

**AGENDA**  
**2:30 p.m. Thursday, October 18, 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 18<sup>th</sup> year of the representative Council.*

1. Adoption of the agenda
2. Opening remarks
3. Minutes of the meeting of September 20, 2012 – pp. 1-14
4. Business from the minutes
5. Report of the President - pp. 15-18
6. Report of the Provost - pp. 19-26
7. Student societies
  - 7.1 Report from the USSU (oral report)
  - 7.2 Report from the GSA – pp. 27-28
8. Planning and Priorities Committee
  - 8.1 Item for Information: Faculty and Staff Complements Report – pp. 29-42
9. Joint Committee on Chairs and Professorships
  - 9.1 Request for Decision: Estey Chair in Business Law – pp. 43-52  
  
*That Council approves the Estey Chair in Business Law, and recommends to the Board of Governors that the Board authorize the establishment of the Chair.*
10. Governance Committee
  - 10.1 Request for Decision: Change to Council Bylaws re Membership of the School of Environment and Sustainability — pp. 53-56  
  
*That Council approve the membership of the School of Environment and Sustainability Faculty Council as outlined in the attachment.*
11. Report from the Associate Vice-President, Student Affairs
  - 11.1 Item for Information: Strategic Enrolment Management Project (to be distributed)

*Council agenda continued*

12. Policy Oversight Committee

12.1 Item for Information: Policy Oversight Committee Year-End Report – pp. 57-60

13. Other business

14. Question period

15. Adjournment

Next meeting – 2:30 pm, November 15, 2012

If you are unable to attend this meeting please send regrets to: [Lesley.Leonhardt@usask.ca](mailto:Lesley.Leonhardt@usask.ca)

*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 Professor Emeritus Paul Riemer was delivered by Professor Jim Kells, Professor and Head of the Department of Civil and Geological Engineering. Professor Riemer was a professor in the College of Engineering for 40 years, retiring in 1988, and was an emeritus professor of Civil Engineering. He passed away on July 26, 2012.

1. Adoption of the agenda

The secretary drew members' attention to a typographical error in the circulated agenda—the word “and” should be inserted into the last sentence of the first paragraph of item 8.1, so that it reads “members in attendance and voting” rather than “members in attendance voting.”

DOBSON/KULSHRESHRA: That the agenda be adopted as circulated, with the amendment noted.

CARRIED

2. Opening remarks

Dr. Kalra welcomed members to the first meeting of the 18<sup>th</sup> year of the university's representative Council, and in particular welcomed President Busch-Vishniac to her first meeting as president. He extended a welcome as well to other new members of Council, then introduced chairs of the Council's standing committees and provided a brief overview of the work of the Council, expressing thanks to all members for their service. He noted that today's meeting includes an unprecedented motion to reconsider a decision taken at an earlier meeting, at the request of the General Academic Assembly. He also gave notice of his intention to turn the chair over to Professor John Rigby, vice-chair of Council, for item 8.1 on the agenda.

3. Minutes of the meeting of June 21, 2012

DAUM SHANKS/SINGH: That the minutes of the meeting of June 21, 2012 be approved as circulated.

CARRIED

4. Business arising from the minutes

No business was identified as arising from the minutes.

5. Report of the president

Dr. Busch-Vishniac commended members to her written report and took the opportunity to make some preliminary remarks about her first impressions following almost three months as president. She noted the beauty of the campus and excellence of its facilities, the friendliness of the people, and the energy of the students. She also commented on the vibrancy of Saskatoon as a city, and the pride that the graduates of this university clearly take in their university. She then enumerated a

few challenges facing the university including impending reductions in the level of support from the provincial government and the importance this places on the president's making a case for strategic investment in higher education, particularly for a university in a 'have' province at a time when strategic investment could lead to dramatic improvements in quality relative to competitor institutions. Dr. Busch-Vishniac also referenced the need for attention to be paid to developments in the College of Medicine, including why having a college of medicine matters to a university and to a province, both in academic terms and in economic terms. She spoke of what makes a great medical school, and the interactions and interdependency of research, teaching and administrative service, as well as the additional requirement in medical schools for clinical service. She indicated the responsibility that the entire institution, including Council, has to help the College of Medicine to be successful in all of these facets of its work, as well as the importance of working with the Health Regions.

The chair then invited members of Council to ask questions or make comments.

A member of Council asked about the motivations for the upcoming review of the College of Graduate Studies and Research, and (without prejudging the outcomes) what the university might expect to see as a result of such a review. The president observed that with a change of leadership there is always an opportunity for reflection on the model, noting that the university's current model for oversight of graduate programs is unusual for this day and age, and that key questions to be asked will include broad questions about the role of a graduate studies office, how our peer institutions perform this function, and whether there are processes that serve as roadblocks that were never intended to be roadblocks.

## 6. Report of the provost

The chair then invited Provost Brett Fairbairn to present his report. Dr. Fairbairn drew members' attention to his written report, referencing particularly the choices the university will be initiating in both financial and academic matters this year, and the status of implementation of the priorities identified in IP3's areas of focus.

### 6.1 Progress report on Organizational Restructuring in the College of Medicine

Dr. Fairbairn reminded Council that a report on restructuring is being presented at the request of Council pursuant to the motion approved at the May 17 meeting. He referenced the work that has been done over the summer to compile statistical information and invited the dean to add any comments he might have. Dr. Qualtiere supplemented the report with a summary of a discussion taken at a meeting the previous day at which the terms of reference were discussed. He referenced a strong recommitment on the part of the dean's advisory committee to work with the faculty council to meet the objectives of the restructuring. He also indicated that the working groups are now largely constituted, and that there is an expectation that it will be possible to move forward fairly quickly without a lot of change of the direction to the course that has been set over the past few months.

The chair then invited questions and comments from members of Council on any aspect of the provost's report.

A member asked about the status of construction of the Gordon Oakes-Red Bear Student Centre. The president responded as executive sponsor of the project to say that a tender will

be put out within the next two weeks and that her expectation would be that a shovel will be in the ground for this project before the ground freezes.

## 7. Student societies reports

### 7.1 Report from the USSU

USSU President Jared Brown and academic affairs Vice-president Ruvimbo Kanyemba presented an oral report on their recent activities. These included the following:

- Jared has been familiarizing himself with the role and work expected of him as a member of the board of governors.
- The USSU has been working with Vice-dean David Parkinson on a project to circulate artwork in Place Riel.
- Ruvimbo has been working with the teaching and learning committee on linking undergraduate students with research and service opportunities.
- Various events such as Hike Bike and Roll and the Mayoral debate have been held.
- Work is being done to consolidate resources related to clubs and streamline and facilitate processes for club ratification and recruitment of members.
- The USSU will be working with the city this fall to establish a summer U-Pass program.
- Research is being done on the idea of a social justice centre.
- Elections will take place for 10 vacant places on the student council and the senate by the middle of October.

The chair invited questions. A member of Council stepped forward to present the students with a gift of tobacco wrapped in red cloth and put together with twine, and explained the significance of each element of the gift. She thanked the students for their gift of putting their skills to use for the benefit of others by running for office. She provided a similar gift to the president to welcome her to our university.

Another member congratulated Mr. Brown on his election as USSU president. He referred to a recent Aboriginal strategy meeting that was held at the English River site; this was an excellent initiative but he would like the USSU president and the provost and president to reconsider the arrangement of having their outreach offices in such a remote location, since this may present a barrier for students and others who do not have vehicles to get to English River.

The chair of Council thanked the students and echoed his congratulations to Jared for his election as the USSU president.

### 7.2 Report from the Graduate Students' Association

GSA President Ehimai Ohiozebau presented an oral report from the Graduate Students' Association. He spoke of the strategic direction-setting that the GSA executive has been doing to establish short, medium and long term goals. Among their priorities are the following:

- to ensure efficient child care service on campus both by collaborating with the university and also by initiating their own processes;

*DRAFT until approved at the next meeting*

- to have a GSA award night as a social event for graduate students, faculty and management, most likely in March;
- to plan a number of events during the fall term in the Graduate Commons to make sure students identify with the location. These will include themed events around topics such as mining, energy, health sciences, and community-based learning;
- to give out GSA needs-based bursaries with help from matching funds from CGSR, increasing the base to support up to 40 students this year;
- to partner with CGSR to create more awareness of expectations for graduate students.

Mr. Ohiozebau also reported on the success of the annual orientation that was held the first week of September; he thanked the president and the dean of CGSR for attending, noting that the response from students was overwhelming and feedback was positive.

The chair invited members to join him in thanking members of both the USSU and GSA executives, and provided his assurances that the Council will continue to work collaboratively with the student leadership.

## 8. Planning and Priorities Committee

### 8.1 Request for decision: College of Medicine Organizational Restructuring

The chair then called on Professor John Rigby to assume the chair, citing a potential conflict of interest because the next item concerns his own college. Dr. Rigby began by echoing the chair's words of welcome to the president. He indicated that the coordinating committee of Council had sought legal advice about how to properly carry out the requirements of the Act with respect to a motion to reconsider its May 17 motion, and that the advice received was unequivocal that the motion must be presented in the same form as presented on May 17. Thus any motion to amend, refer, rescind or otherwise change the original motion will not be considered to be in order. Professor Rigby then indicated that the original mover and seconder would be invited to make both introductory and concluding remarks, followed by comments from the president, the dean of medicine, and the chair of the faculty council of the College of Medicine, before the floor is opened to questions. He also reminded Council members that in accordance with the *University of Saskatchewan Act, 1995*, a 2/3 majority of those present and voting is required to reconfirm the motion.

Professor Rigby then invited Professor Robert Tyler to present this item as chair of the planning and priorities committee. Professor Tyler reiterated that as a consequence of the outcome of the special meeting of the General Academic Assembly held on September 6, 2012, and in accordance with the *University of Saskatchewan Act, 1995* [71(8)], this motion must be submitted to Council for confirmation, and that it requires a two-thirds majority of Council members in attendance and voting to confirm the original motion. He noted that this motion is being returned to the Council floor from the planning and priorities committee but that the committee had not come to a recommendation on the motion and that it therefore does not come forward with 'it is recommended' at the front of it.

Professor Rigby then invited the provost, as the seconder of the motion, to comment. The provost emphasized that a far-reaching change to the structure of the College of Medicine is critical to its success; he characterized the current clinical research and teaching model as being broken. He described the arrangement that has been proposed by the president as a renewed opportunity for faculty within the college to contribute to the solution, but warned

that this will not be an easy conversation because there will be implications for employment arrangements and there is potential for conflict. He reiterated that university Council alone has the authority and responsibility to approve the structure of the college. He also indicated that he would be seconding the motion as a way to bring it to the floor of Council, but that he would be voting against it, since he sees taking it off the books as the best way to give the college the space it needs, until the end of the calendar year. Nevertheless, it is both urgent and important, not just for the College but for the university, that a solution be found.

Professor Rigby then invited the president to speak. Dr. Busch-Vishniac indicated she would be providing further information and context for what has been a fluid situation. Like the provost she is recommending a 'no' vote on the motion that is before Council today, although like him she wants to be clear about the urgent need for change. She pointed out that in Canada, only two medical schools have been on probation in the last 15 years. Although the University of Saskatchewan medical program is at present fully accredited, it has been put on a warning of probation. The president outlined her own thoughts about the usefulness of accreditation, which ensures only a minimum standard and does not assure a high quality. Thus probationary status signals a clear warning that the minimum acceptable standard is not being met and constitutes an important wake-up call. She expressed her own reaction to the threatened loss of accreditation as one of shock and embarrassment, and warned that such an outcome would cause the people and government of Saskatchewan to lose faith in the institution and would make it nearly impossible to recruit good students and for grant applications to meet with any chance of success. The current structure, by not vesting authority where it needs to be, means that the trail of accountability is often faint or invisible and that as a result even a mundane assignment of duties is difficult for the dean to negotiate with people who are on full academic salaries. This and the fact that our students are performing poorly on national exams provoked the difficult meetings that took place throughout May.

The president noted that following the outcome of the GAA meeting in September, the university was on track for an extremely contentious Council meeting today that would have seen Council being asked to impose a solution on a faculty that did not want it. This kind of impasse, she said, cannot lead to success. She explained that she had therefore chosen to call a meeting of the leaders of the vested parties to determine whether there might be a better approach to the problem, one that would garner support but still accomplish the change that must happen. She expressed her belief in the value of shared faculty governance and in consultation, and stressed that there has never been any intent to disparage the clinical skills of the college's faculty. Nevertheless, it has been clear that the heavy emphasis on clinical service, and inadequate attention to research and education, are symptomatic of a lack of balance. Dr. Busch-Vishniac stressed the need to partner with the health regions to move to a more conventional medical school model.

In describing the meeting that took place with the vested parties, the president explained that she had presented a proposition that she would withdraw central administrative support for the original May 17 motion at Council if the dean's advisory committee in the College of Medicine would come forward with a plan that had certain characteristics including addressing accreditation concerns within 12 months, redressing the balance of teaching, research and service over a five-year period, actively engaging the faculty of the College in crafting the plan, and defining evidence-based measures to be shared with Council. This must be accomplished without additional funding from the university beyond that already committed. At the meeting it was agreed that if an acceptable alternative did not come

forward at the December university Council meeting, then the original motion or something similar to it would be returned for Council's consideration. After lengthy discussion the parties at the table agreed to this approach and it was communicated to faculty in the college. Dr. Busch-Vishniac advised that she still has some serious misgivings about this plan, particularly since the university's governance does not require the engagement or approval of a faculty in its own restructuring, because this would necessarily involve conflicts of interest. However, she expressed a willingness to give the faculty the opportunity they seek to provide input into which of several options might be the least uncomfortable.

In closing, the president congratulated the provost, vice-provost Phillipson, and acting dean Qualtiere for their courageous work on this file, indicating that the work they have done will serve as a useful guide for the college's faculty and leadership as they consider alternatives. She thanked Council and its committees and the dean's advisory committee for their diligence in working towards a solution, and observed that it is a great tribute to everyone at the institution that this debate has spanned many months but has remained civil and orderly.

Finally, the president reiterated her intention to vote 'no' on the motion and urged members to vote with their conscience.

The chair then invited the acting dean to address Council.

Dr. Qualtiere indicated that he too would most likely vote against the original motion. He stressed that the opportunity presented by the president's agreement offers a unique opportunity to break a stalemate where the dean's advisory committee was trying to put in place a restructuring that was resisted by many faculty. He reported that since the agreement has been reached, he has heard from many faculty that they welcome re-engaging in the process, and also reported that the dean's advisory committee believes that the president has done the right thing for the right reasons and supports the proposal. Having said this, he acknowledged that the mission ahead for the college will be difficult, and that the college is in an even more difficult position than in May. While the college can use the thinking and work already done to move forward with a proper restructuring plan, many of the changes will involve personal situations for individual faculty members—however he expressed confidence that arriving at a revised concept paper is doable.

The chair then invited Dr. Tom Wilson, chair of the College of Medicine faculty council, to speak to the motion.

Dr. Wilson referenced the two goals of faculty council of the college: to increase faculty engagement and participation and to remove the constraint of the three-division model as it was published in the concept paper. He echoed the acting dean's observation that the previous day's meeting with the dean's advisory committee had been productive, and abbreviated the agreement that had been reached with the president as ARENA: Accreditation, Rebalancing, Evidence, and "No Argent." He echoed Dr. Qualtiere's sense that the goal is achievable, and described the time line towards the goal, including a special meeting of the college faculty council on November 21 to receive interim reports of the various working groups, with November 28 being the final meeting of faculty council (to which the president will be invited) and December as the deadline for a final proposal, so that it can be sent to university Council in time for its December meeting. [Members please note that meeting is scheduled for December 20—*secretary*]



The chair then invited questions and comments from the floor.

A new member asked for a brief rationale, for the benefit of new members of the proposal put forward in the concept paper, including how the proposed structure would help the medical school address its issues.

In responding, the provost spoke to the relationship between issues and structures, noting that in this case accreditation concerns have identified accountability as an issue, and that on the research side the proposed structure is designed to address matters such as the number of research-intensive positions and the supports and incentives for research performance, as well as how these align with the academic goals of teaching. Vice-provost Phillipson added that the array of working groups is reflective of each of the areas the structure is intended to address.

There was a supplementary question about whether faculty members have to be in divisions, and whether creating separate divisions for research, education and clinical service might create barriers between these three interrelated activities. Vice-provost Phillipson responded that these functions are not intended to be silos but rather to signify the balance that must be achieved among them.

A council member from the College of Medicine suggested that the focus of what Council approves in December should be on goals rather than on structure, and asked that Council ensure that any criteria that the planning and priorities committee uses to evaluate a proposal coming forward from the dean's advisory committee should also be applied to alternatives that are advanced in its place. He also suggested that some of the most important issues before the college may not be within the power and authority of the university to solve, but may be rooted in the political objectives and priorities of government. In response, it was pointed out that the dean's advisory committee includes advisors from the health region and the government.

Dr. Bennet, the vice-chair of the College of Medicine faculty council urged members to follow the lead of the president and vice-provost, indicating that he could report that the enthusiasm and interest among faculty in his own department to participate in the renewal of the college has increased tenfold, and as a physician he believes that this leads to a good prognosis.

Professor Tyler responded briefly as chair of the planning and priorities committee to the concern raised about the criteria for evaluation of proposals. He confirmed that the criteria being developed by his committee must reflect the outcomes that the university needs to achieve and that they will be used to measure the acceptability of any plan that comes forward.

Both the mover and seconder waived their right for final comments.

TYLER/FAIRBAIRN: That university Council approve a new academic governance model for the College of Medicine, along with consequential changes to Council's bylaws, which would see the establishment of three new divisions: the Division of Clinical Research, the Division of Medical Education, and the Division of Biomedical and Population Sciences, and the discontinuation of the existing models of clinical instruction and research, as outlined in the attached "Concept Paper", effective January 1, 2013.

AND that the provost and the dean of the College of Medicine report to university Council on progress made toward implementation of this new model at the September 2012 meeting of university Council and at regular intervals over the course of the 2012/13 academic year.

DEFEATED

Professor Rigby made brief comments on the significance of the decision just taken, and the process that led to it, for the life of the university and the College of Medicine. He reminded Council of the common goal shared by both Council and the college faculty council, which must be to make the University of Saskatchewan a better university today and tomorrow than it was yesterday. He urged all parties to work together in good faith to identify a way forward.

Dr. Kalra returned to the chair for this meeting.

9. Governance Committee

Professor Gordon Zello, chair of the governance committee, presented the next two items.

9.1 Request for Decision: Change to Council Bylaws re: Membership of the College of Pharmacy and Nutrition Faculty Council

ZELLO/ DOBSON: That Council approve the changes to the membership of the College of Pharmacy and Nutrition faculty council as outlined in the attachment.

CARRIED

9.2 Notice of Motion: Change to Council Bylaws re: Membership of the School of Environment and Sustainability

The following motion will be brought to the October meeting of the Council for decision:

[ZELLO/DOBSON] : That Council approve the membership of the School of Environment and Sustainability faculty council as outlined in the attachment.

10. Academic Programs Committee

Professor Roy Dobson, chair of the academic programs committee presented the following items for information:

10.1 Veterinary Medicine academic calendar change

10.2 English proficiency criteria clarification

11. Other business

A member raised a question about how Council informs its members about avenues of appeal open to them as the result of a motion of the Council, and particularly the avenue of requesting a special meeting of the GAA. He wondered whether people could be informed about this if there are contentious decisions taken by Council. The chair committed to taking his question back to the coordinating committee for discussion.

*DRAFT until approved at the next meeting*

12. Question period

There were no questions.

13. Adjournment

PARKINSON/DesBRISAY: To adjourn the meeting.

CARRIED

The meeting adjourned at 4:34 p.m.







## **President's Report to Council**

**October, 2012**

The months of September and October have been filled with opportunities for me to meet campus and community members. Having held a series of administrative staff "meet and greet" functions over the summer months, the start of the new academic year has signaled the beginning of meetings with each college and school. Generally, these meetings are to introduce me to the campus, to let me make some high level comments about what I observe so far and where I believe we are headed, and to listen to faculty, staff, students and alumni as they voice comments on where we excel and where we have opportunities to improve. Since the last meeting of University Council, I have been to the College of Nutrition and Pharmacy, the Library, the School of Graduate Studies, the College of Agriculture and Bioresources and the School of Environment and Sustainability. I have also attended the Western College of Veterinary Medicine annual board meeting and the Edwards School of Business Dean's Advisory Council. Many similar visits remain throughout the fall and winter terms. Ethan and I hosted our first gathering in the Residence, a reception for the new faculty. I have also addressed the University Student Council for the first time.

In addition to meeting with our colleges and schools, I have continued to be introduced to business, community and government leaders and distinguished alumni. I have now met leaders of Cameco, Potash Corporation, Federated Co-operatives Limited, Dow Chemical, Shell Oil, and many other businesses. Particularly noteworthy was a reception for local women business leaders sponsored by Board Chair and Vice Chair, Nancy Hopkins and Susan Milburn.

### ***ANNIVERSARIES***

In the last month U of S has celebrated three anniversaries and reunions and I was pleased to attend activities for each of these colleges. The College of Dentistry held a celebration of 40 years of graduating classes and all members of the first graduating class (except one member in ailing health) attended the gala. It was a marvelous demonstration of the reach and importance of our college of dentistry, with alumni from every corner of Saskatchewan and from several other provinces in attendance.

The College of Engineering celebrated 100 years in glorious style, with events scattered throughout a reunion weekend. Two highlights of the anniversary were the placement of a plaque commemorating the work of C. J. Mackenzie in building the Broadway Bridge, and a gala with roughly 1000 people in attendance.

The College of Law also celebrated 100 years in fine style. Their gala event attracted about 600 attendees, and noted the large number of alumni who have chosen to go into public service.

***GORDON OAKES- RED BEAR CENTRE***

After many years of planning and working to identify funding in support of a center for our campus that celebrates Aboriginal people and culture, we have made very important progress in the last few months. The Gordon Oakes -Red Bear Centre has been designed by noted architect Douglas Cardinal, the designer of the Museum of the Native American in Washington, DC. We have released preliminary designs for tender – the process of gathering bids for construction. If the bids come in at the level expected, we anticipate moving forward with construction as soon as the weather permits.

The Gordon Oakes - Red Bear Centre will be located just off of the Bowl, near to the Arts and Science Building. The wood from trees removed from the site will be used, as fully as feasible, in the building itself and a biomass at least equal to that removed will be planted on the campus.

***GOVERNMENT RELATIONS***

In the last month I have continued to be introduced to Saskatchewan leaders – provincial and federal. I participated in AUCC’s Advocacy Day in Ottawa this month and have agreed to join their committee on research. I also attended my first meeting of the U15 Executive Heads. This is a group getting much more organized around advocacy issues important to us, such as the support for research infrastructure and support for international graduate students.

On the provincial level, the Provost led the team presenting our Operations Forecast to officials of the Ministry of Advanced Education. The senior leadership presented the budget to the Treasury Board. I also met with the Deputy Ministers Council and focused my comments on the importance of a research-intensive university to the province.

The government of Saskatchewan has adopted lean techniques (first made famous at Toyota) to help encourage efficient operations of government and public institutions. The senior leadership team of U of S attended provincially-sponsored lean training this month, and training sessions will be made available soon to additional administrators. Lean techniques provide tools for considering processes and identifying which steps add value and which do not (and thus should be eliminated). We are piloting lean techniques in our review of procurement processes on campus.

Provincial government has been very clear that we should anticipate, in the future, slower increases to our base grant than we have enjoyed in the last decade. Our Provost and Acting Vice-President Finance and Resources lead efforts to trim our operating budget while minimizing the impact on our core missions. In this spirit, I have undertaken a workplace assessment of the offices reporting to me. The aim is to determine whether we have the right structure at the highest levels, the appropriate skill sets in our personnel and the right balance of people in the various offices. We will also be seeking to identify potential efficiencies moving forward, given the need to trim our budget significantly.



***ADVANCEMENT***

My meetings have included many of the top donors to U of S. I have been very impressed with the commitment to the university that I find throughout Saskatchewan from people in all walks of life. In a lovely event in Calgary, we celebrated the largest gift to the College of Arts and Science – the Murray Pyke endowed chair in Geological Science. This extraordinary gift by the family of Murray Pyke will permit a very well-regarded department to advance their research and education goals significantly.

***INTERNATIONAL***

It is a rare month that we do not participate in international events. In the last month we hosted the Canada/India Forum on Agriculture and Food Processing. This conference highlighted the extraordinary partnership between Saskatchewan and India in agricultural products and research. The event was very well attended, including a significant delegation of both Indian and Saskatchewanian dignitaries.

This month we also hosted a visit from Guru Angad Dev Veterinary and Animal Sciences University, our partners in veterinary medicine in India. This partnership centres on important research in veterinary medicine and makes optimal use of unique facilities at both institutions.

***SYLVIA FEDORUK PASSING***

The University of Saskatchewan has had many distinguished alumni, faculty, staff and students. None have shown greater talent across the board than Sylvia Fedoruk. Dr. Fedoruk was known for her work on clinical application of medical physics, her stellar abilities as an athlete in many sports, and her grace, dignity and savvy as our former Lieutenant Governor. With the passing of Dr. Fedoruk this month, the university, the province, the nation and the world mourned. We are delighted that the Canadian Center for Nuclear Innovation has been renamed in Dr. Fedoruk's memory.

***UPCOMING EVENTS***

In the next week or two there are two noteworthy events. We will have our first Senate meeting of the year. This meeting will engage the Senate members in discussions around the four themes of our third integrated plan: research intensity, academic programs, Aboriginal engagement, and our sense of place. This provides an important means for the community to provide ideas and comments on opportunities and challenges for U of S in the future.

We also have Fall Convocation rapidly approaching. This pair of Convocation ceremonies will be my first. The morning ceremony will include my formal installation and address.

***SEARCHES***

The search committee for the University Secretary has been struck. Members are Ilene Busch-Vishniac (Chair), Jay Kalra, Vera Pezer, Brett Fairbairn, and Ehimai Ohiozebau. The first meeting has been held and the process of crafting an updated job description begun. We hope to advertise the position by November, and identify a candidate for the Secretary position early in 2013.

We continue to pursue a favoured candidate for the Dean of Medicine position. It is possible that a final response to our offer will be delayed until the College of Medicine Dean's Advisory Committee presents its restructuring plan to University Council for approval.

The search for a new Dean of Engineering is ongoing, and the search for an Executive Director for the Johnson-Shoyama Graduate School of Public Policy has begun.

***PROVOST'S REPORT TO COUNCIL***

*October 2012*

Unfortunately I am unable to attend this meeting as I am at the National Vice-Presidents' Academic Council (NATVAC) conference. The president, other members of PCI, vice-provosts and members of my office will be in attendance to answer questions about items in this report.

***INTEGRATED PLANNING***

**Provost's Committee on Integrated Planning (PCIP)**

PCIP met on September 17, 2012 and discussed Operating Budget Adjustments, as well as the preparations for this year's Operations Forecast. PCIP also approved one-time funding for renovations in the College of Engineering for the Graham Centre and the recently established School of Professional Development.

**Update on *Promise and Potential*: the Third Integrated Plan**

In my last report, I indicated that a phased approach to implementation is being undertaken in this planning cycle. Implementation began over the summer with the appointment of several commitment leaders for roughly fifteen projects, representing key projects for 2012/13. I am currently in the process of approving terms of reference for the project commitments. As these are approved, they will be posted at [www.usask.ca/plan](http://www.usask.ca/plan). We expect additional projects will begin later this year and over the coming years, as our emphasis this year was on the first set of initiatives only.

The currently identified projects and their commitment leaders are:

*Knowledge Creation: Innovation and Impact*

- Implementation of a Research Mentorship Program for New Faculty – Jim Thornhill and Jim Germida

*Aboriginal Engagement: Relationships, Programs, Scholarship*

- A coordinated approach to engagement with the provincial K-12 system – Cecilia Reynolds and Candace Wasacase-Lafferty
- Increase visibility of Aboriginal culture and symbols on university website and publications – Ivan Muzychka
- Increase visibility of Aboriginal culture and symbols on-campus – Colin Tennent and Joan Greyeyes
- Increased presence of Aboriginal culture in formal university ceremonies and university-sponsored events – Lea Pennock and Russ Isinger
- Increase the presence of Aboriginal art displays – Vicki Williamson

### *Culture and Community: Our Global Sense of Place*

- Increase the number of self-identified Aboriginal faculty and staff – Joan Greyeyes
- Model Sustainability – Colin Tennent
- Development of a new financial management framework – Laura Kennedy and Mary Buhr

### *Innovation in Academic Programs and Services*

- Strategic enrolment management – Dave Hannah
- Distributed learning coordination and strategy document – Dan Pennock
- Northern STEM initiative – Dan Pennock
- Red tape commission – Beth Bilson
- Joint Taskforce on Student Aid – Gordon DesBrisay and TBA

## **ASSESSMENT INITIATIVES**

### **Rankings**

The Shanghai Ranking Consultancy released its 2012 Academic Ranking of World Universities (ARWU), also known as the Shanghai Ranking, on August 15, 2012. The U of S was ranked in the 201<sup>st</sup> – 300<sup>th</sup> category, consistent with results from previous years. A total of twenty-two Canadian universities were placed in the top 500. In the broad subject field rankings, the U of S was among the top 200 in two broad subject fields, ranked 151-200 in engineering / technology / computer sciences, as well as in life and agriculture sciences.

The 2012 QS World University Rankings was also recently released. As a result of a successful application earlier this year, the U of S participated in the rankings for the first time, and was ranked 393<sup>rd</sup>. Sixteen Canadian universities were placed in the top 400. The IPA has posted a factsheet for each of the rankings at [http://www.usask.ca/ipa/assessment/external\\_rankings.php](http://www.usask.ca/ipa/assessment/external_rankings.php).

In October, the results of another major international ranking, the Times Higher Education (THE) World University Rankings, and two major Canadian rankings, *Globe and Mail* Canadian University Report and Maclean's University Rankings, are expected to be released. The IPA will post the results on its website (see above) when these become available.

## **OPERATING BUDGET ADJUSTMENTS**

Following the spring announcement of a projected deficit of \$44.5 million by 2016, the operating budget adjustments project has taken significant steps over the summer to lay the groundwork for the project. Greg Fowler, acting vice-president finance and resources, and myself are leading the project. Thus far, we have:

- formed the quadrant working groups and steering committee, whose role it will be to refine ideas that will then feed into our regular governance structure, the Provost's Committee on Integrated Planning, and, for some decisions, the Board of Governors;
- evaluated the hundreds of ideas generated by the campus community to reduce our expenses and increase our revenues;

- reduced our permanent annual operating expenses by \$2.5 million, in addition to \$7 million in one-time measures, which leaves us with a remaining deficit in 2012-13 of about \$6 million;
- developed work plans for all four quadrants (central administrative, distributed administrative, central academic and distributed academic), among which the administrative quadrants are further along as per our projected timeline; and
- created the 10 principles that will guide the project.

Changes of this magnitude will not happen in a short period of time, and long-term, sustainable solutions require serious thought and a transition period. As such, the project will take a phased approach that will see savings achieved every year of the cycle. One of the first matters of business is workforce planning, which will help us take a look at our staffing strategies in all areas of campus. At 64 per cent of our operating budget, salaries and benefits are our largest expense. We also know our people are of the highest importance at the University of Saskatchewan and we remain committed to attracting and retaining the highest quality faculty and staff.

On the revenue side, we are looking at our unit contingency funds, or accumulated unspent balances, that exist within colleges and units. In addition to central university reserves, these one-time funds will help us carry out the necessary budget transitions. Over the next few weeks, we will consult with deans and unit heads regarding both contingency funding and workforce planning.

At this point, no decisions have yet been made, as we are still examining the university's options in the context of the multi-pronged, comprehensive strategy. However, we will take a broad look at all of our options, and will consider all opportunities to strengthen our focus as a university. We will leave no stone unturned, and it will take the collective work of the entire community to make the sustainable changes needed for us to be successful.

Regular communication will continue to the campus community, including in print issues of On Campus News, electronically through On Campus Now (which you will receive via email the weeks On Campus News does not publish), written memos, videos, town halls and more. For more information about this project, including a complete list of the principles, visit [www.usask.ca/finances](http://www.usask.ca/finances).

### ***UNIVERSITY'S OPERATIONS FORECAST 2013-14***

The university met with the Ministry of Advanced Education and representatives from the Ministry of Finance on September 18, 2012 regarding the 2013-14 Operations Forecast, which is included in the board package for consideration and approval. The discussion with the Government of Saskatchewan focused on Lean methodologies and demonstrable outcomes/outputs of post-secondary education. The province was particularly interested in the link to economic development. Further discussion is required to align the approach to capital funding with the policy directions of this government, while balancing risk to the university. I also attended a meeting with the Treasury Board and members of PCIP on October 11, 2012 in Regina. After the meeting of the Board of Governors on October 17 and 18 where they will

consider the document for approval, any necessary revisions will be made, and the final draft will be submitted to the Ministry of Advanced Education and made public.

### ***CAPITAL DEBT***

Recent discussions with the ministry were fruitful in that they have committed to a ten year term for amortization of the recent \$95 million capital borrowing. However, the province does not share our view that we have reached a prudent limit for capital borrowing, and have proposed that we might need to borrow for 2013/14 capital requirements. A significant source of our concern is the absence of documented assurances from the provincial government that provincial funding will be provided for the principal and interest repayments on the debt. Given the potential fiscal risk to the institution, our debt capacity will be the subject of further discussion at the October board meeting.

### ***COLLEGE OF MEDICINE - DEAN'S ADVISORY COMMITTEE UPDATE***

The Dean's Advisory Committee (DAC) met on September 19. The following is a summary of progress to date:

- The DAC has now met four times (details at [medicine.usask.ca/renewal/communications.html](http://medicine.usask.ca/renewal/communications.html))
- Tom Wilson (Chair, College of Medicine Faculty Council) addressed the September 19 meeting of the DAC citing increased engagement in the renewal process. He provided an update on the current agreement for restructuring development. Details online at [medicine.usask.ca/renewal/structure.html](http://medicine.usask.ca/renewal/structure.html)
- Sheila Harding (Associate Dean, Medical Education) updated the DAC on the Accreditation Working Group which has been actively working to address outstanding issues in time for the March 2013 secretariat visit.
- Broad themes for working groups have been reaffirmed. Working group leads and initial membership has been finalized and will be available in the coming days at [medicine.usask.ca/renewal/committee.html](http://medicine.usask.ca/renewal/committee.html) Groups will begin their work immediately.
- Communication with the College of Medicine continues to be a priority for the DAC. Minutes of DAC meetings will be posted at [medicine.usask.ca/renewal/meetings.html](http://medicine.usask.ca/renewal/meetings.html)
- The co-chairs of the DAC and the vice-provost, College of Medicine organizational restructuring, have begun attending regular departmental meetings within the college, including meetings with the departments of Family Medicine; Community Health & Epidemiology; Pathology; and Medicine. More meetings are scheduled.
- December – DAC to present plan to University Council
- See all college renewal details online at [medicine.usask.ca/renewal](http://medicine.usask.ca/renewal)

## ***ENROLMENT UPDATE***

On September 7 (internally) and September 10 (externally) the university released overall enrolment numbers for the fall 2012 term. This preliminary data indicated the university's enrolment numbers on September 6, 2012 as compared to the same date in 2011.

We were pleased to report that as of the first day of classes both undergraduate and graduate enrolment increased over 2011. Overall, degree enrolment was up 3.5% over last year (+3.4% for undergraduate, +4.3% for graduate students). Total enrolment (including degree, non-degree, and post-grad clinical students) at the U of S was up for the fourth consecutive year, and classes began with nearly 21000 students enrolled - the most the institution has ever seen. Enrolment within the colleges of nursing, arts and science, engineering, agriculture and bioresources and graduate studies and research saw the highest growth.

Over the past four years, the university has recruited more actively in Saskatchewan, Western Canada and internationally. We are realizing significant yearly increases in our numbers of international and out of province students, and while the numbers of self-identified Aboriginal students are close to what they were last year, we have seen an increase in the number of new Aboriginal undergraduate students. As increasing the number of Aboriginal students is a key focus of our Third Integrated Plan, we are currently investigating ways of encouraging more Aboriginal students to self-identify, in combination with recruitment and retention efforts.

In particular, the U of S recently completed a very successful year-long recruitment campaign in Alberta. So far this fall, there has been a 35 per cent increase in new students from Alberta enrolled at the university. Students from Alberta coming to the U of S campus this fall are the first class to be accepted under the university's new Alberta admissions policy, where Alberta curriculum students are admitted based on either their Grade 12 school-assigned marks or their final diploma exam mark—whichever works best for the student. Students who follow other provincial curriculums do not have mandatory Grade 12 final diploma exams, so many universities across Canada admit those students based 100 per cent on their in-class grades.

As always, pre-census day communication regarding enrolment emphasizes high level numbers and the preliminary nature of the enrolment data. Following census day (October 11), the U of S will release more detailed and official enrolment numbers.

## ***CELEBRATION OF TEACHING AND LEARNING***

The Gwenna Moss Centre and the Vice-Provost, Teaching and Learning hosted the annual Celebration of Teaching and Learning on September 19. At this event 18 faculty members and one graduate student received provost's teaching awards. Our president offered some reflections on the vital role of teaching in a research-intensive university. Other notable teaching awards were celebrated including the master teacher awards, the outstanding graduate supervisor award and the international teaching innovation award recently received by Jay Wilson from the College of Education. Details on University of Saskatchewan teaching awards can be found at <http://www.usask.ca/gmcte/awards>.

## ***PROVOST'S GRANT AND PRIZE FOR INNOVATIVE PRACTICE IN COLLABORATIVE TEACHING AND LEARNING***

I am pleased to announce the Provost's Grant and Prize for Innovative Practice in Collaborative Teaching and Learning.

This year two awards of the Provost's Grant for Innovative Practice in Collaborative Teaching and Learning (\$10,000 each) were awarded to the projects:

"The Use of Technology for Teacher Presence in the Delivery of an Undergraduate Nursing Course", a remote tele-robotics project by Carol Bullin and many other College of Nursing faculty and "Inside-Out on the Outside", which brings together UofS students with at-risk youth from Str8Up (a gang prevention program of the John Howard Society) and mature students from Oskayak High School by Priscilla Setee, Nancy VanStyvendale and Sarah Buhler from Native Studies, English, and Law.

This year the Provost's Prize for Innovative Practice in Collaborative Teaching and Learning (\$5,000) is awarded to the "Longitudinal Elderly Person Shadowing Project (LEPS)" led by Jenny Basran from Geriatric medicine with involvement from faculty and students in Medicine, Nursing, Nutrition, Pharmacy and Physical Therapy and seniors from the LutherCare Community.

There were four applications for the Grant and five nominations for the prize this year. It is wonderful to see such innovative collaborative projects.

## ***COLLEGE AND UNIT UPDATES***

### **College of Pharmacy and Nutrition**

The College of Pharmacy and Nutrition has received a renewal of full accreditation status of its Bachelor of Science in Pharmacy program from the Canadian Council for Accreditation of Pharmacy Programs (CCAPP). The award is four years for the period July 1, 2012 to June 30, 2016. In its accreditation letter to the university, CCAPP states that the college continues to produce graduates who are well-educated, do well on the national certification examinations and are excellent practitioners. It goes on to say that the new health sciences facility is 'world class' and will offer exciting opportunities to advance research and interprofessional education. The letter acknowledges the college's excellent relationships with key stakeholders within the university, in particular with the health science deans, and with the regulatory and professional pharmacy community in Saskatchewan.

In the accompanying report to the university, CCAPP notes that the current undergraduate program is solid but is at a point where renewal is needed to ensure the program incorporates current educational methods and techniques and that students are being trained at the cutting edge of future practice standards. A pharmacy program redesign team is beginning the important work to assure a comprehensive and innovative curriculum. The college has also submitted a plan of action to CCAPP to address accreditation standards that were not met or partially met, and will provide yearly updates on progress.



## College of Arts & Science

- The new Aboriginal Student Achievement Program (ASAP) Learning Communities initiative was launched last month to provide students with support in multiple areas, including academic (through small classes and tutorials), social and cultural (through learning communities and the Arts & Science Aboriginal Student Achievement Office) and financial (through special bursaries provided by the University). Enrolment in this pilot year has been most encouraging, with 61 of 86 seats filled in Term 1, and 54 of 54 in Term 2
- From January to the end of August, 2012 our college advisors met or spoke or corresponded with over 2,400 *more* prospective, new, and continuing students than in any previous eight month period on record. This new level of engagement with students coincided with the successful introduction of the DegreeWorks advising software
- Alumna Sharon Butala received the 2012 Cheryl and Henry Kloppenburg Award for Literary Excellence
- The 2012 Science Ambassador Celebration at the Diefenbaker Canada Centre provided a forum for the program to share its success with the campus community. The program placed 12 Science Ambassadors in seven communities across Northern Saskatchewan and Manitoba where they worked with a total of 59 teachers and support staff, and 1,070 elementary and high school students
- The University of Saskatchewan Wind Orchestra accompanied Dean McNeill in his performance at the Western Canadian Music Awards Classical Music Showcase
- *Sons of Anarchy* star and drama alumnus, Kim Coates was on hand to promote a new Arts & Science initiative celebrating made-in-Saskatchewan films. The current film series at the Broadway Theatre is a partnership with the Broadway and the Interdisciplinary Centre for Culture and Creativity (ICCC)
- The Gail Appel Lecture Series in Literature and Fine Arts is bringing Jim Cuddy, member of the band Blue Rodeo, to campus on October 18 for a free public lecture. Cuddy will also conduct a song writing master class with fine arts students on the afternoon of October 18. His lecture will begin at 7 p.m. in Convocation Hall.

## ***SEARCHES AND REVIEWS***

### **Search, Dean, College of Engineering**

The search for the Dean, College of Engineering will resume with the committee meeting at the end of October.

### **Search, Dean, College of Medicine**

There is currently no update available at this time.

## **GSA Report, October 2012**

### **New Course Council Structure**

Last year, GSA Policy documents were restructured to reflect present realities. The hallmark of the reform was to ensure active Course Council participation and broad representation. The GSA Course Council is modelled after the University Council. Graduate departments nominate council members who are then ratified by the GSA Council. The GSA Course Council provides directives to the executive members on the general activities of the GSA. Course Council meets once per month between September and April and once in the summer months. Councillors liaise between executive members and graduate students within their departments. The responsibilities of the Councillors include: attending monthly GSA council meetings; informing graduate students in their own department about the activities of the GSA; and advising and giving direction to the executive on the concerns, issues and needs of graduate students.

We had our inaugural Course Council meeting for this session on Friday, September 28, 2012. The attendance was unprecedented. New Course Councillors were ratified.

### **U-Pass for Graduate Students**

The debate for graduate students to join the UPASS scheme has been on for some time. The motion for graduate students to join the scheme was defeated some years ago. However, there seem to be momentum on campus among graduate students regarding UPASS. Recently, a petition was signed by over 500 graduate students calling for a new referendum on UPASS. We have set up a working committee to address this issue. The committee will forward their recommendations by November. That would inform our next line of action concerning UPASS scheme for graduate students.

### **Graduate Retention Program**

We are currently negotiating with the Saskatchewan Governments to include graduates with M.Sc and Ph.D in the provincial Graduate Retention Program. Currently, only graduates from the undergraduate programs are entitled to a \$20,000 tuition rebate. The university management has promised to also talk to the provincial government about it.

Other activities for October are:

- (1) Awarding \$15,000 need based bursaries to 15 graduate students;
- (2) Organizing Professional Development Workshop, Career talks and Meet and Greet sessions at the GSA Commons
- (3) Attending Council and College of Graduate Studies and Research (CGSR) committee meetings; and
- (4) Meeting with Saskatoon's City Council and Mayoral candidates.

UNIVERSITY COUNCIL  
**PLANNING AND PRIORITIES COMMITTEE**  
**ITEM FOR INFORMATION**

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

**DATE OF MEETING:** October 18, 2012

**SUBJECT:** **Faculty and Staff Complements Report**

**COUNCIL ACTION:** For information only

**CONTEXT AND BACKGROUND:**

The Faculty and Staff Complements Report is submitted to Council in response to a request from a member of Council at its meeting on April 19, 2012. The request was with respect to the size and composition of the University's faculty and staff complements over the last 20 to 30 years. A similar request was made of the Provost and Vice-President Academic. In response, a single report was produced by the offices of Institutional Planning and Assessment and Information Strategy and Analytics.

The Committee reviewed the draft report in June, 2012 and sought clarity regarding some of the definitions employed in the report. Over the summer months, at the Committee's request, minor changes were made to the format of the report. In addition, some of the data was refined. The report is based on the best available data, with limitations noted due to the availability of historical data and changes in definitions over time.

**DISCUSSION SUMMARY:**

The report is presented for information with no accompanying analysis from the Planning and Priorities Committee, as the report was received and discussed but no recommendations were made. The Committee did request that future reports include:

- (i) the trend for clinicians in the medical doctoral field;
- (ii) that data on administrative positions be reported relative to function, particularly with respect to new positions added to meet regulatory and compliance standards.

The report is timely in light of actions to be considered with respect to necessary adjustments to the University's operating budget.

**ATTACHMENTS:**

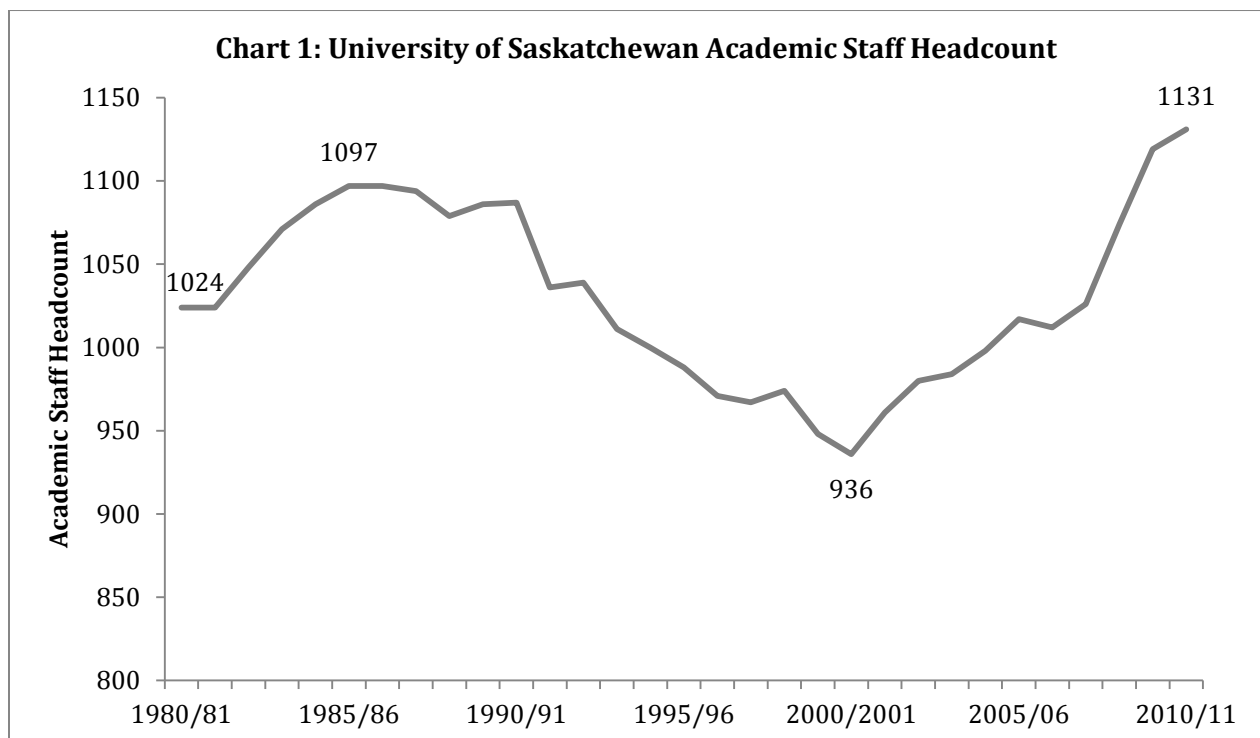
Faculty and Staff Complements Report, dated October 3, 2012

This report was prepared in response to an inquiry about changes over time in faculty and staff numbers at the University of Saskatchewan.

*Prepared by Troy Harkot, Information Strategy and Analytics, Surinder Saini, Human Resources and Kyla Shea, Institutional Planning and Assessment*

## Academic Staff Headcount at the University of Saskatchewan

The graph below demonstrates changes in the number of full-time academic staff at the University of Saskatchewan since 1980/81. This information was gathered by Human Resources for purposes of reporting to Statistics Canada and recent submissions of this data are publicly available on the Office of Information Strategy and Analytics website. This data conforms to the Statistics Canada data definition provided in appendix 1. It does not include librarians, academic staff solely responsible for university administration, or researchers hired without academic rank (as defined by Statistics Canada). It does include deans, associate deans and associate vice-presidents who hold faculty appointments. The data underlying this table is provided in appendix 2.



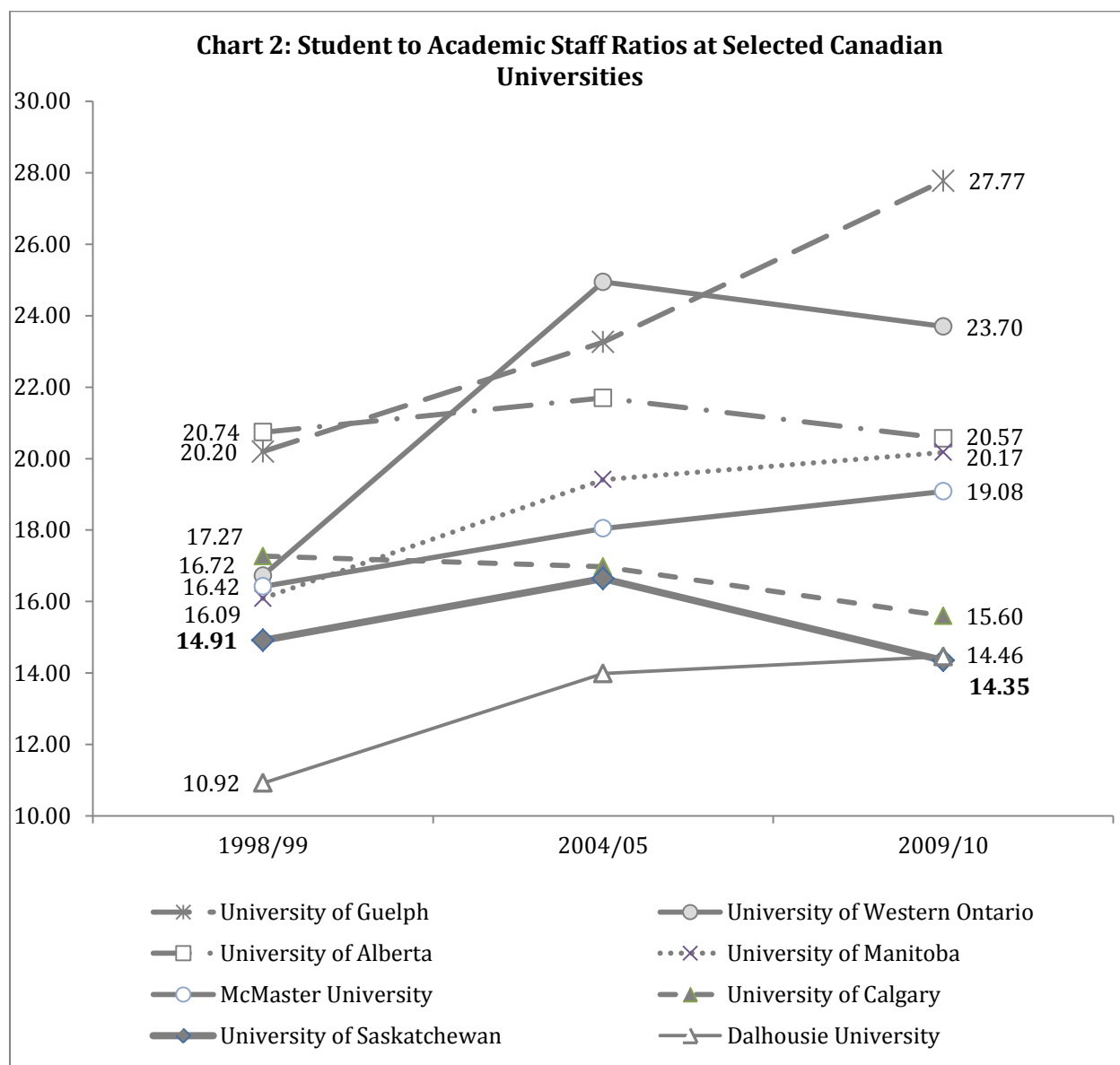
Source: Statistics Canada

Date: As of November each year



## Comparison of Student to Academic Staff Ratios at Selected Canadian Universities

The following chart shows the student to faculty ratios at selected Canadian universities. Student enrolments were obtained from the Association of Universities and Colleges of Canada (AUCC) website and are fall enrolment headcounts of full-time and part-time undergraduate and graduate students, in which 3.5 part-time students are equivalent to one full-time student. Faculty numbers were obtained from Statistics Canada, and follow the definition in appendix 1. The data underlying this chart is provided in appendix 2.

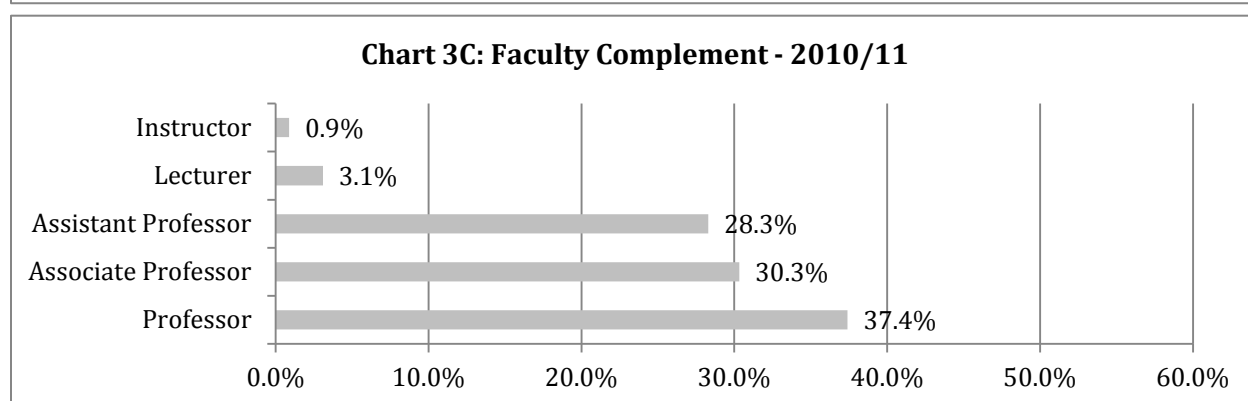
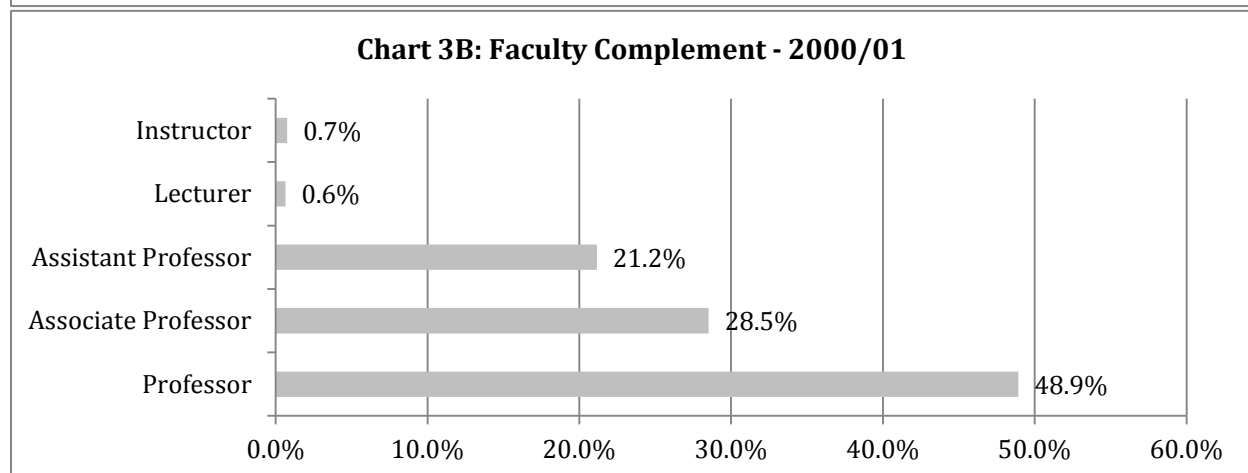
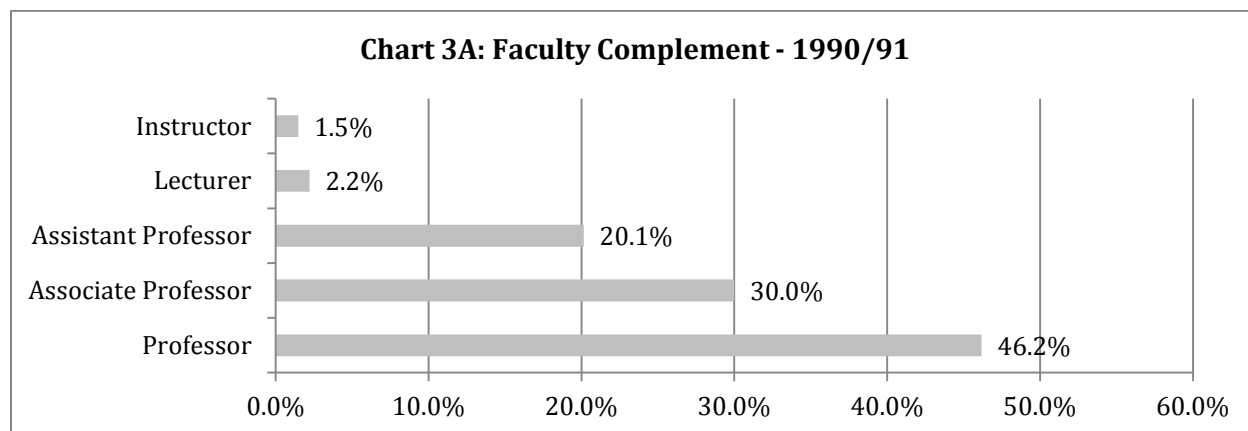


Source: Association of Universities and Colleges of Canada (student data), Statistics Canada (academic staff data)  
Date: As of fall each year



## Changes in Academic Staff Ranks

The following graphs show the headcount percentage of full-time academic staff by rank at the University of Saskatchewan in 1990/91, 2000/01 and 2010/11. Faculty numbers were obtained from Statistics Canada and follow the definition in appendix 1. The underlying data may be found in appendix 2.

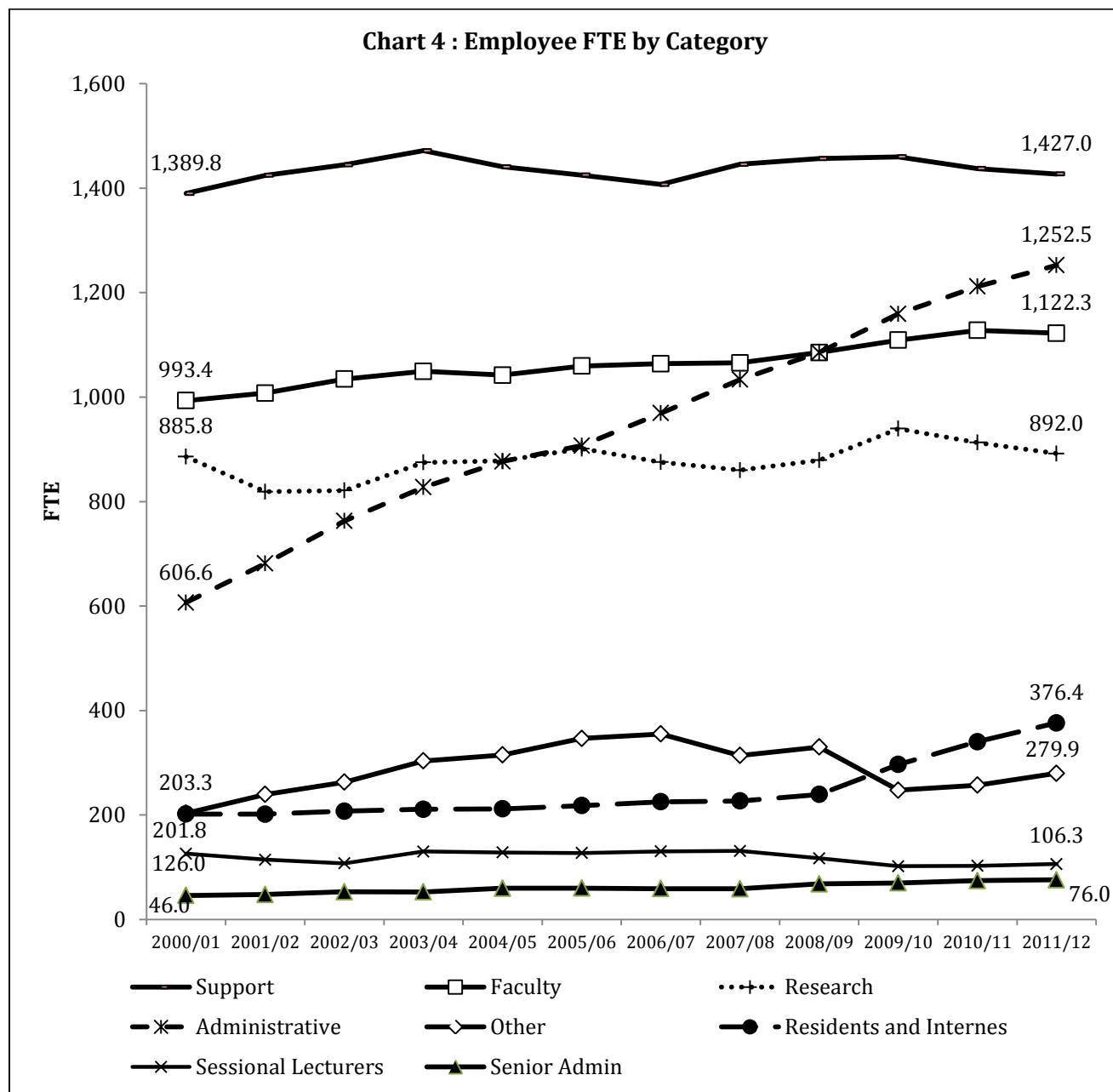


Source: Human Resources  
Date: As of November each year



## U of S Employee Breakdown by Category – 2000 -2011

The following chart shows the breakdown of employee Full-Time Equivalents (FTEs) over a decade. Some changes shown in this chart may be due to changes in how staff members are organized. For example, a number of people who were in positions not in scope of a bargaining unit are now referred to exempt. Historically, some of these positions were categorized as support as they were categorized as administrative, depending upon the nature of the work. The definitions of each employee category are provided in appendix 1. The data underlying this chart is provided in appendix 2.

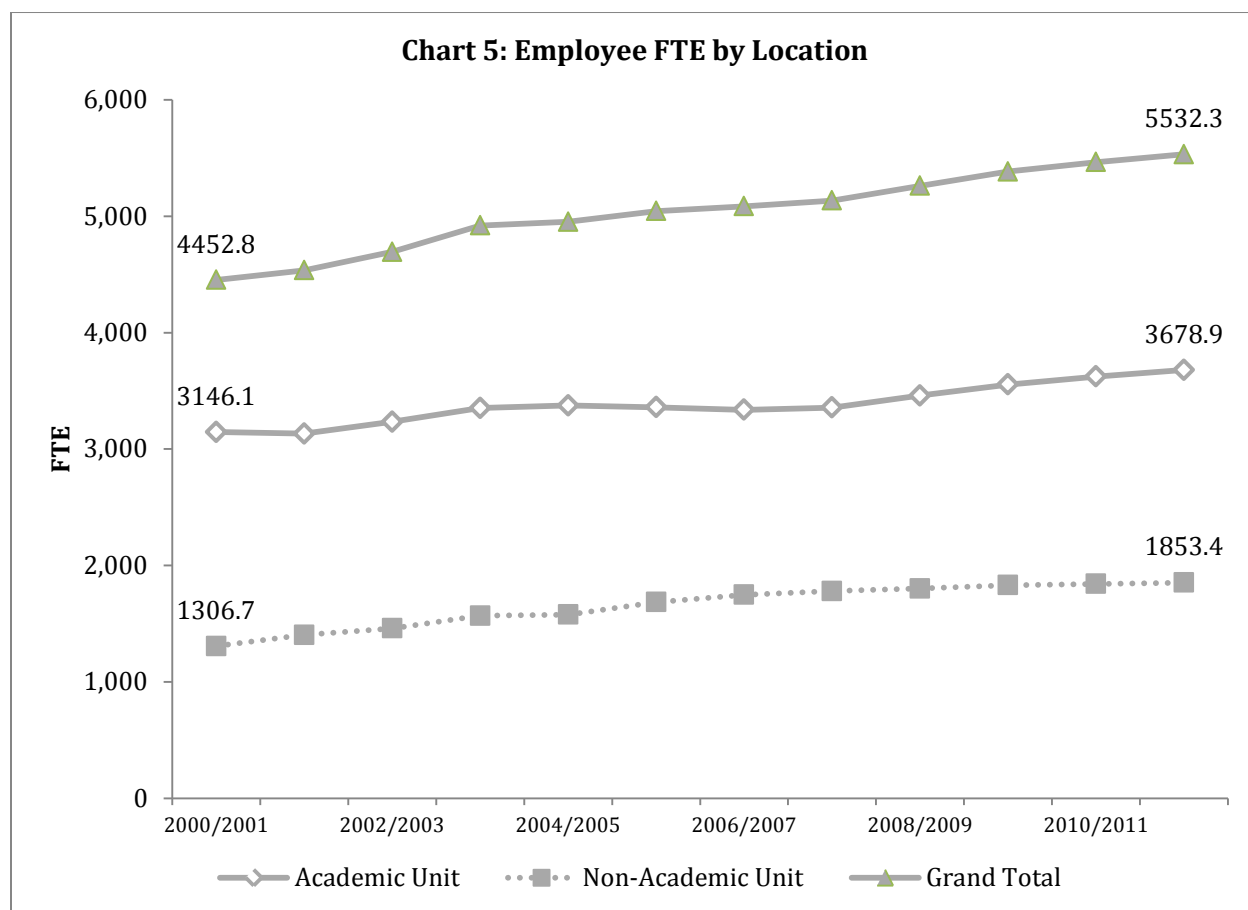


Source: Information Strategy and Analytics  
Date: Annualized over the fiscal year



## U of S Employee Breakdown by Location – 2000 -2011

The chart below shows the breakdown of employee full-time equivalents (FTEs) in academic (colleges and schools) and non-academic units over the past decade. The location of a position is determined by the funding source for the activity. If the position is funded by multiple sources, a proportion of the position will appear in each location. For example, if a communications position is jointly funded by University Advancement and a college, 0.5 FTE will appear as an administrative unit appointment and 0.5 FTE will appear as an academic unit appointment. The data underlying this chart is provided in Appendix 2.



Source: Information Strategy and Analytics  
FTE are annualized over the fiscal year





## U of S Employee Breakdown by College, School and Unit – 2000/01 and 2011/12

The following table shows the breakdown of employee Full-Time Equivalents (FTEs) in each college, school and unit. All employees (with an active or leave with/without pay status) paid by all fund types (operating, research, student financial aid, ancillary) are shown. Employees paid by centrally administered funds are not shown. The location of the position is determined by the funding source of the position. Some changes in this table may be due to positions moving from one unit to another. Refer to appendix 1 for a full definition of employee FTE.

**Table 1: Employee FTE by College, School and Unit**

	Advancement		AgBio		Arts & Science		Campus Safety		CCDE		CSD	
	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12
Administrative	24.3	61.7	21.1	31.8	53.8	86.1	2.8	4.9	48.4	82.4	13.1	23.1
Faculty			66.4	78.0	312.7	315.5			18.4			
Research	0.1		283.6	258.3	114.5	125.6			1.7			
Senior Admin	1.0	2.3	2.2	2.8	4.7	7.2			1.2			
Sessional Lecturers			2.6	2.1	79.2	35.6			0.1	19.1		
Support	9.5	15.2	50.0	37.3	74.8	76.4	42.1	29.9	18.5	22.4	159.8	161.5
Other	1.0		10.1	6.4	87.0	77.4			2.3	0.3	6.5	9.5
Total	35.9	79.2	436.0	416.7	726.8	723.8	44.9	34.8	90.6	124.2	179.4	194.1

	Dentistry		Education		Edwards		eMAP		Engineering		FMD	
	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12
Administrative	6.1	8.6	14.9	14.4	10.3	27.9	15.3	26.9	17.3	29.8	51.9	93.6
Faculty	20.0	22.3	58.5	49.9	54.9	55.7			71.7	80.6		
Research	3.4	1.1	5.7	16.4	1.8	0.4	11.5		74.6	99.6		
Senior Admin	2.0	1.7	2.0	2.3	3.0	3.8			1.2	4.2	1.0	1.0
Sessional Lecturers	0.3	1.0	19.7	7.7	9.4	8.0			5.9	3.2		
Support	23.1	24.1	18.2	12.1	8.7	9.4	27.5	25.7	33.6	35.0	334.7	373.7
Other	5.2	5.8	4.2	3.5	3.1	3.9	0.7		4.8	21.0		0.6
Total	60.1	64.6	123.2	106.3	91.2	109.1	55.0	52.6	209.1	273.4	387.6	468.9



**Table 1: Employee FTE by College, School and Unit (con't)**

	FSD		CGSR		CHSDO		Human Resources		ICT		Kinesiology	
	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12
Administrative	32.3	54.8	3.2	5.1		8.3	30.5	57.0	79.9	162.3	19.1	29.8
Faculty		0.5									15.7	14
Research	1.0	1.0	0.1				0.7				4.5	3.2
Senior Admin	1.0	1.0	1.0	2.0			1.0	1.0	0.2	1.8	2.0	3.0
Sessional Lecturers											3.8	3.1
Support	44.9	46.1	8.2	6.1		6.5	19.4	1.0	21.4	21.2	7.0	15.7
Other	0.3	0.2	0.9	0.3					2.0	1.0	2.4	6
<b>Total</b>	<b>79.5</b>	<b>103.6</b>	<b>13.4</b>	<b>13.5</b>		<b>14.8</b>	<b>51.6</b>	<b>59.0</b>	<b>103.5</b>	<b>186.3</b>	<b>54.5</b>	<b>74.8</b>

	Law		Library <sup>1</sup>		Medicine		Nursing		OVPR <sup>2</sup>		Pharm + Nutr	
	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12
Administrative	5.3	10.7	6.5	15.6	23.7	73.7	3.6	25.8	8.0	68.9	3.1	12.8
Faculty	18.7	26.9	32.3	41.1	214.9	253.0	23.1	49.6		8.6	20.4	24.1
Research	6.1	2.9	0	0.2	213.5	187.3	4.2	5.4	17.8	111.0	14.9	18.6
Senior Admin	3.0	3.2	2.3	2.0	3.8	10.3	1.0	3.0	2.0	5.0	1.0	3.0
Sessional Lecturers	1.7	1.8			1.6	1.1	0.5			0.1	0.8	0.5
Support	8.9	8.0	113.2	86.9	170.9	197.1	10.1	11.5	12.4	17.5	5.8	5.9
Other	1.1	13.5	0.3	0.2	10.8	18.6	9.7	36	0.1	1.7	0.9	1.4
Residents and Internes					201.8	376.4						
<b>Total</b>	<b>44.8</b>	<b>67.0</b>	<b>154.6</b>	<b>146.0</b>	<b>841.0</b>	<b>1117.5</b>	<b>52.2</b>	<b>131.3</b>	<b>40.3</b>	<b>212.8</b>	<b>46.9</b>	<b>66.3</b>



**Table 1: Employee FTE by College, School and Unit (con't)**

	President's Office		Provost's Office <sup>3</sup>		SPH		JSGSPP		Secretary's Office <sup>4</sup>		SENS	
	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12
Administrative	2.2	5.6	5.2	9.8		1.6		4.6	5.5	4.8		2.1
Faculty				5.4		9.0		5.8				4.0
Research	0.3			3.0		6.7		2.8				9.3
Senior Admin	0.2	1.0	2.3	3.8		1.0		1.0	1.0	2.2		1.3
Sessional Lecturers				0.2		1.7		0.5				0.3
Support	0.7			2.2		4.2		1.0	0.7	0.1		1.1
Other				0		4.1		0.2		1.0		0.9
<b>Total</b>	<b>3.4</b>	<b>6.6</b>	<b>7.5</b>	<b>24.4</b>		<b>28.3</b>		<b>15.9</b>	<b>7.2</b>	<b>8.1</b>		<b>19.0</b>

	SESD <sup>5</sup>		ULC/GMCTE		USG/IPA		VP (F&R)		WCVM	
	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12	00/01	11/12
Administrative	42.1	105.9	0.7	21.8	6.0	16.5	8.9	5.0	23.8	37.9
Faculty		0.5		1.0					61.1	75.5
Research	5.8			0.1					43.2	39.3
Senior Admin	2.0	1.0					1.0	1.0	3.0	3.0
Sessional Lecturers									0.2	0.4
Support	41.5	38.3	0.8	1.8	2.0	1.3	1.5	0.4	90.7	112.9
Other	1.0	2.4	0.2	2.3					37.8	53.0
<b>Total</b>	<b>92.4</b>	<b>148.1</b>	<b>1.7</b>	<b>27.0</b>	<b>8.0</b>	<b>17.8</b>	<b>11.4</b>	<b>6.4</b>	<b>259.8</b>	<b>322.0</b>

**Notes:**

1. Library data includes University Archives in both 2000/2001 and 2011/2012.
2. OVPR data for 2011/2012 includes units such as VIDO/InterVac, Toxicology Centre, Water Institute, and the Animal Resource Centre.
3. Provost's Office data for 2011/12 includes Centre for the Study of Co-ops, NETI, and University of the Arctic.
4. Secretary's Office data includes Audit Services in both 2000/01 and 2011/12.
5. SESD data in 2000/2001 includes the Registrar's Office.



## Appendix 1: Data Definitions

### Statistics Canada Academic Staff Headcount Definition:

#### *Full-time*

- Staff appointed on a full-time basis whose term of appointment is 12 months
- New appointees hired on a full-time basis whose term of contract is 12 months although they may be at the institution for less than 12 months during the first year
- Staff who were appointed to teach full-time and at a later date have entered into a formal agreement with the institution to carry a fraction of a normal full-time load.

#### *Teaching Staff*

- All teachers within faculties, whether or not they hold an academic rank
- Full-time academic staff in teaching hospitals
- Visiting academic staff in faculties (colleges, schools, etc.)
- Research staff who have an academic rank and a salary scale similar to teaching staff

### University of Saskatchewan Employee Full Time Equivalency (FTE) Definition:

- FTE data is based on all employee activity annualized over the fiscal year period (May 1 to April 30)
- FTE data includes all employees that are active or on leaves (paid and unpaid) but excludes employees that are retired, terminated and deceased
- FTE data includes activity funded by Operating, Ancillary, Student Financial Aid, Research, Endowment and some Capital Funds, but not Centrally Administered Funds
- FTE activity is attributed to the funding source (i.e. the campus unit that pays part or all of the salary) of the employee.



## **Employee Category Descriptions:**

### *Support*

Support staff includes employees who are in positions which are in scope of CUPE 1975. Prior to 2004 this group included employees who are now classified as exempt.

### *Research*

Research staff includes research professionals, as well as administrative and support staff who are paid from research funds.

### *Senior Administration*

Senior administration consists primarily of the president, vice-presidents, associate vice-presidents, deans and associate deans.

### *Administrative*

Administrative staff who are in positions which are either exempt or within scope of ASPA. Prior to 2004, who are now exempt were included in the support category.

### *Residents and Internes*

Residents and Internes include employees who are represented by the Professional Association of Internes and Residents of Saskatchewan.

### *Faculty*

Faculty includes employees who are within scope of the faculty association as well as those who are exempt based on the University of Saskatchewan Faculty Association certification order.

### *Other*

Includes clinical instructional staff, graduate students, recreational and resident assistants, other instructional, post-doctorate and senior fellows, teaching and service fellowships, and undergraduate students.



## Appendix 2: Data

**Table A1: Academic Staff Headcount from 1980/81 to 2010/11**

Year	1980/81	1981/82	1982/83	1983/84	1984/85	1985/86	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92
Headcount	1024	1024	1048	1071	1086	1097	1097	1094	1079	1086	1087	1036

Year	1992/93	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03	2003/04
Headcount	1039	1011	1000	988	971	967	974	948	936	961	980	984

Year	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
Headcount	998	1017	1012	1026	1074	1119	1131

Source: Statistics Canada

Date: As of November each year

**Table A2: Student to Academic Staff Ratios at Selected Canadian Universities**

University	1998/99	2004/05	2009/10
University of Saskatchewan	15.57	17.30	15.32
University of Alberta	21.20	22.25	20.95
University of Calgary	17.71	17.17	16.01
University of Manitoba	16.24	19.77	20.56
University of Guelph	20.72	23.49	27.98
University of Western Ontario	17.07	25.42	24.47
McMaster University	16.77	18.43	19.27
Dalhousie University	10.99	14.09	14.59

Source: Association of Universities and Colleges of Canada (student data), Statistics Canada (academic staff data)

Date: as of fall each year

**Table A3: Academic Staff Headcount by Rank**

Rank	1990/91	2000/01	2010/11
Professor	502	458	423
Associate Professor	326	267	343
Assistant Professor	219	198	320
Lecturer	24	6	35
Instructor	16	7	10
<b>Total</b>	<b>1087</b>	<b>936</b>	<b>1131</b>

Source: Human Resources

Date: As of November each year



**Table A4: U of S Employees FTE by Category**

Category	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Administrative	606.6	681.6	762.9	827.6	876.7	906.9	969.4	1033.5	1085.4	1159.3	1211.8	1252.5
Faculty	993.4	1007.8	1034.5	1049.4	1042.2	1059.4	1063.9	1065.6	1085.3	1109.1	1127.9	1122.3
Other	203.3	239.4	262.9	303.4	315.1	346.4	355.0	314.1	330.1	247.6	257.1	279.9
Research	885.8	818.9	821.3	875.0	877.7	901.2	875.5	860.1	879.2	939.7	913.1	892.0
Residents and Internes	201.8	201.5	207.3	211.0	211.7	218.0	225.4	226.8	239.4	296.7	340.2	376.4
Senior Admin	46.0	47.8	53.0	52.7	59.9	60.0	59.1	58.8	68.2	70.1	74.3	76.0
Sessional Lecturers	126.0	114.5	107.4	130.3	128.5	127.4	130.4	131.1	117.2	102.0	102.7	106.3
Support	1389.8	1424.5	1444.5	1471.6	1440.9	1425.0	1407.1	1445.6	1456.6	1460.0	1437.6	1427.0
Grand Total	4452.8	4536.0	4693.9	4920.9	4952.6	5044.3	5085.7	5135.6	5261.4	5384.4	5464.6	5532.3

Source: Information Strategy and Analytics

FTE are annualized over the fiscal year

**Table A5: U of S Employee FTE by Location**

Category	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Academic Unit	3146.1	3132.1	3234.6	3353.0	3374.3	3359.3	3337.0	3355.8	3459.9	3554.1	3622.7	3678.9
Non-Academic Unit	1306.7	1403.9	1459.3	1567.9	1578.3	1684.9	1748.7	1779.8	1801.4	1830.3	1841.9	1853.4
Grand Total	4452.8	4536.0	4693.9	4920.9	4952.6	5044.3	5085.7	5135.6	5261.4	5384.4	5464.6	5532.3

Source: Information Strategy and Analytics

FTE are annualized over the fiscal year

UNIVERSITY COUNCIL  
Joint Committee on Chairs and Professorships  
**REQUEST FOR DECISION**

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

**DATE OF MEETING:** October 18, 2012

**SUBJECT:** Estey Chair in Business Law

**DECISION REQUESTED:** It is recommended:

That Council approves the Estey Chair in Business Law,  
and recommends to the Board of Governors that the Board  
authorize the establishment of the Chair.

**PURPOSE:**

The Estey Chair in Business Law is being established by the Estey Family to honour the late former Supreme Court of Canada Justice Willard “Bud” Estey. It is intended that the chair will increase the teaching and learning in the area of business law in order to provide research and learning to our students, as well as members of the bar, judiciary, and broader community in this diverse and highly competitive area of legal practice.

**CONTEXT AND BACKGROUND:**

The Estey Chair in Business Law is intended to attract outstanding scholars in the area of Business Law. Chairholders are expected to teach courses in the business law area within the College as well as disseminate their scholarship and engage in outreach activities with the bar, judiciary and wider community. The College of Law will benefit from these activities in a number of ways. Chairholders who hold tenured faculty positions in other law schools will come to the College as visiting professors and augment the law school’s business law teaching resources. Chairholders who hold tenured faculty positions in the College will continue to teach some of their business law courses but they will also receive teaching relief that will enable them to pursue enhanced research activities. To compensate for this teaching relief, the Estey Chair Endowment Fund will be used to hire additional sessional instructors or term appointments in the business law area. Thus, teaching resources will not be adversely impacted by the selection of internal candidates for the Chair. In addition to teaching courses within the College, Chairholders will actively engage in the intellectual life of the law school by, for example, engaging in faculty seminars and roundtable discussions and making scholarly presentations to the student body and public. The end result for the College of Law is that faculty and



students will have greater exposure to the scholarship being conducted in this area. The presence of this Chair will augment the research culture of the law school and create opportunities for increased collaboration between Chairholders, other faculty members, and students.

### **IMPLICATIONS:**

The Estey family has donated \$2,000,000 to establish the Estey Chair in Business Law. The family has also obtained other commitments totaling \$474,000 (\$100,000 from Robert Stromberg, \$50,000 from Paul Estey, \$24,000 from Peter MacKinnon, and \$250,000 from the Law Foundation of Saskatchewan). The College of Law will initiate a fundraising campaign to bring the endowed fund to a minimum of \$5,000,000. If the College and the University are unable to raise the necessary funds, the College will commit an amount up to the equivalent to a full-time faculty position (currently \$146,318) to pay the operating costs required to fund the Chair. Preliminary conversations with alumni and donors have been very positive.

The Estey Chair Trust Fund will generate investment income that will be used for the purpose of funding the Chair's salary and related activities, as determined by the Management Committee.

The successful incumbent will be appointed for a one or two year term as Chair as determined by the Management Committee. The Management Committee will consist of the Dean of the College of Law, the Associate Dean of Research and Graduate Studies, College of Law, the Provost and Vice President Academic (or the respective designates), and others, as may be deemed by the Committee to be beneficial to achieving the objectives of the Estey Chair in Business Law.

It is anticipated that the Chair will be an attractive opportunity to those external candidates who are planning to be on sabbatical from their home institutions and are seeking a way to top-up their sabbatical pay. However, it is also possible that strong external candidates may seek a leave of absence from their home institutions in order to occupy the Chair. In this instance, the Estey fund would have to pay for the entire salary of the Chairholder. When an internal candidate is chosen to occupy the Chair, the Estey fund would be used to hire sessional/term instructors to compensate for the teaching relief given to the Chairholder. Whether the Chairholder is an internal or external one, the Estey fund may also be used to support the research and outreach activities of the Chairholder.

### **CONSULTATION:**

A management committee will be established to assess the financial availability of the Estey Chair in Business Law and other possible revenue sources available to support the chair on an ongoing basis. The committee shall determine the breadth of candidate searches, the duration of appointments and the amount of financial support provided to Chairholders based on this assessment. All appointments to the Chair will be in accordance with the then current University of Saskatchewan Faculty Association agreement and follow the applicable University policies.

Consultation has taken place with the Vice-Provost, Faculty Relations. The Joint/Board Committee on Chairs and Professorships (JCCP) has approved the establishment of the chair.

**SUMMARY:**

The intent of the chair is to increase the teaching and learning in the area of business law in order to provide research and learning to our students, as well as members of the bar, judiciary, and broader community in this diverse and highly competitive area of legal practice.

**FURTHER ACTION REQUIRED:**

The Joint/Board Committee on Chairs and Professorships (JCCP) recommended that the Board of Governors at their October 17, 2012 meeting, to authorize the establishment of the Estey Chair in Business, conditional on the approval of the Chair by University Council. With the approval of both the Board of Governors and University Council, the term Chair in Business Law will be established, and efforts will commence to recruit a candidate in accordance with the chair terms of reference.

**ATTACHMENTS:**

1. Terms of Reference for the Estey Chair in Business Law
2. Estey Chair in Business Law Financial Projections



## **Estey Chair in Business Law Terms of Reference**

### **Purpose:**

The **Estey Chair in Business Law** is being established by the Estey Family to honour the late former Supreme Court of Canada Justice Willard "Bud" Estey. The area of emphasis for the chair shall be determined by the Management Committee, in consultation with the Estey Family. It is intended that the Chair will increase the teaching and learning resources in the area of business law in order to provide an enriched educational experience to our students, as well as members of the bar, judiciary, and broader community in this diverse and highly competitive area of legal practice.

The Estey Chair in Business Law is intended to attract outstanding scholars in the area of Business Law. Chairholders are expected to teach courses in the business law area within the College as well as disseminate their scholarship and engage in outreach activities with the bar, judiciary and wider community. The College of Law will benefit from these activities in a number of ways. Chairholders who hold tenured faculty positions in other law schools will come to the College as visiting professors and augment the law school's business law teaching resources. Chairholders who hold tenured faculty positions in the College will continue to teach some of their business law courses but they will also receive teaching relief that will enable them to pursue enhanced research activities. To compensate for this teaching relief, the Estey Chair Endowment Fund will be used to hire additional sessional instructors or term appointments in the business law area. Thus, teaching resources will not be adversely impacted by the selection of internal candidates for the Chair. In addition to teaching courses within the College, chairholders will actively engage in the intellectual life of the law school by, for example, engaging in faculty seminars and roundtable discussions and making scholarly presentations to the student body and public. The end result for the College of Law is that faculty and students will have greater exposure to the scholarship being conducted in this area. The presence of this Chair will augment the research culture of the law school and create opportunities for increased collaboration between chairholders, other faculty members, and students.

### **Source and Amount of Funding:**

- A lead donation of \$2 million from the Estey family;
- \$100 thousand from Robert Stromberg
- \$50 thousand from Paul Estey
- \$24 thousand from Peter MacKinnon
- Potential of \$250 thousand from the Estey Centre and Saskatchewan Law Foundation

To date we have received the \$2 million from the Estey family as well as payments from Robert Stromberg and Peter MacKinnon on their respective pledges.

The College will initiate a fundraising campaign to bring the endowed fund to a minimum of \$5 million. If the College and University are unable to raise the necessary funds, the College will commit an amount that is lesser than or equal to the cost of one full-time faculty position (currently \$146,318) to pay the operating costs (net of the endowment's spending allocation) required to fund the Chair.

The Estey Chair Trust Fund will generate investment income that will be used for the purpose of funding the Chair's salary and related activities, as determined by the Management Committee.

In the event that there are funds available in excess of the amount required to fund the core activities of the Chair, the Management Committee may approve one-time expenditures to support initiatives such as, but not limited to, a research fund for the Chair, student support, etc. Initiatives supported by the Trust Fund will be recognized as being associated with the Estey Chair in Business Law. These expenditures must never compromise the financial health of the Chair itself.

**Tenability:**

It is the expectation that the Chair will be endowed for perpetuity. The Chair's tenability will be reviewed at 25 year intervals to determine, firstly that the Chair is fulfilling the spirit and intent of the donors' gifts, and secondly that the Chair continues to remain viable.

**Search  
Committee:**

In accordance with the collective agreement established between the Faculty Association and the University, a search committee will be established and chaired by Dean, College of Law. 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 contribute to the teaching program of the College, as well as devote efforts to a combination of research, dissemination of knowledge as well as providing outreach and continuing professional development programming for the Bar and judiciary.

- 1) Conduct world-class research in their field.
- 2) Disseminate the results of their research through the College and the University, nationally and internationally
- 3) participate in, and lead, graduate/undergraduate courses, as assigned.

- 4) Be a liaison with the external legal community to help bring research opportunities, issues, and questions relating to Business Law into the College and University, and foster keen interest and enthusiasm in pursuing and addressing them.
- 5) Provide leadership and mentorship while actively engaging in the activities of the College of Law to help students learn and research more effectively.
- 6) Provide the Management Committee with an annual report of their teaching and research activities.

**Term of Chair:**

The successful incumbent will be appointed for a one or two year term as Chair as determined by the Management Committee.

It is anticipated that the Chair will be an attractive opportunity to those external candidates who are planning to be on sabbatical from their home institutions and are seeking a way to top-up their sabbatical pay. However, it is also possible that strong external candidates may seek a leave of absence from their home institutions in order to occupy the Chair. In this instance, the Estey fund would have to pay for the entire salary of the Chairholder. When an internal candidate is chosen to occupy the Chair, the Estey fund would be used to hire sessional/term instructors to compensate for the teaching relief given to the Chairholder. Whether the chairholder is an internal or external one, the Estey fund may also be used to support the research and outreach activities of the chairholder.

**Management Committee:**

The Management Committee shall consist of at a minimum:

- the Dean, College of Law;
- the Associate Dean Research & Graduate Studies, College of Law;
- Provost and Vice President Academic (or their respective designates);
- Others, as may be deemed by the Committee to be beneficial to achieving the objectives of the Estey Chair in Business Law.

The Dean will act as Chairperson of the Management Committee.

The Committee will consult with the Donors from time to time at its discretion, during the planning process each year, provided however, for greater certainty, that the Donors' role will be advisory only and that they will have no right to dictate who shall occupy the Chair or to veto any decision the Committee may make on the management of the Chair.

The Management Committee's responsibilities shall include

the following:

- 1) Oversee the activities of the Chair to ensure they are in keeping with the Chair's purpose and are integrated with the College.
- 2) Approve annual budgets.
- 3) 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.
- 4) Receive and review the annual report and financial report on the activities of the Chair.
- 5) Provide an annual financial report and a report on the activities of the Chairholder to the Estey family and other donors, and the Joint Committee on Chairs and Professorships.

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

In the event that circumstances make the Estey Chair in Business Law no longer practical or desirable, the Management Committee, in consultation with the Donors 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 Law recommends the establishment of a Chair based on the above terms.



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Sanjeev Anand  
Dean, College of Law

October 3<sup>rd</sup>, 2012

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Date

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



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Heather Magotiaux,  
Vice-President, University Advancement

October 3<sup>rd</sup>, 2012

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Date



UNIVERSITY COUNCIL  
**GOVERNANCE COMMITTEE**  
**REQUEST FOR DECISION**

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**PRESENTED BY:** Gordon Zello  
Chair, Governance Committee

**DATE OF MEETING:** October 18, 2012

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

**DECISION REQUESTED:** *It is recommended:*  
That Council approve the membership of the School of  
Environment and Sustainability Faculty Council as  
attached.

**PURPOSE:**

To implement a Faculty Council within the School of Environment and Sustainability.

**CONTEXT AND BACKGROUND:**

The constitution of Faculty Councils is specified in Part Three of Council's Bylaws and therefore requires a 30-day Notice of Motion prior to approval. The membership indicated has been proposed by the School of Environment and Sustainability Faculty Council.

**CONSULTATION:**

This membership structure was discussed and approved by the School of Environment Faculty Council at its meeting of March 30, 2012 and was reviewed by the Governance Committee at its meeting of June 27, 2012.

**ATTACHMENTS:**

1. School of Environment and Sustainability Faculty Council membership



**B. Membership**

The membership of the faculty council of the School of Environment and Sustainability is prescribed in the *By-laws* of the University Council, *Part Three, Section V, Subsection 1*. At the time of approval of these bylaws, membership is specified as follows:

- (i) The faculty council of all colleges and schools shall include the following (\*denotes non-voting members):
  - (a) The President of the University\*
  - (b) The Provost and Vice-President Academic \*
  - (c) The Vice-President Research\*
  - (d) The Vice-President Finance and Resources\*
  - (e) The Vice-President University Advancement \*
  - (f) The Vice-Provost Teaching and Learning\*
  - (g) The Associate Vice-President Student and Enrolment Services\*
  - (h) The Associate Vice-President Information and Communications Technology\*
  - (i) The Dean of the College or School or, in the case of a School that is not part of a College, the Executive Director of the School
  - (j) The Dean of Graduate Studies and Research
  - (k) The Dean, University Library or designate\*
  - (l) The University Secretary\*
  - (m) The Registrar\*
  - (n) Such other persons as the University Council may, from time to time, appoint in a voting or non-voting capacity;
  - (o) Such other persons as the Faculty Council may, from time to time, appoint in a non-voting capacity\*

Faculty of the School of Environment and Sustainability

See (i), Sections (a) to (o) above.

- (p) All faculty members who hold a standard appointment in the School.
- (q) All faculty members holding primary-joint and secondary-joint appointments in the School.
- (r) The president of the School of Environment and Sustainability Students' Association.

The following members may be heard in faculty council, but may not vote:

- i. Associate members
- ii. Adjunct members

Members on leave retain their right to participate in meetings and are counted in quorum.

In accordance with a duly approved motion of the faculty council, it may recommend changes in its membership to the University Council.



## Policy Oversight Committee 2011-2012 Year-End Report

The university's *Policy on the Development, Approval and Administration of University Policies* defines a coordinated and consistent process for identification, development, approval and administration of all university policies, both administrative and academic. Responsibility for implementation of the Policy is assigned to a Policy Oversight Committee (POC). Membership includes the Vice-provosts, all Associate Vice-presidents, the Director of Corporate Administration, and representatives from Council and Deans Council. Terms of Reference for the Committee establish it as an advisory committee to the University Secretary, with a mandate to coordinate university-level policies.

The Policy Oversight Committee generally meets four times a year: in October, December, February and May. It is the intention that in these four meetings the Committee considers the cases made for new policies (review of Notices of Intent), reviews and oversees the revision of draft policies, oversees activities relating to approval, implementation and communication of new policies, and undertakes periodic reviews of existing policies for possible change or removal.

Terms of Reference for the Committee can be found at

[http://www.usask.ca/university\\_secretary/policies/general/1\\_01.php?heading=menuPolicies](http://www.usask.ca/university_secretary/policies/general/1_01.php?heading=menuPolicies)

### **Policies approved by Governing Bodies in 2011-12**

<i>Academic Courses</i>	Approved by Council May 2011
<i>Naming</i>	Approved by Council in November 2011 and approved by the Board of Governors in December 2011
<i>Admissions</i>	Approved by Council January 2012, submitted to Senate April 2012
<i>Student Appeals of Evaluation, Grading and Academic Standing</i>	Approved by Council January 2012
<i>Student Discipline</i>	Approved by Council January 2012, approved by Senate April 2012

### **Policies reviewed by the Policy Oversight Committee but not yet approved**

<i>Seniors Tuition Waiver</i>	Recommended for deletion in February 2012 only once the <i>Tuition</i> policy is revised to include discussion of waiver of tuition for
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seniors

*Research Integrity*

Revisions to go to Research, Scholarly and Artistic and Works Committee of Council, then to Council in Fall 2012

*Library Materials*

Recommended for deletion in February 2012. Awaiting Board approval of deletion

### **Policies Deleted administratively – For information**

*HIV/ AIDS*

This policy was deleted as it was out-of-date. Relevant information will be included in the Immunization policy.

*AD-9-52 Purchase of Refrigerators and Freezers*

The policy has been deleted. Relevant information will be included in a *Controlled Goods* policy

*AD-9-53 Purchasing o Controlled Narcotic Drugs*

The policy has been deleted. Relevant information will be included in a *Controlled Goods* policy

*Library Materials*

Recommended for deletion in February 2012. This policy had been deleted as the document was not really a policy and was out-of-date.

### **Policies under review, consideration and/or development**

#### Under review/revision:

*Records Management*

*Conflict of Interest*

*Violence*

*Discrimination and Harassment Prevention*

*Radiation Safety*

*Workplace Safety and Environmental Protection*

*Transfer Credit*

*Alcohol*

*Immunization*

*Religious Observance*

*Procurement*

#### Under development

*Fraud Deterrence*

*Safe Disclosure*

*International Travel Risk Management – Mobility Programs*

*Code of Business Conduct*

## 2011– 2012 Policy Oversight Committee Membership

Chair:	Lea Pennock	University Secretary
Committee members:	John Rigby	Vice Chair of Council (Council rep)
	Kevin Schneider	Acting AVP, Information & Communications Technology and CIO
	Jim Basinger	Acting AVP, Research
	Doug Clark	AVP Development, Advancement
	Martin Phillipson	Acting Vice Provost, Faculty Relations
	Dave Hannah	AVP Student and Enrolment Services
	Ivan Muzychka	AVP Communications
	Laura Kennedy	AVP Financial Services Division
	Barb Daigle	AVP Human Resources
	Colin Tennent	AVP Facilities Management
	Judy Yungwirth	Director, Corporate Administration
	Chary Rangacharyulu	Council representative
	Dan Pennock	Acting Vice-provost-Teaching and Learning
	Beth Horsburgh	AVP Research
	Lawrence Martz	Deans Council Representative
Also attending:	Jennifer Mainland	Secretary (Corporate Administration)
	Al Novakowski	University Auditor (Observer)