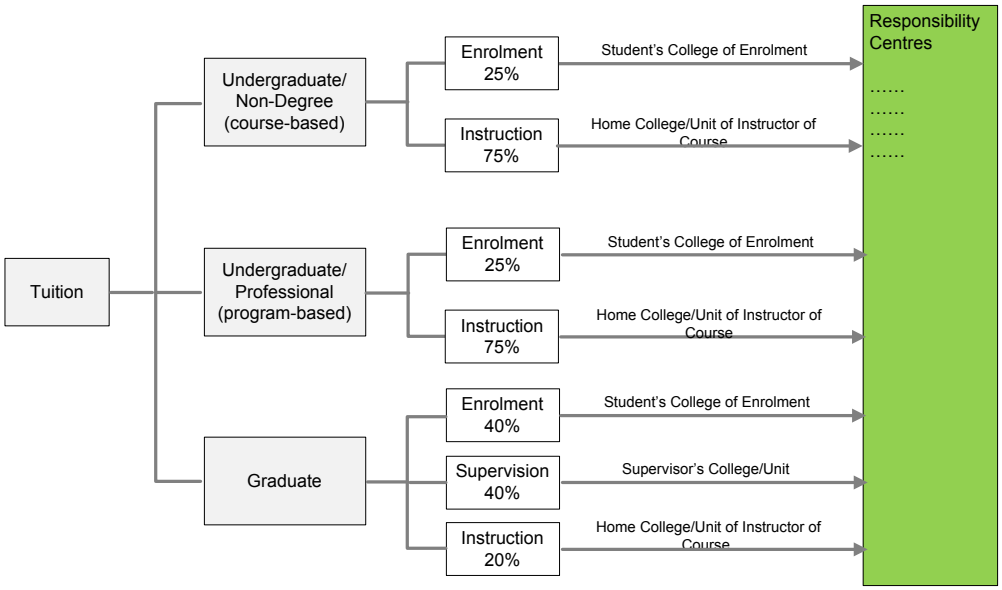
Tuition Revenue Allocation

Basing tuition revenue distribution upon enrolment, instruction, and supervisory activity is strategically-aligned and incentive-based. This is accomplished by recognizing and promoting the recruitment, retention and support of students, the development and delivery of courses and programs, and the support of graduate academic and research endeavours while also ensuring that interdisciplinary activity continues to be encouraged and supported.

The distribution of tuition revenue will be determined by examining program/course enrolment activity for each student in each term of the fiscal year.

- The majority of undergraduate tuition will be allocated within the model based on recognition of enrolment (25% of tuition) and instruction (75% of tuition). The enrolment component will be distributed to the home college of the student and the instruction component distributed to the home college(s)/unit(s) of the instructor(s) (the college/unit that pays the instructor).

- The majority of graduate tuition will be allocated based on recognition of enrolment (40%), instruction (20%), and to acknowledge graduate supervision (40%), with the supervisory component distributed to the home college(s)/unit(s) of the supervisor(s).



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Outstanding Issues

Where the home college/unit of the instructor(s) of the course is unknown or the data is not available, the default rule will credit the jurisdictional owner of the course.

Activities excluded from this allocation system have yet to be finalized, as has the treatment of lab and tutorial activity.

Integration of Research

The model must support both our strategic research priorities and our need to recover the costs of supporting research. Ensuring all research revenue (received for supporting the direct and indirect costs of research) flows to revenue centres, as well as ensuring all costs are assessed and allocated appropriately, will facilitate improved management and utilization of resources.

Before considering how research will be treated within the model, it is important to clarify that certain things will remain unchanged:

- External research funding, as restricted funding, will remain intact. Such research funding will continue to be directed to the revenue centre for the purpose it was intended, as per the terms and conditions for which such funding was provided.
- The Federal Indirect Costs Program (FICP), and how it is administered, will not change as there are external accountability and reporting requirements.
- The institution's focus on achieving Tri-Agency funding performance at or above the national average for medical doctoral universities continues to be a priority.
- The recognition of cost awareness and the importance of recovery of overhead from external sponsors of research must be emphasized.

All research activity (revenue and expenses) will be included within the scope of the model, with the exception of infrastructure (e.g. CFI funding for facilities).

All research activity considered within the TABBS model as a driver of revenue and expense allocations will be based on organizational code used in the transaction where the research activity occurs (this may be multiple funds for research grants with more than one investigator), with operating revenue and expenses allocated to the corresponding revenue centre.

All research overhead that is recovered through externally funded research will be retained by the revenue centres which generated the overhead.

As the funds obtained through the Federal Indirect Costs Program are restricted in nature, these revenues will be administered outside of TABBS, as will the associated expenses for which the grant is intended to cover.

Critical Design Features

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Outstanding Issues

This design feature has a dozen outstanding issues to be resolved:

- Types of research activity accounted for as non-tri-agency;
- Treatment of sub-grants and sub-contracts;
- Research activity in the Saskatoon Health Region;
- Activities managed by the Industry Liaison Office (ILO);
- Canada Research Chair and other Chair programs;
- Removal of overhead recovered through the Saskatoon Centre for Patient-Oriented Research (SCPOR);
- Underlying expenses that research overhead revenue covered centrally;
- International Research Office;
- UniFi system limitations to tracking research overhead recoveries;
- FICP funds subsidizing a recovery to cost allocation;
- Overhead support of Tri-Agency research if FICP is not be allocated to colleges;
- Determination of the best metric for distribution of research-related revenue/expenses; and
- Treatment of revenue/costs for Type B research centres.

Provincial Operating Grant Revenue

TABBS will allocate revenue obtained from the Province of Saskatchewan for the operations of the university, as well as special initiatives of the university, based on instruction and research activity. This approach is strategically aligned with the university's priorities and is informed by the mechanism by which the province allocates the funding (the Saskatchewan Universities Funding Mechansim, or SUFM). It recognizes the value of increasing student activity and research intensity comparable to other revenue centres.

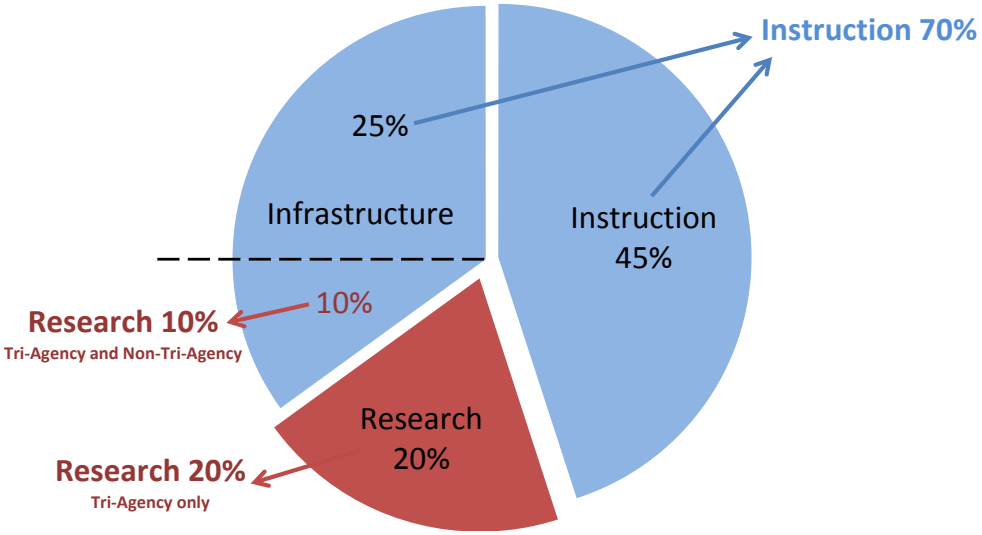
The core Provincial Operating Grant, less a portion for strategic initiatives, will be allocated within the model to revenue centres based 70% on their teaching activity and 30% on research activity as compared to other revenue centres and informed by SUFM.

Directed funding, less an allocation for the strategic fund, will be allocated to revenue centres as indicated in the Provincial Operating Grant, while targeted funding will be allocated directly to the associated units as instructed in the Provincial Operating Grant.

The teaching activity/instruction will be measured by student full-load equivalency (FLE).

The research activity will be measured by using the research revenue attributed to each revenue centre. Within TABBS, both Tri-Agency and non-Tri-Agency research activity will be measured. As per the SUFM mechanism, 20% of the Provincial Operating Grant will be allocated to revenue centres based on their tri-agency research activity. A portion of the infrastructure component of the Provincial Operating Grant will be used to recognize both Tri-Agency and non-Tri-Agency research activity.

The Provincial Operating Grant supports funding for instruction (45%), infrastructure (35%) and research (20%). Within TABBS, this infrastructure amount will be further split according to the same proportion that instruction and research are credited through SUFM, which results in an overall allocation based on instruction 70% and research 30%, see below:



Critical Design Features

- Responsibility Centres
- Tuition Revenue Allocation
- Integration of Research
- **Provincial Operating Grant Allocation**
- Expenses
- Strategic Envelope
- Governance
- Transition

Outstanding Issues

The determination of what types of research revenue will be used to meaure research activity.

University of Saskatchewan

Transparent, Activity-Based Budget System (TABBS)

Expenses

A cost bin and driver approach to allocating indirect expenses recognizes inter-support centre consumption of resources and provides us with an appropriate balance between transparent and informative data while maintaining an understandable and sustainble budget model. Providing responsibility centres with a full understanding of the cost of their activities will allow for informed decision-making.

Direct costs (e.g. salaries and benefits of college/school employees) of revenue centres will continue to be incurred and directly funded by the revenue centre responsible for incurring those cost.

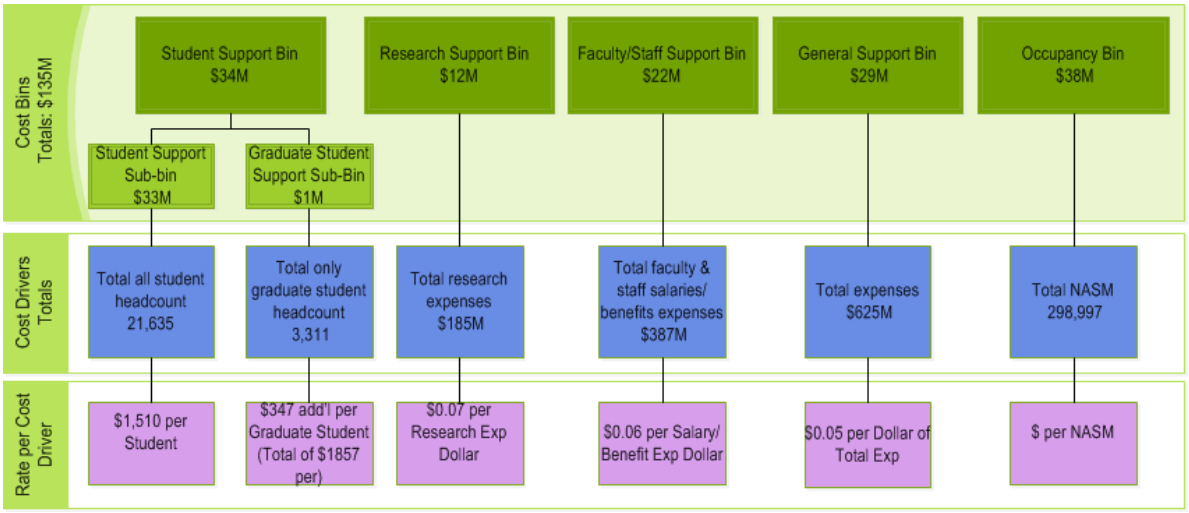
Indirect costs (i.e. expenses incurred by support centres and within central expense funds) will be assigned to five primary cost bins: research support, student support, faculty/staff support, occupancy, and general.

The initial cost drivers associated with these five primary cost bins are: 1) annual research expenditures (for research support); 2) student headcount (for student support); 3) annual faculty/staff salary and benefit expense - until defined faculty/staff head-count is determined - (for faculty/staff support); 4) net assignable square meters (NSAM) (for occupancy); and, 5) annual total expenditures excluding capital (for general support).

- The student support bin will have a sub-bin for graduate student support in order to recognize the significance and incremental costs associated with this element.
- The occupancy cost bin will be categorized further into the following sub-bins: utilities, caretaking, leases and general occupancy costs. All will use the cost driver of NASM per responsibility centre. Classroom costs will be assigned to the classrooms holding sub-bin"before being re-assigned to the student support bin'and allocated out based on its cost driver of student headcount.

The full-stop-step method of inter-support centre cost allocation will be used in the indirect cost allocation model to recognize that support centres also consume support services.

Critical Design Features



Note: based on 2008/2009 Operating Budget

Outstanding Issues

The treatment of fee-for-service activity, consideration of alternate and/or additional cost drivers, and the conversion of indirect costs into direct costs. TABBS will ultimately use faculty/staff headcount as the driver for the faculty/staff support bin.

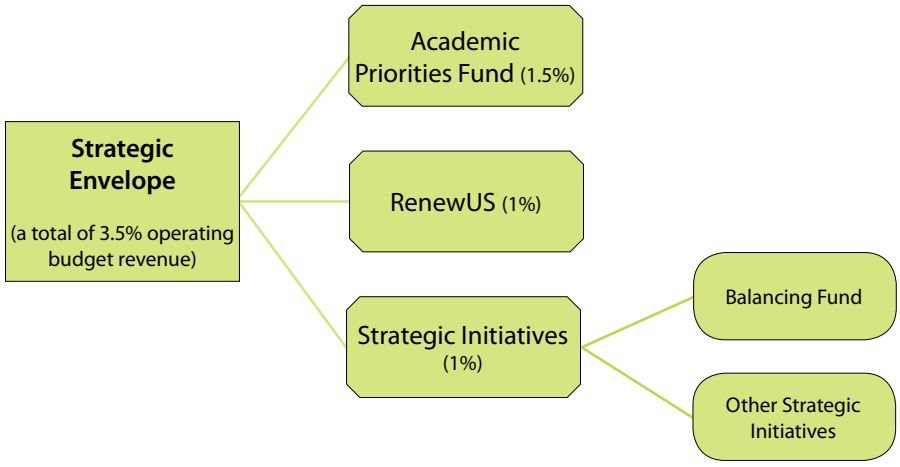
University of Saskatchewan

Transparent, Activity-Based Budget System (TABBS)

Strategic Envelope

A strategic envelope of 3.5 percent of the operating budget revenues will be set aside to be administered by central leadership, allowing for investment in, and promotion of, strategic institutional opportunities. The maintenance of such a "central" strategic initiatives fund is recommended as it best supports the principles of being a strategically aligned incentive based model, creating an efficient and effective environment of desired and valued change (stewardship), as well as sustainability of the new resource allocation model.

- Funding will be allocated from investment income and miscellaneous revenue, plus an amount off the top of the provincial operating grant (prior to any allocation) equal to the remaining funding requirement to bring the total envelope to 3.5 percent of the operating budget revenue.
- Will be maintained annually at approximately 3.5% of operating budget revenue, with the Provost and PCIP approving the allocation of the annual increase (assuming growth in operating budget revenues) to the Strategic Envelope components. Consultation on the level of funding assigned to the strategic envelope and the associated allocation to various strategic funds will be undertaken with Planning and Priorities Committee of Council and Deans' Council.
- The distribution of the Strategic Envelope will include the Academic Priorities Fund (APF), Strategic Research Fund (SRF), RenewUS operating budget support, a strategic initiatives fund and the balancing fund.
- The Balancing Fund will be established for the transition of units to the TABBS model reference level. This fund should equal zero.



Critical Design Features

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Outstanding Issues

Determine process for setting budgets, annually and for planning periods; determine process for maintaining a historical log of permanent or term funding of strategic funds; further review of miscellaneous revenue.

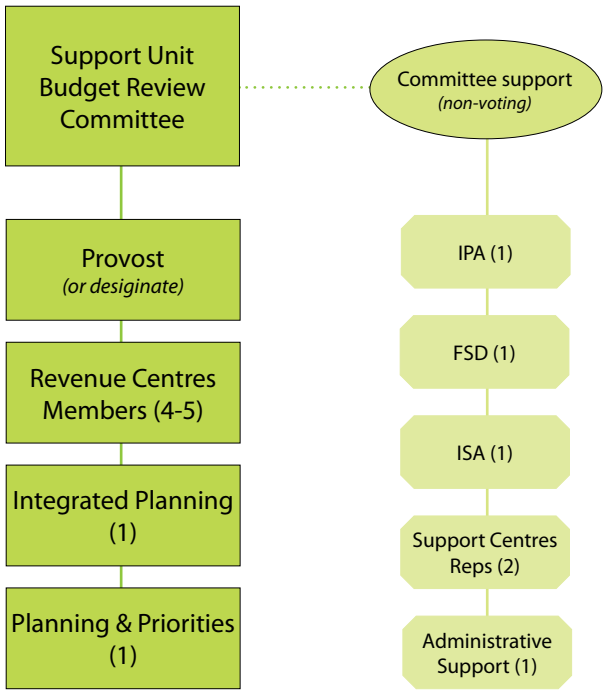
University of Saskatchewan

Transparent, Activity-Based Budget System (TABBS)

Governance

The overall decision-making process and governance structure of the university will not change. Intent of the model is to inform decision-making of the Board of Governors and PCIP as it relates to the allocation of resources. This will allow for the TABBS model to fit into the integrated planning framework with a minimal amount of disruption of the current budgetary system and/or the integrated planning process.

- Revenue and support centre budgets will continue to be reviewed by PCIP on an annual basis, with recommendation for approval made to the Board of Governors.
- An additional detailed review of support centre service levels (including budgets) will be performed by a committee in conjunction with each planning period.
- The governance of the TABBS model will be the responsibility of PCIP, with support from a working group with representation from Institutional Planning and Assessment (IPA), Information Strategy and Analytics (ISA), and Financial Services Division (FSD).



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Outstanding Issues

Determine process for setting budgets annually and for planning periods need; determine membership and terms of reference of support unit budget committee; further development of responsibilities of IPA, ISA and FSD; develop service level standards; review/develop policies.

AGENDA ITEM NO: 8.3

UNIVERSITY COUNCIL

PLANNING AND PRIORITIES COMMITTEE

FOR INFORMATION ONLY

PRESENTED BY: Bob Tyler, Chair, Planning and Priorities Committee

DATE OF MEETING: November 15, 2012

SUBJECT: **2013-14 Operations Forecast**

COUNCIL ACTION: For information only

CONTEXT AND BACKGROUND:

The Planning and Priorities Committee and its Capital and Finance Subcommittee had several opportunities to discuss and comment on draft versions of the Operations Forecast. The Committee is responsible for providing advice to the President on the budgetary implications of the Operations Forecast and for reporting to Council on the nature of its advice.

ATTACHMENTS:

1. Memorandum on the 2013-14 Operations Forecast.

   The full text of the 2013-14 Operations Forecast document can be found at www.usask.ca/ip/inst_planning/major_planning/budget/op_forecast.php

UNIVERSITY OF SASKATCHEWAN

MEMORANDUM

TO: Ilene Busch-Vishniac, President
Brett Fairbairn, Provost and Vice-President Academic

FROM: Bob Tyler, Chair, Planning and Priorities Committee of Council

DATE: October 3, 2012

RE: **Operations Forecast 2013-2014**

As chair of the Planning and Priorities Committee of Council, I have the responsibility of providing the Committee's perspective on the 2013/14 Operations Forecast. The Committee discussed the draft Operations Forecast at its meetings on September 12th and 26th. Earlier this fall, the Capital and Finance Subcommittee reviewed the University's projected 2013/14 operating budget.

The Committee supports the much greater emphasis this year in the Operations Forecast on the value of investing in the University, i.e. on private and public rates of return and on employment outcomes, with the Saskatchewan-specific figures being particularly compelling.

The emphasis in the Operations Forecast on fiscal restraint and on the efficient and effective use of public resources in alignment with our areas of priority is appropriate, particularly in light of the Province's focus on lean management principles in its own operations and the anticipated increase in the operating budget of only two per cent.

The Committee supports the emphasis in the Operations Forecast on capital expenditures on critical infrastructure projects and on renewal of the core campus and the RenewUS Strategy, including the contribution from the operating budget to academic renewal. In light of the financial reality facing the University, any opportunities for new capital projects must be carefully scrutinized, particularly with respect to ongoing operating costs. We expect that the $63.4 million capital request, although well justified, will be viewed as ambitious, and that the government's response will be interesting in light of its current borrowing room strategy for financing the capital needs of the University. The Committee expects that capital projects and capital renewal will continue to be areas where funding falls far short of requirements. The Operations Forecast outlines clearly the unsustainability of the University receiving its capital funding in the form of borrowing room, rather than as a grant. The Committee echoes the concern regarding the liability placed upon the University by the Province through its adoption of this funding strategy, and supports continued discussion on this point.

Continued...2/

The University's budgetary situation means that new academic opportunities will require close scrutiny. The University must continue to pursue innovative academic programs and research opportunities, such as the School of Architecture and the School of Rehabilitation Sciences. However, as any investment may very well result in a reduced allocation elsewhere, ensuring that the opportunities presented closely fit both the University's and the Province's needs and priorities is essential.

With respect to the projected increases in tuition rates, the Committee believes the University has been well served by its current tuition policy. However, while the comparative tuition data presented using the U15 group of universities depicts the University as being below the median tuition for nearly all of its undergraduate programs, the by-province data for average undergraduate tuition fees for full-time students puts Saskatchewan near the top. Concern was expressed regarding the message here, and whether the U15 group is the most appropriate comparator group for undergraduate tuition rates.

The Committee was strongly supportive of the request for graduate student scholarship funding in the signature areas of research. However, the consensus of the Committee was that the value of the awards should be reduced to the levels of NSERC PGS M and PGS D scholarships and SSHRC Doctoral awards, thereby increasing the number of awards available. There was also strong support for a suggestion that a matching contribution be required from the supervisor or academic unit. As a general approach, a requirement for leveraging is supported as a way to increase the impact of scholarship funding, with the appreciation that matching funds are in very short supply in many academic units.

In closing, it bears repeating that the Planning and Priorities Committee believes that the University's financial requirements as outlined in the Operations Forecast are realistic, clearly stated and based on sound budgetary assumptions. The Operations Forecast balances the need for fiscal restraint and the need to look ahead to potential new academic and capital opportunities.

The Committee appreciates the considerable effort expended on preparing the 2013/14 Operations Forecast.

On behalf of the Planning and Priorities Committee,

Bob Tyler, Chair

AGENDA ITEM NO: 9.1

UNIVERSITY COUNCIL
ACADEMIC PROGRAMS COMMITTEE
REQUEST FOR DECISION

PRESENTED BY: Roy Dobson, Chair, Academic Programs Committee of Council

DATE OF MEETING: November 15, 2012

SUBJECT: **Arts and Science: template for Certificate of Proficiency**

DECISION REQUESTED:

It is recommended:
That Council approve the proposal from the College of Arts and Science to establish a template for Certificates of Proficiency and delegate approval of such certificates to the Academic Programs Committee of Council.

PURPOSE:
The proposal is a template for an academic program at the University of Saskatchewan. Templates require approval by University Council.

SUMMARY:
In Arts and Science, the Certificate of Proficiency will be used to recognize a distinct set of learning outcomes. This proposal sets parameters for these certificates, to ensure similar standards and allow students to receive the credential for similar amounts of work. These requirements will govern all such certificates awarded by the College of Arts and Science:

- 15 to 30 credit units
- Residency requirement of at least half U of S courses
- Graduation standard of at least 62.5 per cent average in all courses attempted for the certificate
- Senior-level capstone or core course

New courses
Each certificate of proficiency in Arts and Science established under this template will contain one or more capstone or core courses.

REVIEW:
At its October 31, 2012 meeting, the Academic Programs Committee discussed this proposal with Program Coordinator Alexis Dahl. The Committee agreed that this proposal was assembled and documented well and it was agreed to recommend approval of this proposal to Council. The Committee also agreed to recommend that Council delegate to the Academic Programs Committee the authority to approve certificates developed under this template and report these to Council for information, in the same way that minors in new fields of study are now approved at APC and reported to Council for information.

ATTACHMENTS:
Proposal documentation, related memos
Summary of Certificate and Diploma programs at the U of S

Proposal for Curriculum Change
University of Saskatchewan

to be approved by University Council or by Academic Programs Committee

1. PROPOSAL IDENTIFICATION

Title of proposal: Certificate of Proficiency – Program Template

Level(s) of Concentration: Certificate of Proficiency

Degree College: Arts and Science Home College: Arts and Science

Contact person(s) (name, telephone, fax, e-mail):

David J. Parkinson
Vice-Dean (Humanities & Fine Arts)
College of Arts and Science
966-5516
david.john.parkinson@usask.ca

Date: October 15, 2012

Approved by the degree college and/or home college:
Division of Social Sciences: September 24, 2012
Division of Science: September 25, 2012
Division of Humanities & Fine Arts: September 26, 2012

Proposed date of implementation: May 2013

2. Type of change

Requiring approval by Council

- ❑ A new Degree-Level program or template for program.

Certificate of Proficiency

The University of Saskatchewan Nomenclature Report (2011) describes the Certificate of Proficiency as:

Approved by Council, these certificates signify the completion of a recognized program of degree-level courses and imply the attainment of a degree-level standard of proficiency, achievement, or promotion.

There is significant interest in offering Certificate of Proficiency programs in the College of Arts and Science, as a way to recognize a distinct set of learning outcomes. The purpose of this proposal is to set parameters for these certificates, to ensure similar standards and allow students to receive the credential for similar amounts of work. If approved, the proposed requirements will govern all such certificates awarded by the College of Arts and Science.

College of Arts and Science, Certificate of Proficiency, certificate requirements:

1. Minimum of 15 credit units and a maximum of 30 credit units of courses that count for credit in the College of Arts & Science. Credit units required for the program must include any necessary prerequisite courses.

2. Residency requirement: Students must complete at the University of Saskatchewan at least half of the total required credit units, rounded to the nearest highest multiple of 3 credit units.

3. Graduation standard: Minimum C.W.A. of 62.5% in all courses attempted which credit toward the Certificate.

4. Each certificate program must have a capstone or core course, which must be at the 200-level or above.

Rationale for above requirements:

1. Minimum of 15 credit units:
    - Equivalent to one full term of courses
    - Aligns with existing Global Health Certificate in the College of Medicine

   Maximum of 30 credit units:
    - Allows a certificate to potentially be earned in one full year of study (though this may require block offerings or if there is a capstone course, it be offered in May-June)

2. Residency requirement of half of the credit units aligns with existing requirement for degree programs within the College. All University of Saskatchewan courses taken, whether offered on campus, online, or through partnerships with regional colleges, will be counted toward this requirement. As only University of Saskatchewan courses are used to calculate the graduation average, this will help to ensure that at least 9 credit units will be used in this calculation.

3. The graduation standard of 62.5% aligns with the minimum graduation average required in the major subject for all disciplinary and most interdisciplinary Three-year and Four-year programs (average in the courses counted in the major). As the courses counted in a certificate program will all contribute to the selected learning outcomes, similar to those in a major, the subject average is considered to be the appropriate parallel.

All courses attempted which may credit toward the certificate will be used in the calculation of the graduation average. In some cases this may mean that more than the minimum number of credit units will be included. This aligns with the College practice for calculating subject and

overall averages, which is followed to disallow opportunity to choose only the highest grades, which favours students who have the means to take additional courses.

4. Each certificate program must have a capstone or core course. This requirement is designed to ensure that the program provides a complete learning piece (distinct set of learning objectives) and is not just a collection of courses. The capstone or core course must be at the 200-level or above. A capstone course should require one or more of the courses that credit to the certificate as a prerequisite/co-requisite. A core course may be taken concurrently with other courses used for the program, and will focus on key learning objectives of the program.

Resources

As the Certificate of Proficiency credential already exists at the University of Saskatchewan, the creation of specific program requirements does not create a need for additional resources. Specific certificate program proposals will go through the full College and University approval process, and resource requests related to those proposals will be addressed at that time.

College Statement

Attached to the proposal document should be a statement from the College which contains the following:
1. Recommendation from the College regarding the program
2. Description of the College process used to arrive at that recommendation
3. Summary of issues that the College discussed and how they were resolved

From:
Peta Bonham-Smith, Vice Dean, Division of Science, College of Arts and Science
Linda McMullen, Acting Vice Dean, Division of Social Sciences, College of Arts and Science
David Parkinson, Vice Dean, Division of Humanities and Fine Arts, College of Arts and Science

The College of Arts and Science supports the proposed structure for the Certificate of Proficiency, as will be awarded by the College. The proposed structure allows for certificate programs to be designed to be completed in as little as one or two terms, or to be taken over several terms as the student completes a degree or as a professional development opportunity. We believe that this credential will be desirable to students, as a lower-level option, or as additional recognition which may provide them an advantage in pursuit of a career.

The College of Arts and Science Third Academic Plan (http://www.usask.ca/plan/colleges-schools-units/arts-science.php) indicates that the College has committed to innovate in academic programs, and certificate programs are listed as part of this work. We feel that this program option has the potential to serve both the existing student population, but also to serve students who may not otherwise consider post-secondary education through the University, and students who may have previously considered that taking additional courses at the University was of little value, as no credential would be available in a limited time-frame.

The proposal was submitted to the College of Arts and Science Course Challenge for August 2012. It was approved by the Academic Programs Committees (Humanities & Fine Arts, Science, and Social Sciences), and by the Division of Social Sciences on September 24, 2012, by the Division of Science on September 25, 2012 and by the Division of Humanities and Fine Arts on September 26, 2012.

From: Parkinson, David
Sent: Monday, October 29, 2012 7:06 PM
To: Dobson, Roy
Cc: Fornssler, Cathie; Dahl, Alexis
Subject: Certificate of Proficiency

Professor Roy Dobson
College of Pharmacy and Nutrition
Chair, Academic Programs Committee

Dear Professor Dobson,

A proposal for the structure of a Certificate of Proficiency will shortly be before the Academic Programs Committee. Please accept this brief letter of support for this proposal. As indicated in the College's statement, this structure provides students with a way to begin or augment their university studies; it enhances accessibility to those studies for prospective students interested in an articulation of achievement within a limited frame; and it provides a way to achieve a level of undergraduate focus for professional development. In the Humanities and Fine Arts, the Certificate of Proficiency has been identified as a means to devise and offer clearly defined areas of studies as ways for people who previously had thought a full program to be out of reach. Such Certificate programs offer a portal to further university studies. Interest exists in preparing curricula within such areas as a way to increase enrolment and retention.

I am confident that Alexis Dahl, the College's Director of Programs, will speak to the value of the proposal when she meets with the Academic Programs Committee. Should you have further questions for me, I would be glad to provide you with further information.

With good wishes,

David

David J. Parkinson
Vice-Dean of Humanities and Fine Arts
College of Arts and Science

UNIVERSITY OF SASKATCHEWAN

Academic Programs Committee of Council

Certificate and Diploma Programs

Certificate of Proficiency, and Diploma

- Approved by Council on the recommendation of the Academic Programs Committee
- Used to signify the completion of a recognized program of degree-level courses
- Implies the attainment of a degree-level standard of proficiency, achievement, or promotion.

Graduate level:
Post-Graduate Diploma (P.G.D.)
Post-Graduate Degree Specialization Certificate: Nurse Practitioner
Undergraduate level:
Aboriginal Business Administration Certificate
Aboriginal Teacher Associate Certificate
Certificate in Secondary Technical Vocational Education (C.S.T.V.E.)
Certificate in Global Health
Indigenous Peoples Resource Management Certificate
International Business Administration Certificate
Post-Degree Specialization Certificate (P.D.S.C.)
Post-Degree Certificate in Education: Special Education
Diploma level:
Diploma in Agribusiness
Diploma in Agronomy

Certificate of Successful Completion

- Approved by the Provost on recommendation of an appropriate Dean, following consultation with the Office of the Registrar and the Academic Programs Committee (where such consultation is appropriate).
- Used to signify the successful completion of a course or program of courses appropriate for post-secondary training but not classified as degree-level courses. The topics covered in these courses may be similar to topics covered in degree-level courses, but the distinguishing features are normally differences in the breadth and depth of understanding required for successful completion.
- Implies the attainment of a standard of proficiency, achievement or promotion appropriate for post-secondary training.

Business Administration Certificate
Certificate in Adult and Continuing Education
Certificates in Agriculture (Crop Production; Farm Business Management)
Certificate in English for Academic Purposes
Certificate in Teaching English as a Second Language

Executive Business Administration Certificate
Prairie Horticulture Certificate

Certificate of Attendance

- Approved by the Dean of a college, after consultation with the Provost.
- Used to certify satisfactory attendance at a course or program of courses sponsored by the Centre for Continuing and Distance Education or a college at the University of Saskatchewan.
- Does not imply attainment of a standard of proficiency, achievement or promotion.

Agriculture Business Certificate
Certificate of Art and Design
Certificate in Teaching English as a Foreign Language
Certified Crop Science Consultant
Master Gardener Certificate

As approved at the May, 2000 meeting of University Council
www.usask.ca/university_secretary/council/committees/academic_programs/report_files/pdf/CertificateDiplomaGuidelines.pdf

AGENDA ITEM NO: 10.1

UNIVERSITY COUNCIL
NOMINATIONS COMMITTEE
REQUEST FOR DECISION

PRESENTED BY: Bev Pain, Chair
Nominations Committee of Council

DATE OF MEETING: November 21, 2012

SUBJECT: **Additional nomination to committees**

DECISION REQUESTED:

That Council approve the following nominations to fill vacancies on committees, for terms ending June 30, 2015:

Teaching and Learning Committee
Kathleen James-Caven, English
Lorraine Holtslander, Nursing

Academic Support Committee
Alison Muri, English

Student Academic Hearing and Appeals Panel
James Montgomery, Small Animal Clinical Science
William Albritton, Microbiology and Immunology
Susan Fowler-Kerry, Nursing
Mark Lees, Academic Family Medicine

University Review Committee
Donna Goodridge, Nursing

Renewals and Tenure Appeal Panel
Phil Chillibeck, Kinesiology
Ray Stephanson, English

An addendum with an additional nomination for the Renewals and Tenure Appeal Panel and for the Committee on Research, Scholarly and Artistic Work may also be circulated prior to the University Council meeting.

ATTACHED:
Background information about committee vacancies.

Vacancies fall 2012

Teaching and Learning Committee Terms of Reference

1) Recommending to Council policies, programs and activities related to the enhancement, effectiveness and evaluation of teaching and learning at the University of Saskatchewan.
2) Encouraging the adoption of new learning modes, strategies and technologies.
3) Encouraging the development of community-based learning opportunities including service learning and work experience.
4) Promoting the scholarship of teaching and learning.
5) Receiving and reviewing reports on matters related to teaching and learning.

Membership	**Members 2012-13**
	Council Members
Nine members of the General Academic Assembly, at least three of whom will be elected members of Council, normally one of whom will be chair.	Paul Jones School of Environment & Sustainability 2014 Aaron Phoenix C Bio Engineering 2015 One TBA
	General Academic Assembly Members
	Bev Brenna Curriculum Studies 2015 Tim Claypool Ed Psy & Special Education 2013 Hugo Cota-Sánchez Biology 2014 Trisha Dowling Vet Biomedical Sciences 2015 **John Kleefeld (Chair) Law 2013** One TBA
	Sessional Lecturer
One sessional lecturer	Leslie Ehrlich Sociology 2013
One undergraduate student appointed by the U.S.S.U.	USSU Ruvimbo Kanyemba, VP Academic, USSU
One graduate student appointed by the G.S.A.	GSA Maily Huynh, VP Operations & Admin, GSA
Ex Officio	
Vice-Provost Teaching and Learning	Dan Pennock/Patti McDougall
Associate Vice-President SESD	[designate] Peter Cornish Director, Student Retention
Dean of Libraries	[designate] Rachel Sarjeant-Jenkins Assistant Dean
Director of CCDE	Bob Cram
Director of the University Learning Centre	Jim Greer
Director of Educational Media Access and Production	Elizabeth Lulchak
Director of the Centre for Discovery in Learning	Marcel D'Eon
President (non-voting member)	
Chair of Council (non-voting member)	
Administrative Support	Cathie Fornssler, Committee Coordinator
Office of the University Secretary	
	By invitation: Keith Jeffrey Manager, Educational and Research Technology Services Brad Wuetherick GMCTE Frank Bulk University Learning Centre

Academic Support Committee Terms of Reference

1) Recommending to Council policies and priorities relating to Library, Educational Media Access and Production, and Information Technology
2) Advising the Directors of the Library, EMAP and ITS on allocation of resources.
3) Advising the Planning and Priorities Committee on budgetary matters concerning the Library, EMAP and ITS.

Membership	**Members 2012-13**
	Council Members
Nine members of the General Academic Assembly, at least three of whom will be elected members of Council, normally one of whom will be chair.	**Ralph Deters (Chair) Computer Science 2014** Masoud Ghezelbash Physics 2013 Deborah Lee Library 2015 Dwight Makaroff Computer Science 2015
	General Academic Assembly
	Sandra Bassendowski Nursing 2015 Michael Macgregor Psychology 2014 Jay Wilson Curriculum Studies 2014 Jian Yang Pharmacy and Nutrition 2015 One TBA
One undergraduate student appointed by U.S.S.U. One graduate student appointed by the G.S.A.	USSU Ruvimbo Kanyemba, VP Academic GSA Dylan Beach, VP Academic
Ex Officio (Voting)	
The Provost & Vice-President Academic	Bryan Bilokreli [designate] Facilities Planning
The Associate Vice-President Information and Communications Technology	Rick Bunt Associate VP
Ex Officio (non-voting)	
The Dean, University Library	Vicki Williamson Dean, Library
The Director of Information Technology Services	Ed Pokraka ITS
The Director of Media Access and Production	Elizabeth Lulchak Director, MAP
The President	
The Chair of Council	
Resource Personnel (Non-voting members)	
One representative from each of the offices of Facilities Management Division, Student and Enrolment Services Division, Vice-President (Finance & Resources) and one computer lab manager.	Russ Isinger [representing SESD] Registrar David Bocking Computer Lab manager Colleen MacDonald FMD representative Amanda Boychuk VP Fin representative
Administrative Support	Secretary: Cathie Fornssler, Committee Coordinator
The Office of the University Secretary	By invitation: Frank Bulk University Learning Centre Amanda Storey/ Jennifer Mainland Copyright compliance office Kelly Bendig Audit Services

STUDENT ACADEMIC HEARING AND APPEALS PANEL

Only members of Council are eligible for membership on this panel.

From this roster, the faculty representatives for student disciplinary and appeal committees are selected. This panel is mandated by Council policies on Student Appeals in Academic Matters and Student Academic Misconduct, and by Senate Standard of Student Conduct in Non-Academic Matters and Procedures for Resolution of Complaints and Appeals.

Angela Bowen	Nursing	2015
Joel Bruneau	Economics	2014
Ravi Chibbar	Plant Sciences	2015
Bruce Coulman	Plant Sciences	2013
Signa Daum Shanks	Law	2013
Don Drinkwater	Kinesiology	2014
Liz Harrison	Physical Therapy	2015
Ramji Khandelwal	Biochemistry	2015
Ed Krol	Pharmacy & Nutrition	2015
Dwight Makaroff	Computer Science	2015
Lois Marie Jaeck	Languages & Linguistics	2013
Nic Ovsenek	Medicine	2014
Bev Pain	Education	2014
Louise Racine	Nursing	2014
Richard Schwier	Curriculum Studies	2013
Regina Taylor Gjevre	Rheumatology	2015
Ed Tymchatyn	Mathematics & Statistics	2013
Fran Walley	Soil Science	2015
Yandou Wei	Biology	2013
Terry Wotherspoon	Sociology	2015
Gordon Zello	Pharmacy & Nutrition	2013
Four TBA		

UNIVERSITY REVIEW COMMITTEE

Reviews College recommendations for awards of tenure, renewals of probation, and promotions to Professor. Its recommendations are made to the Board of Governors.

This committee is mandated by the **Collective Agreement (15.9.4):**

> The University shall have a review committee to consider tenure and other matters specifically assigned to this committee in the Agreement. The University Review Committee shall be made up of nine tenured or continuing employees plus the Vice-President Academic and Provost who shall be chair. The nine employees shall be nominated to this committee by the Nominations Committee of Council and approved by Council with the length of their term specified so as to ensure a reasonable turnover of membership. Employees shall not be nominated for membership if they have served on the University Review Committee in the previous three years or if they have agreed to serve on a College review committee in that academic year. In addition to those members mentioned above, two nominees of the Association shall serve as observers on the University Review Committee with voice, but without vote.

Chair: Jim Germida, Vice-Provost, Faculty Relations

Chris Adams	Library	2013
Jim Merriam	Geological Sciences	2013
Gillian Muir	Veterinary Biomedical Sciences	2013
Eric Neufeld	Computer Science	2013
Dwight Newman	Law	2014
Rob Pywell	Physics and Engineering Physics	2015
Linda Wason-Ellam	Curriculum Studies	2013
Barry Ziola	Pathology	2015
One TBA		

Secretary: Anna Okapiec, Assistant to the Vice-Provost, Faculty Relations

RENEWALS AND TENURE APPEAL PANEL

From this roster, the members are chosen for committees on Sabbatical Appeal, Promotion Appeal, and Tenure Appeal Committees, and for the President's Review Committee. This panel is mandated by Collective Agreement (15.9.5.2):

An Appeal Panel of forty-eight employees drawn from the membership of the General Academic Assembly shall be named by the Nominations Committee of Council and approved by Council, with length of term specified so as to ensure a reasonable turnover of membership. Additional members may be chosen, if necessary, to staff appeal committees. Membership shall be restricted to tenured faculty with past experience on tenure committees, who are not members of the University Review Committee and who have not served on the University Review Committee in the previous three years. The following criteria shall govern the selection of the Panel:

a) The Nominations Committee of Council shall strive to achieve a gender balance based on the overall membership of the General Academic Assembly;

b) The Nominations Committee of Council shall strive to achieve representation from a wide range of disciplinary areas based on the faculty complement in each College.

to June 30, 2015

Sabina Banniza	Plant Sciences
James Brooke	Math and Statistics
Fionna Buchanan	Animal & Poultry Sc
Gary Entwhistle	Accounting
Rob Flanagan	Law
Ramji Khandelwal	Biochemistry
Karen Lawson	Psychology
Brian Pratt	Geological Sciences
Donna Rennie	Nursing
Bill Roesler	Biochemistry
Bing Si	Soil Science
Jaswant Singh	Vet Biomedical
Lisa Vargo	English
Fran Walley	Soil Science
Gordon Zello	Ph Nur
3 TBA	

to June 30, 2014

Andy Allen	Vet Pathology
Daniel Beland	Public Policy
Vicki Duncan	Library
Xulin Guo	Geo & Planning
Pam Haig Bartley	Drama
Judith Henderson	English
Mehran Hojati	ESB
Lisa Kalynichuk	Psychology
Suren Kulshreshtha	BPB & E
Yen-Han Lin	Ch & Bio Eng
Karen Semchuk	Nursing
Ray Stephanson	English
Susan Whiting	Ph & Nur

to June 30, 2013

Al Barth	Large Animal
Dean Chapman	Anatomy & Cell Bio
John Campbell	Large Animal
Ralph Deters	Computer Science
Don Gilchrist	Economics
Glen Gillis	Music
Deborah Haines	Veterinary Micro
Jill Hobbs	BPB & E
Peter Howard	Micro & Imm
George Khachatourians	Fd & Bio Sciences
Hans Michelmann	Political Studies
Lyall Petrie	Large Animal
Roger Pierson	Obstetrics
Klaas Post	Small Animal
Chary Rangacharyulu	Physics & Eng Physics
Rajini Sankaran	Phys Med
Walerian Szyszkowski	Mech Eng

AGENDA ITEM NO: 10.2

UNIVERSITY COUNCIL
NOMINATIONS COMMITTEE
REQUEST FOR DECISION

PRESENTED BY: Bev Pain, Chair
Nominations Committee of Council

DATE OF MEETING: November 15, 2012

SUBJECT: **Addendum**

DECISION REQUESTED:
That Council approve the following nominations to fill vacancies on committees, for terms ending June 30, 2015:

Committee on Research, Scholarly and Artistic Work
Yu Luo, Biochemistry

Renewals and Tenure Appeal Panel
Rob Hudson, Philosophy

ATTACHED:
RSAW information

Research Scholarly and Artistic Work Committee Terms of Reference

1) Recommending to Council on research, scholarly and artistic work.
2) Recommending to Council on issues relating to the conduct of research, scholarly and artistic work and its translation within the University and community.
3) Recommending to Council on policies and issues related to ethics in the conduct of research, scholarly and artistic work.
4) Promotion and recognizing opportunities for community engagement and partnership with the research, scholarly and artistic work activities of the University.
5) Providing advice on issues relating to the granting agencies which provide funding to the University.
6) Examining proposals for the establishment of any institute engaged in research, scholarly or artistic work at the University, and providing advice to the Planning and Priorities Committee of Council.
7) Receiving an annual report on matters related to research, scholarly and artistic work from the Office of Research Services, the Vice-President (Research), and the Dean of Graduate Studies and Research.

Council Members

Jaswant Singh	Vet Biomedical	2015
Stephen Urquhart (Chair)	**Chemistry**	**2013**
1 TBA		

General Academic Assembly Members

Daniel Beland	Public Policy	2014
Pam Downe	Archaeology and Anthropology	2015
Sheila Carr Stewart	Educational Administration	2015
Tony Kusalik	Computer Science	2015
Tim Nowlin	Art and Art History	2015
Graham Scoles	Plant Sciences	2015

Other members

Undergraduate Student member	Ruvimbo Kanyemba, VP Academic, USSU
Graduate Student member	Dylan Beach, VP Academic, GSA
Lawrence Martz	Dean of Graduate Studies & Research
Karen Chad	Vice-President Research
Kathryn Warden	Director of Research Communications
Susan Blum	Director of Research Services
Laura Zink	Office of the Vice-President Research

Secretary: Sandra Calver, University Governance Coordinator, Office of the University Secretary

AGENDA ITEM NO: 11.1

UNIVERSITY COUNCIL

Joint Committee on Chairs and Professorships

REQUEST FOR DECISION

PRESENTED BY: Jim Germida, Vice-Provost, Faculty Relations and Chair, Joint Board/Council Committee on Chairs and Professorships

DATE OF MEETING: November 15, 2012

SUBJECT: Revision and Expansion of the Distinguished Chairs Program

DECISION REQUESTED:

It is recommended that:

1. the name of the award be changed to "Distinguished Professorship", and that a recipient be referred to as "Distinguished Professor";
2. on retirement a Distinguished Professor will become a "Distinguished Professor Emerita/us";
3. the 3-year limited term of the award be eliminated, and that the distinction be awarded for life; and
4. the maximum number of Distinguished Professorships for the U of S be increased from 10 to 30, excluding Distinguished Professors Emeriti effective January 1, 2013.

PURPOSE:

To revise and expand terms of reference for the Distinguished Chairs component of the University of Saskatchewan Chairs Program.

CONTEXT AND BACKGROUND:

The Distinguished Chairs component of the Program was developed jointly by the office of the Provost and Vice-President Academic and the Vice-President Research, in collaboration with the Joint Committee on Chairs and Professorships (JCCP). A proposal for creation of this Distinguished Chairs Program was approved by Council on February 26, 2009, and by the Board of Governors on March 13, 2009. The objectives of this component are "To honour and to celebrate exceptional achievement in research, scholarly, or artistic work by University of Saskatchewan faculty or emeriti."

The number of Distinguished Chairs held at any one time was to be limited to 10, each awarded for a 3-year term, renewable once. With this limitation on the numbers held, the nomination process (supported by a Distinguished Chairs Advisory Committee) quickly exhausted the supply, and it has become apparent that the number of deserving members of our academic community is significantly greater than our capacity to recognize them. Thus, a review of similar programs at other Canadian universities has been undertaken in order to determine an optimum number of awards and configuration of the Program.

IMPLICATIONS:

This will not affect the academic, operational, budgetary, health, environmental, reputational, legal or statutory considerations of the university. It will honour, promote and celebrate exceptional achievements of University of Saskatchewan faculty or emeriti.

CONSULTATION:

A review of similar programs at majority of institutions in the U-15 was undertaken by Distinguished Chairs Advisor Committee in order to determine optimum recommendations.

SUMMARY:

It is beneficial for the university to celebrate excellence in research and scholarship, and to recognize the most outstanding members of faculty. Awards such as the Distinguished Chairs Program recognize sustained scholarly excellence over a substantial career at the University of Saskatchewan. The culture of recognition at the university is growing, but needs to be further encouraged. Creating distinctions and awards to recognize excellence, ensuring that these recognitions are visible to the campus community, will help boost the culture of recognition.

In addition, expanding the scope of distinctions of this type at the U of S will increase the competitiveness of our faculty for awards at the national and international level. The number of awards recognizing research and scholarly achievement at the institutional, local, and provincial level at the U of S is significantly below average compared to other members of the U-15. Our faculty therefore have fewer opportunities for institutional awards and local recognition, which then may compromise their competitiveness when considered for major national and international awards against faculty from other institutions.

FURTHER ACTION REQUIRED:

Informing Deans, Executive Directors, Department Heads and Associate Deans Research regarding the revised and expanded terms of reference for the Distinguished Chairs Program through the annual call for nominations in January 2013.

ATTACHMENTS:

Distinguished Chairs Proposal
Revised Terms of Reference

Revision and Expansion the Distinguished Chairs Program at the University of Saskatchewan

Background

The University of Saskatchewan Chairs Program was developed as part of the First UofS *Integrated Plan (2004)* in order to "support existing and new research and teaching across disciplines with the goal of achieving national or international recognition" (p. 34). The Chairs initiative included four categories: Centennial Chairs; Saskatchewan Chairs; Chairs Opportunities Fund; and Distinguished Chairs.

The Distinguished Chairs component of the Program was developed jointly by the office of the Provost and Vice-President Academic and the Vice-President Research, in collaboration with the Joint Committee on Chairs and Professorships (JCCP). A proposal for creation of this Distinguished Chairs Program was approved by Council on February 26, 2009, and by the Board of Governors on March 13, 2009. The objectives of this component are "To honour and to celebrate exceptional achievement in research, scholarly, or artistic work by University of Saskatchewan faculty or emeriti." The Terms of Reference for the Distinguished Chairs Program can be found at the ULR: http://www.usask.ca/researchawards/Distinguished-Chairs-Program.php

The number of Distinguished Chairs held at any one time was to be limited to 10, each awarded for a 3-year term, renewable once. With this limitation on the numbers held, the nomination process (supported by a Distinguished Chairs Advisory Committee) quickly exhausted the supply, and it has become apparent that the number of deserving members of our academic community is significantly greater than our capacity to recognize them. Thus, a review of similar programs at other Canadian universities has been undertaken in order to determine an optimum number of awards and configuration of the Program.

Environmental Scan

The majority of institutions in the U-15 offer designations to distinguished faculty members in the form of honorary titles or chair positions. Seven institutions (McMaster, Alberta, Manitoba, Ottawa, Toronto, Waterloo, and Western) offer designations for distinguished faculty members such as "Distinguished Professor" or "University Professor" which are awarded to the top 1-3% of faculty and which are held for the lifetime of the faculty member. Titles are held after retirement as "Distinguished Professor Emeritus" or "University Professor Emeritus," but retired faculty members are typically not counted in the number of titles held at any one time.

Ten institutions (Dalhousie, McGill, Queen's, UBC, Calgary, Ottawa, Saskatchewan, Toronto, Waterloo, and Western) offer Chair positions or other similar designations, which are awarded to faculty on a term basis, in contrast to the "Distinguished Professor" designations, which are typically held for life. Only Laval University and the University of Montreal do not offer either type of recognition, while Ottawa, Toronto, Waterloo, and Western offer both.

The James McGill Professor and William Dawson Scholar programs at McGill are operated as an internal equivalent of the Canada Research Chair (CRC) Program, with chairs offered in the same number as the Tier 1 and Tier 2 CRCs held by McGill, respectively. This allows McGill to use the CRC program to recruit new faculty rather than awarding them to existing faculty.

The variety of awards offered in the U-15 is summarized in Appendix 1.

Value to the University of Saskatchewan

It is beneficial for the university to celebrate excellence in research and scholarship, and to recognize the most outstanding members of faculty. Awards such as the Distinguished Chairs Program recognize sustained scholarly excellence over a substantial career at the University of Saskatchewan. The culture of recognition at the university is growing, but needs to be further encouraged. Creating distinctions and awards to recognize excellence, ensuring that that these recognitions are visible to the campus community, will help boost the culture of recognition.

In addition, expanding the scope of distinctions of this type at the U of S will increase the competitiveness of our faculty for awards at the national and international level. The number of awards recognizing research and scholarly achievement at the institutional, local, and provincial level at the U of S is significantly below average compared to other members of the U-15. Our faculty therefore have fewer opportunities for institutional awards and local recognition, which then may compromise their competitiveness when considered for major national and international awards against faculty from other institutions.

Number of Awards

The number of faculty recognized by either distinguished university professorships held for life, or research chairs with term limits (or at some institutions, by both), ranges from 1% to 6%, with the exception of McGill's unique chairs program where they are held by over 10% of faculty. Only the University of Alberta (1%), the University of British Columbia (only 2 chairs awarded), and the U of S (1%) are at the bottom of that range, but both the University of Alberta and UBC offer numerous internal awards programs for faculty funded by Killam Trusts. For example, UBC awards twenty Killam Research Fellowships and Prizes annually.

The average number of faculty holding such distinguished professorships or chairs at the institutions which offer them is approximately 2.6%. **It is proposed that the maximum number of Distinguished Chairs for the U of S be increased from 10 to 30**, with approximately four available each year until the limit is reached. This would represent approximately 2.7% of the current full-time equivalent faculty at the U of S, and bring us in line with the average at other U-15 institutions.

Title and Terms for the Awards

In our review of similar awards or designations at peer institutions, it has become apparent that both the name as well as the length of term is somewhat inconsistent with common practice.

The name of similar awards at other institution is more typically "Distinguished Professor", rather than Chair. This arises from common association of the word chair with a funded position. Canada Research Chairs, Endowed Chairs, Research Chairs, typically carry remuneration or research support. Professorships are often honorary, although practice varies. In both intent and practice, our Distinguished Chairs Program is more like Distinguished Professorships at our sister universities. Therefore**, it is recommended that the name of the award by changed to "Distinguished Professorship", and that a recipient be referred to as "Distinguished Professor"**.

Our environmental scan indicates that most of our peer institutions award the title of "Distinguished Professor" (or "University Professor") for life, rather than to fixed terms. Fixed terms are typical of awards such as chairs where stipends are involved. **On retirement, a Distinguished Professor becomes a "Distinguished Professor Emerita/us". It is recommended that the 3-year limited term of the award be eliminated, and that the distinction be awarded for life.**

On retirement, a Distinguished Professor becomes a Distinguished Professor Emerita/us and is no longer counted within the institutional quota, and the title becomes available for award to new nominees.

Other components of the terms of reference are not in need of revision. A proposed revised Terms of Reference is attached as Appendix 2.

Summary of Recommendations

It is recommended that:

1) **the name of the award be changed to "Distinguished Professorship", and that a recipient be referred to as "Distinguished Professor;**
2) **on retirement a Distinguished Professor will become a "Distinguished Professor Emerita/us;**
3) **the 3-year limited term of the award be eliminated, and that the distinction be awarded for life; and**
4) **the maximum number of Distinguished Professorships for the U of S be increased from 10 to 30, excluding Distinguished Professors Emeriti.**

Appendix 1: Distinctions and Chairs in the U-15

University of British Columbia
Peter Wall Distinguished Professor
Type: 5 year term, renewable once
Number: No maximum listed; only 2 awarded to date
Value: Salary support for 5 year term

University of Alberta
Distinguished University Professor
Type: Distinction held for life
Number: Held by 1% of faculty
Value: Additional allowance of $20,000 per year

University of Calgary
University Professor
Type: 5 year term
Number: Maximum unknown; currently 26 awarded (1.4%)
Value: Unknown

University of Saskatchewan
Distinguished Chair
Type: 3 year term, renewable once
Number: Maximum 10 (1%)
Value: None

University of Manitoba
Distinguished Professor
Type: Distinction held for life
Number: Maximum 20 (1.7%)
Value: None stipulated; some Faculties provide one-time stipend (e.g. Faculty of Arts $2,500)

Queen's University
Queen's Research Chairs
Type: 5 year term, renewable
Number: Maximum 25 (2%)
Value: Maximum $20,000 per year
Note that as of 2012, Queen's intends to phase out the Queen's Research Chairs in favour of a 2-year "Research Leaders" award for mid-career researchers, with 10 awarded annually and 20 in a steady state (1.6%).

McMaster University
Distinguished University Professor
Type: Distinction held for life
Number: Held by 2-3% of faculty
Value: None specified

University of Ottawa

Distinguished University Professor
Type: Distinction held for life
Number: Maximum 20 (1.7%)
Value: Not specified; a "modest fund for research" provided for the initial five years of the appointment

University Research Chair
Type: 5 year term, renewable
Number: Maximum 30 (2%)
Value: $15,000 per year

University of Toronto

University Professor
Type: Distinction held for life
Number: Approx 1% of faculty, not to exceed 2%
Value: "Modest research stipend" for five years

Distinguished Professor
Type: 5 year term, renewable once
Number: Maximum 3% of faculty
Value: Funding for research provided by Faculties

University of Waterloo

University Professor
Type: Distinction held for life
Number: Maximum 14 (1.2%)
Value: None

University Research Chairs
Type: Maximum 7 year term
Number: Maximum 5 awarded annually; currently 30 awarded
Value: Annual stipend of $10,000 or teaching reduction of one course per year (in which case, stipend is allocated to department or school)

University of Western Ontario

Distinguished University Professor
Type: Distinction held for life
Number: Maximum 3% of faculty
Value: One-time award of $10,000

Faculty Scholar
Type: 2 year term, renewable once
Number: Held by 2-3% of faculty
Value: Stipend of $7,000 per year

McGill University

James McGill Professor/William Dawson Scholar
Type: 7-year/5-year term, renewable
Number: Equal to number of Tier 1/Tier 2 CRCs held by McGill, currently 157 (over 10%)
Value: Maximum $25,000 per year

Dalhousie University

University Research Professor
Type: 5 year term, non-renewable
Number: Maximum 15 (1.5%)
Value: Annual grant of $1,000

The University of Saskatchewan

Distinguished Professorships

A Component of the University of Saskatchewan Chairs Program

Terms of Reference

Objectives: To honour and to celebrate exceptional achievement in research, scholarly, or artistic work by University of Saskatchewan faculty or emeriti.

- Distinguished Professorships are conferred to recognize senior faculty or emeriti:
  - whose research has contributed significantly to the enhancement of knowledge;
  - whose scholarly activity and accomplishments have enriched selected areas of research;
  - who are recognized nationally and internationally for their impact and leadership; and
  - who set a high standard of research excellence and have demonstrated an outstanding and sustained distinction in research.

Eligibility:

- Professors Emeriti, or current member of University of Saskatchewan faculty;
- Recipients possess academic qualifications corresponding with appointment at the rank of Full Professor.

Term of Professorship:

- Appointment will be for life.
- While a member of the University of Saskatchewan faculty, the awardee will bear the title of "Distinguished Professor".
- On retirement, or when awarded to professors emeriti, the awardee will bear the title of "Distinguished Professor Emerita/us.

Value:

- Honorary
- Does not replace faculty member's tenured appointment as governed by the University's normal policies and procedures.

Number:

- Selections will be made annually until, at any given time, not more than **thirty** individuals hold the title of Distinguished Professor. Distinguished Professors Emeriti will not be included in this quota.

Funding Implications and Source:

- None

Nomination Process (Internal to and determined by the University of Saskatchewan):

- There will be an annual nomination cycle.
- Nomination packages must include:
    - Statement of nomination from the Dean/Director of the College/School, including description of procedures undertaken to identify the nominee;
    - Brief assessment of nominee's research record, including rationale for appointment (1500 word maximum);
    - Current CV;
    - Brief description of nominee's most important contributions to research, scholarly, or artistic work;
    - Letters of recommendation:
        - two from referees internal to the University of Saskatchewan; and
        - three from external assessors.
- Nominee documentation is to be submitted to the Associate Vice-President Research prior to the advertised deadline (provide website where details to be provided annually).

Selection Process:

- Selections made annually as vacancies arise.
- An Advisory Committee will be formed to review nominations and to provide advice to the Provost and Vice-President Academic on award of Distinguished Professorships on the basis of criteria consistent with the Objectives of the Program.
- Distinguished Chairs Advisory Committee composition:
    - Provost and Vice-President Academic or designate, Co-chair
    - Vice-President Research or designate, Co-chair
    - Dean, College of Graduate Studies and Research
    - Representative from the Research, Scholarly and Artistic Work Committee of Council
    - A tenured faculty member representing the General Academic Assembly
    - One external member from the community
    - Resource personnel from the Provost's Office and the Office of the Vice-President Research, as required, in a non-voting capacity
- Recommendations will be forwarded to the Provost and Vice-President Academic for approval.

AGENDA ITEM NO: 11.2

UNIVERSITY COUNCIL

Joint Committee on Chairs and Professorships

REQUEST FOR DECISION

PRESENTED BY: Jim Germida, Vice-Provost, Faculty Relations and Chair, Joint Board/Council Committee on Chairs and Professorships

DATE OF MEETING: November 15, 2012

SUBJECT: Louis Horlick Chair in the Department of Medicine.

DECISION REQUESTED:

It is recommended:
To authorize the Board to establish an honorary chair by the name of Dr. Louis Horlick be established in the Department of Medicine held by the department head effective January 1, 2013.

PURPOSE:

Recognize the contributions of Dr. Horlick, a founding member of the Department of Medicine 1954, founding member of Division of Cardiology, Head of Department of Medicine 1968-74; academic member of the Department of Medicine until retirement in 1989; continued as Professor Emeritus to September 2012.

CONTEXT AND BACKGROUND:

It recognizes Dr. Horlick's founding and continuing contributions to the Department of Medicine, the College of Medicine, and the University of Saskatchewan. It honours and recognizes his contributions to patient care, to teaching, to research, and to administration of the Department, the College, the University, and contributions to Saskatoon, Saskatchewan, and Canada. Recognized by the Saskatchewan with Order of Merit 1991; recognized by Canada with Award of Merit and medal of the Canadian Heart Foundation 1994 and Order of Canada 1995.

It is an honorary title that celebrates in a continuing way the contributions and performance of an accomplished founding member and past Head of the Department of Medicine. He was a role model for all academic faculty and department heads. In that capacity it supports the academic mission of the University.

The Department of Surgery has created the Fred Wigmore Chair in Surgery held by the department head. The Surgery Chair had funding attached to it in addition to the title.

IMPLICATIONS:

It will not affect the academic, operational, budgetary, health, environmental, legal or statutory considerations of the University. It is designed to enhance the reputation of the Department, the College, and the University by recognizing excellence in a former member of national reputation.

CONSULTATION:

The Dean, College of Medicine was consulted. He supported this with his signature on the Letter of Intent to Establish a Chair in July 2012.

Dr. Horlick was also consulted prior to completing and sending the Letter of Intent in July. He said he was honored with the consideration and was pleased that this was initiated.

SUMMARY:

The application was initiated to recognize an outstanding academic in the Department of Medicine. Dr. Horlick was a revered cardiologist, teacher, researcher, and administrator in the department, the college, and the university. He was admired in Saskatoon, in Saskatchewan, and in Canada for his contributions and the quality of those contributions. He wrote about the history of our College in two volumes recording for posterity the accomplishments of the College during the years of his association. As a founding member he is a central connection with our past and our origins.

FURTHER ACTION REQUIRED:

Approval of the Board.

The plan is for the dean to announce this decision within the College so that all faculty, undergraduate and postgraduate students are informed about the establishment of this honorary title and are aware of the role and reputation within the University, Saskatchewan, and Canada of Dr. Horlick's tenure. Further, this decision would be announced at the Medicine Faculty Council meeting with a brief tribute that would include representatives of Dr. Horlick's family. This may include a press release.

Please note that Dr. Horlick died October 23, 2012.

AGENDA ITEM NO: 11.3

UNIVERSITY COUNCIL

Joint Committee on Chairs and Professorships

REQUEST FOR DECISION

PRESENTED BY: Jim Germida, Vice-Provost, Faculty Relations and Chair, Joint Board/Council Committee on Chairs and Professorships

DATE OF MEETING: November 15, 2012

SUBJECT: SaskPower Chair in Power Systems Engineering

DECISION REQUESTED:

It is recommended:
To authorize the Board to establish a SaskPower Chair in Power Systems Engineering.

PURPOSE:

The purpose of the Chair is to enhance the University's academic leadership and outcomes in relation to power systems engineering. The Chair's objective is threefold: to lead and promote research focused specifically in power systems engineering and smart grids; to support continued excellence and innovation in undergraduate education; and to provide additional opportunities for graduate students in power systems engineering.

CONTEXT AND BACKGROUND:

A gift agreement was signed between SaskPower and University of Saskatchewan in December 2011. According to this agreement, the SaskPower has provided the University with $3.5M to establish the Chair within the College of Engineering, Department of Electrical and Computer Engineering, which will provide continuity of the legacy in research focused specifically in power systems engineering. In addition, this chair will support continued excellence in undergraduate education, ensuring innovative advancement in training and additional exposure for graduate students to power system engineering.

The concept of this chair/professorship closely aligns with the University and College integrated plans. The College of Engineering is committed to enhancing its level of knowledge creation during the third integrated plan. Externally funded research chairs will be a crucial component of the College's strategies for increasing total research funding and supporting a larger number of successful graduate students.

Further, a defining feature of the College of Engineering is relevance to industry. Through partnerships with corporations such as SaskPower, the College will ensure it remains relevant to and meets the needs of our stakeholders in the power sector.

IMPLICATIONS:

The Chair will be appointed for a renewable five year term. Upon the conclusion of the Chair's term, the College will place the incumbent in a base budget faculty position. Of SaskPower's $3.5M funding, $2.5M will be used to directly support the creation of a faculty position in power systems engineering. The remaining $1M will be used to support the Chair's mandate to enhance undergraduate and graduate education and research outcomes relating to power systems engineering.

The Chair will have a primary appointment in the Department of Electrical & Computer Engineering in the College of Engineering.

CONSULTATION:

The College is proposing the creation of the Chair with the support of the College of Engineering Dean, Associate Dean – Faculty Relations and the Department Head of Electrical and Computer Engineering.

SUMMARY:

The College of Engineering strives to be known for its relevance to industry. Through collaboration with corporations such as SaskPower, the College will ensure it remains relevant to and meets the needs of our stakeholders in the power sector.

It is anticipated that the Chair will considerably strengthen the College's research impact in the area of power systems, and make a significant contribution to the College's enhanced research outcomes. The SaskPower Chair will seek federal funding through the NSERC Industrial Research Chair (IRC) program and, if the application is successful, will leverage the Chair's resources and have even greater impact.

FURTHER ACTION REQUIRED:

Approval of the Board.

ATTACHMENTS:

Terms of Reference

UNIVERSITY OF SASKATCHEWAN

SaskPower Chair in Power Systems Engineering
Terms of Reference

Purpose:

The purpose of the Chair is to enhance the University's academic leadership and outcomes in relation to power systems engineering. The Chair's objective is threefold: to lead and promote research focused specifically in power systems engineering and smart grids; to support continued excellence and innovation in undergraduate education; and to provide additional opportunities for graduate students in power systems engineering.

The College of Engineering strives to be known for its relevance to industry. Through collaboration with corporations such as SaskPower, the College will ensure it remains relevant to and meets the needs of our stakeholders in the power sector.

It is anticipated that the Chair will considerably strengthen the College's research impact in the area of power systems, and make a significant contribution to the College's enhanced research outcomes. The SaskPower Chair will seek federal funding through the NSERC Industrial Research Chair (IRC) program and, if the application is successful, will leverage the Chair's resources and have even greater impact.

Source and Amount of Funding:

SaskPower has provided the University with $3.5M to establish the Chair.

As discussed with SaskPower, the funding will be allocated as follows:

- $2.5 million will be used to directly support the creation of a faculty position in power systems engineering; and
- $1.0 million will be used to support the Chair's mandate to enhance the undergraduate and graduate education and research outcomes relating to power systems engineering.

This allocation is subject to change over the life of the Chair to ensure opportunities to leverage external funding are maximized and to ensure the Chair continues to meet the needs of the College and donor expectations.

Tenability:

The SaskPower Chair will be appointed for renewable terms of up to five years. Upon the conclusion of the Chair's terms, the College will place the incumbent in a base budget faculty position. Therefore, the recruitment will be for a tenure-track appointment in the Department of Electrical and Computer Engineering.

In his or her first year with the College, the SaskPower Chair will apply for an NSERC IRC grant. The tenability of the Chair will be lengthened if the application is successful.

If the NSERC IRC application is successful and is successfully renewed for a second term, it is anticipated that the SaskPower Chair would be financially viable until 2023/24.

If the NSERC IRC application is unsuccessful, or if there are other significant variances in revenues or expenditures from what is currently anticipated, the Management Committee will determine whether to reduce the length of the terms (e.g. the SaskPower Chair would last for a single 5 year term), reduce the amount of research support provided, or a combination of both a shorter second term and less research support.

Search Committee:

In accordance with the collective bargaining agreement established between the Faculty Association and the University, a search committee will be established and chaired by the Department Head, Electrical and Computer Engineering. The selection and search committee will also operate in accordance with the relevant sections of the "Guidelines for the Establishment of Chairs and Professorships" as approved by University Council and the Board of Governors.

Chairholder Responsibilities:

The Chairholder will lead and promote research focused specifically in power systems engineering; support continued excellence and innovation in undergraduate education; and provide additional exposure for graduate students to power systems engineering. More specifically, the Chair will:

1) conduct world-class research in the area of expertise;
2) disseminate the results of his or her research through the College and the University, nationally and internationally;
3) participate in and lead graduate/undergraduate courses, as assigned;
4) provide leadership in the development of undergraduate programming, as assigned;
5) explore research issues of particular relevance to SaskPower within the Chair's area of interest and expertise;
6) provide leadership and mentorship to a research group, colleagues and students to encourage greater capacity for research and to help students learn and research more effectively; and
7) provide the Management Committee with an annual report of teaching and research activities.

Duties will be assigned by the Department Head annually, as per the Collective Bargaining Agreement with input from the Management Committee, and in accordance with the Terms of Reference and the gift agreement.

Term of Chair:

The successful incumbent will be appointed for renewable terms of up to five years.

The management committee will make decisions regarding the extension of the Chair based on the best available information in the final year of each term.

Management Committee:

The Management Committee shall consist of at a minimum:

- the Dean, College of Engineering, as Chair;
- the Associate Dean – Faculty Relations, College of Engineering;
- Department Head, Electrical and Computer Engineering;
- the Vice-Provost, Faculty Relations; and
- a representative of Finance and Trust, University Advancement.

Additional members or guests shall be included in committee meetings at the invitation of the Dean.

The Committee may seek input from SaskPower from time to time at its discretion, recognizing that the donor's role will be advisory.

The Management Committee's activities are expected to include the following:

1) review the activities of the Chair to ensure they are in keeping with the Chair's purpose and the College's priorities;
2) approve annual budgets for the Chair's activities;
3) approve annual budgets for departmental and/or college activities that support the objectives of the Chair;
4) oversee management of the funds, ensuring the financial viability of the Chair including advising Financial Services of the investment needs and short term funding requirements as necessary; and
5) ensure an annual financial report and a report on the activities of the Chairholder is provided to SaskPower and the Joint Committee on Chairs and Professorships.

On an on-going basis, the Management Committee will assess the financial viability of the Chair, and other possible revenue sources available to support the Chair.

In the event that circumstances make the SaskPower Chair in Power Systems Engineering no longer practical or desirable, the Management Committee, in consultation with the donor where appropriate, will recommend to University Council and the Board of Governors of the University of Saskatchewan, changes to

the Chair. These recommendations will maintain, as much as is reasonably possible, the Chair's spirit and general intent as identified in its statement of Purpose.

The College of Engineering recommends the establishment of a Chair based on the above terms.

October 31, 2012

Ernie Barber
Dean, College of Engineering

Date

University Advancement recommends the establishment of a Chair based on the above terms.

Heather Magotiaux,
Vice-President, University Advancement

Nov 6 2012

Date