

AGENDA
2:30 p.m. Thursday, September 19, 2013
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 2013-14 academic year marks the 19th year of the representative Council.*

1. Adoption of the agenda
2. Opening remarks
3. Minutes of the meeting of June 20, 2013 – pp. 1-16
4. Business from the minutes
5. Report of the President – pp. 17-20
6. Report of the Provost – pp. 21-32
7. Student societies
 - 7.1 Report from the USSU (oral report)
 - 7.2 Report from the GSA (oral report)
8. Planning and Priorities Committee – pp. 33-36
 - 8.1 Report for Information: 2014-15 Operations Forecast
9. Governance Committee – pp. 37-40
 - 9.1 Request for Decision: College of Agriculture and Bioresources Faculty Council membership revisions

That Council approve the revisions to the College of Agriculture and Bioresources Faculty Council membership.
10. Academic Programs Committee – pp. 41-50
 - 10.1 Request for Decision: Increase in enrolment targets for College of Engineering

That Council approve the College of Engineering enrolment target for admission of up to 700 first-year students, to be phased in from 2014 to 2017.
11. Nominations Committee – pp. 51-53
 - 11.1 Request for Decision: Member for Research, Scholarly and Artistic Work Committee

That Keith Willoughby, Associate Dean, Edwards School of Business, be nominated to the Research, Scholarly and Artistic Work Committee for a term ending June 30, 2014.
12. Other business
13. Question period
14. Adjournment

Next meeting – 2:30 pm, October 24, 2013. Please send regrets to: 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 2:35 p.m., observing that quorum had been attained. A tribute to Prof. Robert Kerrich, McLeod Chair in Geological Sciences was presented by Prof. Jim Merriam, Head of the department of Geological Sciences. A moment of silence was observed.

1. Adoption of the agenda

SINGH/URQUHART: To adopt the agenda as circulated.

CARRIED (ONE OPPOSED)

2. Opening remarks

Dr. Kalra welcomed members and visitors, and noted the matters to be addressed during the meeting.

3. Minutes of the meeting of May 16, 2013

URQUHART/SINGH: That the Council minutes of May 16, 2013 be approved as circulated.

CARRIED

4. Business from the minutes

No business was identified as arising from the minutes.

5. Report of the President

President Busch-Vishniac commended Council chair, Jay Kalra, for being one of the top 25 to receive the Royal Bank of Canada Immigrant Canadian award. The president noted that there were 600 candidates, 30,000 votes and Dr. Kalra was one of a number of wonderful candidates chosen. The president noted Dr. Kalra's accomplishments and achievements.

The president noted that the second part of the Aboriginal symposium on Saskatchewan education was held on June 12th and thanked everyone involved in its planning including Pauline Melis, Patti MacDougall and Heather Magotiaux. She announced that the university hosted the Native American and Indigenous Studies Association's annual conference on June 13 – 15 which was a wonderful event. This was the first time the conference was hosted in Canada and was the largest gathering of indigenous scholars in history, with approximately 850 delegates. She thanked everyone involved including Rob Innis, Signa Daum-Shanks, Candice Wasacase-Lafferty and Joan Greyeyes.

The president recognized that June 21 is National Aboriginal Day and that the official ground breaking for the Gordon Oakes-Red Bear Student Centre will occur this day, marking the beginning of the building of this centre after more than two years of planning.

The president recognized that this meeting marked her attendance at a year of University Council meetings. She provided comments on transitions that had occurred over the past year including: moving from controversial discussions about the College of Medicine to having a plan drafted by the college and close to a unanimous vote to move forward with a new vision for the college both by the

college faculty and University Council. Another transition involving Council has been TransformUS where there are two good task forces looking at prioritization of services and academic programs. The president noted that this shows modeling of financial sustainability and thanked the provost, vice-president finance and resources, Institutional Planning and Assessment and others working on this initiative.

The president acknowledged that it is time for her to work with the university community to create a new vision for the university. Her intent is to create a green paper that will engage the community and, which she intends to submit to Council in October to allow members to provide comments before the final version is generated. The president acknowledged that her aim is not to produce something that everyone finds non-offensive, but rather to state clearly the direction that the university will go.

The president announced the following six principles as those developed by the Graduate Education Review Committee:

1. We want to aim to lead in graduate education rather than simply catch up to our peers.
2. We need to aim for flexibility for each unit to achieve their goals and outcomes.
3. There needs to be a changed mandate for a centralized graduate administration unit – from “enforcer of policies” to “active program engagement and facilitation.”
4. Decisions need to promote innovation while retaining simplicity and coherence.
5. There is a need to be data-driven and responsive to the needs of students – focusing on the external needs of the users rather than the internal needs of the providers.
6. There is a need to be clear about what functions are better served by maintaining centrally, (i.e.: admissions, funding, quality assurance) and what functions can be more easily done at the college/unit level.

The president advised that discussions will be held with Council, the Graduate Students’ Association (GSA), Acting Dean and staff at the College of Graduate Studies and Research.

6. Report of the Provost

Brett Fairbairn, provost and vice-president academic, noted that his written report was contained in the meeting materials and that there were two areas to which he wanted to add additional comments. First, he noted the second part of the Aboriginal symposium was held which was one of the commitments in the third integrated plan. The provost noted that based on what he had heard at the symposium, there were four points that will guide the university:

1. An important concept is that the university proceeds on the basis of trust and partnerships.
2. When thinking about Aboriginal engagement and relationships, it should not be business as usual, but transformational change.
3. Indigenous engagement is part of everyone’s core business at the university.
4. Key elements are setting and measuring targets and being accountable for our progress.

Secondly, the provost reported that the financial town hall was held June 13th. In terms of the university’s permanent budget targets, in order to be sustainable by 2016, the actions taken in the past year to April 30th will have an ongoing permanent effect on our budget in excess of \$15M per year, largely due to the workforce planning. The provost reported that as of the end of the 2012-13 year, the university has concluded the year with a small surplus (0.5%) due largely to a positive outcome of our investments, but noted that the largest part of the gains are one-time measures.

The provost reported on highlights of the ongoing financial sustainability of the university. After the first year, it has become clear that this process is about finding new ways of doing things and the university moving to a priority-based budgeting process, rather than an additive budgeting process.

7. Student societies

7.1 Report from the USSU

Max FineDay, president of the University of Saskatchewan Students' Union, reported on what he and the USSU vice-presidents were working on. He also noted that the USSU may from time to time use the opportunity to speak at Council on what students think is important and move beyond reporting to Council on the USSU's activities. Mr. FineDay advised that if any council members had questions on what students are thinking with respect to issues being discussed at Council, that the USSU would be happy to answer them.

7.2 Report from the GSA

Ehimai Ohiozebau, president of the Graduate Students' Association, reported on the GSA's activities including their retreat and the plan for the year. He reported that the GSA was able to give 36 travel grants to students totaling approximately \$10,000. Mr. Ohiozebau advised there will be a curiosity week in March consisting of a two-day conference on March 6-7, a social night, and the GSA awards gala on March 8. He encouraged continued support of the awards gala through financial assistance as well as support to students in presenting at the conference.

Council was advised the GSA supports the university in being a leading university in the area of research. The GSA also supports transforming the College of Graduate Studies and Research and would like to be involved in this process.

8. Research, Scholarly and Artistic Work Committee

Stephen Urquhart, chair of the research, scholarly and artistic work committee, presented the reports to Council.

8.1 Request for decision: Human Research Ethics Policy

URQUHART/SINGH: That Council approve the Human Research Ethics Policy to replace the Policy on Research Involving Human Subjects, effective July 1, 2013.

CARRIED

8.2 Request for decision: Responsible Conduct of Research Policy

Dr. Urquhart advised that the Responsible Conduct of Research policy replaces the Research Integrity policy that was previously approved in 2010. At the May Council meeting, separate points were raised by the GSA and since then meetings have been held with GSA members resulting in substantive changes which are discussed in the written materials. Dr. Urquhart explained that the Tri-Agency requires universities receiving their funding to write a policy within the Tri-Agency's framework recognizing fairness for all parties including students, faculty and staff. Dr. Urquhart advised that the proposed Responsible Conduct of Research policy as revised brings the university fully within the requirements of the Tri-Agency framework.

The following motion was moved and seconded:

URQUHART /SINGH: That Council approve the Responsible Conduct of Research Policy to replace the Research Integrity Policy, effective July 1, 2013.

The motion was discussed. A graduate student noted that he felt there were still some problems with the Responsible Conduct of Research policy in the areas of merits requiring a high threshold of complaints for the inquiry into allegations, which he believed to be different from the Tri-Agency requirement. Secondly, regarding procedures for formal hearings, he thought the student on the hearing board should not be from the same college and therefore not exclude the possibility of bringing in a student from another college which he thought was more in compliance with the Tri-Agency requirements. He expressed additional concerns related to having a sign-on and sign-off procedure when a party is participating by telephone, including a better description of the type of decision coming from an interim report, and broadening the description of the backgrounds for participants on the hearing board.

Dr. Urquhart advised that there is a policy and a procedure and if there are difficulties that administration runs into, then the procedures are updated and the research, scholarly and artistic work committee is informed of the updates. He advised that it is not Council's job to manage the procedure but rather to set the general policy and look to see that the procedures are in alignment with the policy. Regarding the issues of student fairness and having student representatives from other colleges, if a student is found to have breached the Responsible Conduct of Research policy, any sanction is determined under the regulations approved by Council for student academic misconduct.

Diane Martz, director of Research Ethics, advised that regarding the policy being in compliance with the Tri-Agency framework, there is a requirement for it to be in the same spirit, although it does not have to have the same language. Regarding the inquiry into the allegations, based on her discussion with the university's legal advisor and the Tri-agency Secretariat the conclusion was that the criteria in the first stage, the inquiry stage, is exactly the same as what the Tri-Agency requires. Dr. Martz explained to Council that there is a requirement to report to the Tri-Agency if there is an allegation that is serious regarding the safety of people or animals. If the university's report does not meet the satisfaction of the Tri-Agency, the agency will ask for more information.

The student asked that these points be clarified in the policy. Another graduate student noted that she believed that the point regarding the merits is a substantive law requirement as it is a substantive threshold rather than the lower threshold under the Tri-Agency framework. Also, she felt that there is a balancing of power between the faculty and staff on one hand and the students on the other and questioned whether the policy was treating all parties equally according to the Tri-Agency's requirements, also taking into consideration that students do not have the security of tenure or funding. The student advised that she would also like to see the addition of the following points: timelines of the whole process; a list of recourses or remedies to provide guidance to students; and on appeal, the student member of the appeal board should not be from the same college as the respondent. The student recommended reviewing the requirement of the chair of the original hearing board appearing to answer questions of the appeal board, as this might bias the procedure against the student.

Dr. Urquhart advised that the research, scholarly and artistic work committee had brought this policy forward because they had received advice that the language was appropriate and that the procedures were in alignment with the policy. As an important part of the transparent process, the policy now allows an external member of the university to be involved in the process.

The president of the GSA noted that the GSA had expressed its fundamental concerns to the right people in the process and believed that some of the complaints had been addressed. The policy has been discussed extensively at the GSA. He viewed the current processes as challenging and encouraged the creation of an ombudsperson for the institution.

A Council member questioned one of the grounds of appeal being ‘reasonable apprehension of bias’ noting that other language uses ‘conflict of interest’ and recommended that the term, ‘conflict of interest’ be used as it is more publicly demonstrable and easier to prove.

Karen Chad, vice-president research, explained that in terms of consultation with the legal team and secretariat of the Tri-agency at the national level, the view was that a ‘reasonable apprehension of bias’ was more inclusive than ‘conflict of interest’, and therefore the new policy is consistent with a more comprehensive version. Dr. Chad also noted that it is important to have input into the university’s processes and policies and there has been a lengthy and rich conversation with many constituents in the development of the policy. She advised that the addition of an ombudsperson or like mechanism is being discussed, and she thanked everyone for their input and work.

The chair of the governance committee noted that Council’s regulations for student academic misconduct include a list of possible sanctions and suggested that a link to the regulations be included in the procedures for the policy.

A Council member noted that the idea of ‘reasonable apprehension of bias’ has been seen as a more inclusive approach. Another Council member advised that she agreed that a ‘reasonable apprehension of bias’ is more commonly used and also would benefit the complainant and protects people to a greater extent than ‘conflict of interest’.

A Council member asked whether there would be a problem considering these points and delaying the decision. Dr. Urquhart advised that although the issue of an ombudsperson is important, it is beyond Council’s responsibility. There have been a number of questions specifically about procedures, and Council’s concern should be that the procedures are consistent with the policy but realize that they are subject to change with such updates being reported to Council. Therefore, he advised that he was comfortable with the current drafting of the policy and how it is presented.

A graduate student referred to his original comments and advised that some of their concerns had been addressed and alleviated but he still thought there was a substantive legal difference between determining on the merits of the procedure and what the Tri-Agency requires. Dr. Martz noted that the university holds a different opinion from legal counsel.

The motion was put to a vote.

CARRIED (TWO OPPOSED)

8.3 Request for information: University Research Ethics Boards Annual Reports

Dr. Urquhart explained that the Tri-Agency requires that the university’s research ethics boards’ annual reports be formally received by Council as the highest body with authority over academic matters and that the report has been provided in the written meeting materials. He noted that the research, scholarly and artistic work committee had discussed the report with Dr. Martz, the director of research ethics. There were no questions regarding the report.

8.4 Request for information: Annual Report

Dr. Urquhart advised that the research, scholarly and artistic work committee’s annual report was included in the written meeting materials and that it also included reports from the vice-president research and the dean of the College of Graduate Studies and Research. There were no questions or comments. Dr. Urquhart thanked his committee members and Sandra Calver for her professional and knowledgeable support to the committee.

9. Governance Committee

Dr. Gordon Zello, chair of the governance committee, presented these items to Council.

9.1 Request for decision: Change to Part Two, Section I, VII of Council Bylaws – Research, Scholarly and Artistic Work Committee terms of reference

Dr. Zello advised that the amendment was brought to Council as a notice of motion at the last Council meeting and no questions were received. Dr. Zello noted that a further revision to the terms of reference is to split section seven into two sections for clarification.

ZELLO/DOBSON: That Council approve the proposed changed to Part Two, Section I, VII of Council Bylaws, the terms of reference of the research, scholarly and artistic work committee, with further revisions, effective June 20, 2013.

CARRIED

9.2 Request for decision: Change to Part Two, Section I, I of Council Bylaws – Academic Programs Committee terms of reference

ZELLO/DOBSON: That Council approve the proposed changes to Part Two, Section I, I of the Council Bylaws, the membership and terms of reference for the academic programs committee, effective June 20, 2013.

CARRIED

9.3 Request for decision: Revisions to the College of Education Faculty Council membership

ZELLO/DOBSON: That Council approve the revisions to the College of Education Faculty Council membership.

CARRIED

9.4 Request for decision: Regulations on Student Academic Misconduct

Dr. Zello advised that in light of changes to the Responsible Conduct in Research policy that had just been passed and that in light of the *University of Saskatchewan Act, 1995* whereby Council is responsible for disciplining student misconduct, the governance committee was charged to ensure that the regulations on student academic misconduct were aligned with the Responsible Conduct of Research policy and at the same time took the opportunity to update titles and make other housekeeping changes. Dr. Zello noted that legal advice was received.

The motion was made and seconded followed by discussion. There was a question regarding the potential confusion that might result by including the executive directors of schools with deans in the regulations if the schools only deal with graduate students and that the executive directors need not be included as the dean of Graduate Studies and Research would speak to the issue. The provost and vice-president academic advised that regarding the status of the three interdisciplinary graduate schools, Council has clearly stated that these schools are equivalent to colleges and that the executive directors are equivalent to deans so there is no restriction to the schools providing only graduate programs. He further stated that although it was understood that the schools would begin with graduate studies, there has been considerable discussion about undergraduate programs at one of the schools and therefore he thought it wise to include the “executive director” language in these procedures.

Dr. Zello advised that although there may be a question whether issues would go to the dean of Graduate Studies and Research or the dean of the college where a graduate student attends, he believed that the procedure was being revised correctly.

ZELLO/DOBSON: That Council approve the revisions to the 'Regulations on Student Academic Misconduct' effective July 1, 2013.

CARRIED (ONE OPPOSED)

9.5 Request for decision: Nominations to the Nominations Committee for 2013/14

The chair called three times for nominations from the floor and there were none.

ZELLO/DOBSON: That Council approve the following nominations to the Nominations Committee, effective July 1, 2013:

Appointments expiring June 30 as indicated:

2014-Ed Krol, Pharmacy and Nutrition, re-appointed
2014-Michael McGregor, Psychology, Arts and Science
2014-Michele Prytula, Educational Administration, Education
2015-Signa Daum Shanks, Law
2015-Yen-Han Lin, Chemical and Biological Engineering, Engineering
2015-Curtis Pozniak, Plant Sciences, Agriculture and Bioresources
2016-Dwayne Brenna, Drama, Arts and Science, re-appointed
2016-Terry Wotherspoon, Sociology, Arts and Science, re-appointed
2016-Susan Fowler-Kerry, Nursing

One year appointment as Chair, expiring June 30:

2014-Ed Krol, Pharmacy and Nutrition

CARRIED

9.6 Request for decision: College of Engineering request for approval to delegate responsibilities to its committees

Dr. Zello advised that faculty councils are required to seek approval from University Council if the faculty council wishes to further delegate duties that have been delegated to the faculty council by University Council.

ZELLO/DOBSON: That Council approve the request of the College of Engineering faculty council to delegate responsibilities to its committees.

CARRIED

9.7 Notice of motion: College of Agriculture and Bioresources Faculty Council membership

ZELLO/DOBSON: That Council approve the revisions to the College of Agriculture and Bioresources Faculty Council membership.

CARRIED

Dr. Zello thanked the governance committee members and the support from the University Secretary, especially Lesley Leonhardt, Lea Pennock and Sandra Calver over the past three years.

9.8 Report for information: Student Appeals Report for 2012-13

The university secretary noted that there were eight applications for appeals in academic matters submitted between May 1, 2012 and April 30, 2013. Of the eight applications, seven went to a hearing board. There was one application for an appeal of a decision of a college hearing board under Council's Academic Misconduct Regulations. The university secretary determined there were grounds for appeal and the appeal board overturned the college of graduate studies and research's decision to expel a student.

10. Nominations Committee

Dr. Ed Krol, vice-chair of the nominations committee, presented this report to Council.

10.1 Request for decision: Additional nominations for 2013-14

Dr. Krol advised that the nominations address those positions vacated recently or other appointments that were required.

The chair called three times for nominations from the floor and there were none.

KROL /DOBSON: That Council approve the following nomination to the Senate Roundtable on Outreach and Engagement, to a three-year term ending June 30, 2016:
Glenn Hussey Physics and Engineering Physics (reappointment);

And that Council approve the following nominations to the Renewals and Tenure Appeal Panel:

To June 30, 2016

Kevin Ansdell	Geological Sciences
Ron Cooley	English
Jill Hobbs	Bioresource Policy, Business and Economics
David Mykota	Educational Psychology and Special Education

To June 30, 2015

Cindy Peternelj-Taylor	Nursing
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To June 30, 2014

Angela Busch	Physical Therapy
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CARRIED

11. Academic Programs Committee

Dr. Roy Dobson, chair of the academic programs committee, presented these items to Council.

11.1 Request for decision: Replacement program for Post-Degree Bachelor of Science in Nursing

DOBSON /ZELLO: That Council approve the proposal from the College of Nursing for a replacement program in the Post-Degree Bachelor of Science in Nursing (PDBSN).

CARRIED

11.2 Request for decision: College of Arts and Science – Certificate in Criminology and Addictions

Dr Dobson noted that as was described in the written materials, the academic programs committee has asked that the prerequisites for the internship courses be strengthened, that a

commitment be added to review the programs' success, and that the college not move too quickly to terminate the minor presently available in the criminology area, pending further evaluation of student demand in this program area.

DOBSON /ZELLO: That Council approve the proposal from the College of Arts and Science to create a Certificate in Criminology and Addictions.

CARRIED

11.3 Request for decision: College of Arts and Science – Termination of the BA Four-year and Honours in Community Planning and Native Studies

Dr. Dobson advised that due to low demand for this program, the college is developing a certificate program as a replacement.

DOBSON /ZELLO: That Council approve the termination of the BA Four-year and Honours in Community Planning and Native Studies.

CARRIED

11.4 Report for information: Annual Report

Dr. Dobson noted the annual report contained in the materials. There were no questions or comments. Dr. Dobson thanked the members of the committee for their hard work and dedicated service and Cathie Fornssler for her secretarial support of the committee.

12. Planning and Priorities Committee

Bob Tyler, chair of the planning and priorities committee presented these reports to Council.

12.1 Request for decision: Disestablishment of Open Studies

Dr. Tyler advised that two motions are required to disestablish Open Studies and to amend the bylaws. The change to the bylaws is consequential to the motion to disestablish so does not require 30 days' notice of motion to which the governance committee concurs.

TYLER /DOBSON: That Council approve that the existing model for Open Studies be discontinued, effective January 1, 2014.

CARRIED

TYLER/DOBSON: That the Open Studies Faculty Council be dissolved as of May 1, 2014, with Council's Bylaws amended to reflect the dissolution.

CARRIED

12.2 Report for information: Progress Report on Promise and Potential: the Third Integrated Plan

Dr. Tyler advised that in light of the current reality, the approach to the third integrated plan (IP3) has been less process intensive than the implementation of the second integrated plan. He noted that the report in the written meeting materials indicates that although there are some process intensive longer term aspects, overall the focus has been on shorter projects. Dr. Tyler recommended Council to the website developed on IP3 implementation. There were no questions or comments.

12.3 Report for information: Annual Report

Dr. Tyler noted the report of the committee contained in the written meeting materials. There were no questions or comments. Dr. Tyler thanked his committee members and resource personnel providing a special thanks to Sandra Calver for her secretarial support and to Lois Jaeck who has served as vice-chair to this committee. He commended Fran Walley who will be the new chair of the committee and thanked all of those on Council for their contributions.

13. Academic Support Committee

13.1 Report for information: Annual Report

Ralph Deter, chair of the committee noted that the committee's report was contained in the written meeting materials. There were no questions or comments. Dr. Deter thanked his colleagues and committee members and Cathie Fornssler for her secretarial support.

14. Teaching and Learning Committee

14.1 Report for information: Annual Report

The annual report was contained in the written meeting materials however no one presented on this report and there were no questions or comments.

15. International Activities Committee

15.1 Report for information: Annual Report

Hans Michelmann, chair of the committee noted the report contained in the written meeting material. There were no comments or questions. Dr. Michelmann thanked his committee members for their enthusiasm for the internationalization of the university and also thanked Cathie Fornssler for her professionalism and secretarial support of the committee.

16. Joint Committee on Chairs and Professorships

16.1 Report for information: Annual Report

It was noted that Jim Germida, vice-provost faculty relations and chair of the joint committee on chairs and professorships was not available but that Jim Basinger would answer any questions regarding the report contained in the written meeting materials. There were no questions or comments.

17. Scholarships and Awards Committee

17.1 Report for information: Annual Report

Dr. Gordon DesBrisay, chair of the committee, noted the report in the written meeting materials. There were no questions or comments. Dr. DesBrisay thanked the committee members and committee secretary, Wendy Klingenberg, for her good service and support of the committee. As designated dean of Open Studies, he also thanked the Open Studies faculty council, Sandra Ritchie, Lucille Otero, Sandra Calver, Bob Tyler and Roy Dobson as well as the planning and priorities committee and academic programs committee for their work leading to the disestablishment of Open Studies.

18. Chair's Closing Remarks

The chair thanked the chairs of the committees and recognized John Kleefeld, Hans Michelmann, Bev Pain, Bob Tyler, Stephen Urquhart, and Gordon Zello as retiring chairs. He also thanked Pauline Melis, assistant provost, institutional planning and assessment and her staff; Ivan Muzychka, associate vice-president, communications and his staff; and Elizabeth Williamson, university secretary and her staff.

19. Other business

A Council member noted that the employees whose employment had been discontinued had little opportunity to transfer their files to others. She also wondered if these individuals will be interested in giving bequests and encouraging their children to come to the university in the future; and questioned whether it was necessary that the majority of these people lost their jobs. A Council member noted that the practice of escorting employees off campus without allowing their colleagues to provide a farewell showed a lack of decorum and consideration of their feelings.

Greg Fowler, vice-president finance and resources, explained that the process being used is based on the best interest of the individual. The university has trained counselors who work with these individuals, and the individuals have an opportunity to return to campus with university staff and also an opportunity to have a farewell party. However, he confirmed that they cannot return to the workforce the day they are terminated because it is too upsetting for them and others in their unit.

The Council member suggested that if the individuals being let go were given three weeks' notice, the process could be much better and that the university was not on the right path.

Mr. Fowler replied that the process being followed is what the university has determined to be the best process at this time, although other options are being reviewed. Personally he had experienced both and providing notice resulted in a very negative experience. He had received positive feedback about the process and noted that there is a continuum of reactions. Although the individual's position has been eliminated, the university tries to show respect for the person as much as possible and follow up with them.

20. Question period

A Council member commented that he thought the agenda was too dense and that a lengthy agenda is a powerful damper on debate and that as a result a number of the items could not be dealt with properly. He felt this did not leave Council in a good position to monitor its business appropriately. The chair thanked the Council member for his comment and advised that there was encouragement for annual reports to be provided in May to lighten the June agenda.

21. Adjournment

URQUHART/SINGH: That the meeting be adjourned at 4:35 p.m.

CARRIED

Next meeting – 2:30 pm, September 19, 2013

COUNCIL ATTENDANCE 2012-13

Voting Participants

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

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

COUNCIL ATTENDANCE 2012-13

Non-voting participants

Name	Sept 20	Oct 18	Nov 15	Dec 20	Jan 24	Feb 28	Mar 21	Apr 18	May 16	June 20
K. Chad	P	R	P	R	P	R	P	P	P	P
B. Cram	A	P	R	P	P	R	R	P	R	A
D. Beach/ I. Vlahu	A	P	P	A	P	A	A	A	P	A
E. Bourassa	A	P	P	P	P	P	R	P	P	A
T. Downey	A	R	P	R	A	R	R	R	A	P
G. Fowler	R	A	R	R	P	P	A	P	P	P
J. Brown/M.Fineday	P	R	R	P	P	P	P	P	P	P
R. Isinger	P	P	P	P	P	P	P	P	P	R
B. Krismer	P	P	P	P	P	P	R	P	P	P
H. Magotiaux	P	A	P	P	A	R	R	P	P	P
E. Williamson								P	P	P

President's Report to University Council – September 2013

COLLEGE OF MEDICINE IMPLEMENTATION PLAN

On Sept. 4th, *The Way Forward*, the implementation plan for the College of Medicine was released to the College faculty and the community in general. Following 18 months of broad consultations this plan will support the significant change required to address critical issues of accreditation, teaching and research.

Over the last several months, the Dean's Advisory Committee in the college conducted extensive consultations with college stakeholders about the restructuring and renewal process. The view of the institution is for a renewed and revitalized college that trains excellent doctors, recruits and retains outstanding faculty, and generates innovative research.

As per the motion of the Dec. 20th meeting of Council, the plan will be brought forward to University Council on Oct. 24th.

I want to make special note of the hard work of Lou Qualtiere, Acting Dean of the College, Martin Phillipson, Vice-Provost College of Medicine Organizational Restructuring, and Kelly Mcinnes, Director, Human Resources in facilitating the creation of this plan.

HIGH LEVEL VISIONING PROCESS

During my first year I purposefully connected with faculty, staff, and students from all colleges learning about what makes us great and hearing ideas about how to make us even greater. Based on those discussions and observations, I've spent a majority of my summer working with senior campus leaders to craft a draft vision document that articulates the broad directions the University of Saskatchewan should head over the next 10-20 years. It is my hope to present a concise draft-for-discussion to all three of our governing bodies in October. Although consultation has been occurring throughout my first year, presentation to these bodies will mark the start of the consultation period for this document specifically. I am seeking feedback from the campus community and beyond about:

- The mission, vision, and values of the University of Saskatchewan;
- Principles guiding what the University of the future will look like;
- Where the University will leave its mark;
- Defining our sense of place as an institution and how that will guide the vision;
- Outlining what is needed to create an environment of success.

The outcome of these consultations will be a document that serves as the primary foundational document of the institution, feeding formally into other foundational documents which will in turn guide the University's planning processes.

GRADUATE EDUCATION REVIEW

The committee met and consulted with key groups over the summer and, as of the writing of this report, are meeting on Sept. 12th to discuss next steps with this process. The committee will discuss how best to keep this process moving forward but also what can reasonably be accomplished in the coming year. Despite activity in a number of areas of the University, this process is a top priority and we will continue to move this review forward.

INTERNATIONAL TRAVEL

ISRAEL AND JORDAN – JULY 3- 14TH

July 3-14, I attended a tour of universities in Israel and Jordan with 5 other Canadian university Presidents, and representatives of AUCC and the U15. I had the opportunity to meet leaders at Bir Zeit University, Hebrew University, Technion, the Weizmann Institute of Science, Tel Aviv University, and the University of Amman. While in Israel, the AUCC signed an MOU regarding partnership with the Association of Israeli University Heads in a celebration in which I was asked to speak for the group in making some remarks. This event was attended as well by the Presidents of Ben Gurion University and Bar Ilon University. As a group, we had presentations from a venture capitalist and an Israeli correspondent.

I also had personal meetings scheduled to discuss potential collaborations with U of S on the Global Institute for Food Security at Tel Aviv University and Hebrew University.

The unifying theme of our visit was the position of Israel as "Start-Up Nation." We were all interested to learn how they achieved this status and the role universities had played. We learned several important items. First, every ministry in Israel has a Chief Scientist. The Ministry most closely associated with universities funds basic research and they do so with no attention paid to discipline. They judge only on the quality of the work proposed and the past record of the researchers.

Second, government has worked hard to encourage innovation and entrepreneurship by funding businesses, but most of that funding has produced partnerships with universities. Thus,

every Israeli university we visited had a relatively new commercialization unit to specialize in bringing work from a lab to a product.

Third, Israeli universities are masters of fund-raising through philanthropy, particularly aiming at Jews outside of Israel who feel some affinity for the Jewish state. Literally every building, every square, and most labs were named by significant donors, from the US and Britain in particular.

CHINA – SEPT. 16TH – 27TH

As of the writing of this report, I have planned a trip to Hong Kong and Beijing for the primary purposes of raising funds for the University. With several prominent alum in the region, we have many development meetings planned and are holding alumni events in both cities.

I have also scheduled meetings with the President and other senior officials at the Beijing Institute of Technology (BIT). BIT is our ‘flagship partner’ in the region with many research, scholarship, and student exchanges between the two of us. BIT is also our partner in the development of the Confucius Institute at the U of S.

PROVOST'S REPORT TO COUNCIL

September 2013

INSTITUTIONAL PLANNING

Provost's Committee on Integrated Planning (PCIP)

The Provost's Committee on Integrated Planning (PCIP) is the senior administrative committee for planning and budgeting. Its first meeting of the term is on September 16, 2013. Their meeting schedule, along with that of the PCIP Advisory Council (PCIP-AC), is posted on the [PCIP website](#). This term, PCIP will focus on:

- developing processes and procedures to be ready to receive and act on the TransformUS recommendations;
- reviewing, in batch format, any proposal received from planning units in the fall period;
- the continued effort to balance the budget during the second planning cycle;
- planning parameters meetings with colleges, schools and units;
- consultations regarding the development of participatory annual budget process with colleges, schools and units; and
- continued communication on PCIP's role, activities and decisions.

PCIP recently conducted its second batch review of funding proposals. The following initiatives received funding in May 2013, with more information to follow shortly:

- **Incorporating Indigenous Knowledge in Undergraduate Programming** – addition of one permanent faculty position in social sciences in the area of Cree language.
- **Resource Plan for the School of Environment and Sustainability** – term funding to SENS for a period of three years to promote innovation in programs and our graduate education goals.
- **One Health Signature Research Area Initiative** – one-time funding to be matched by the Council of Health Sciences Deans, and further supported by NSERC funding, connected to the Knowledge Creation area of focus.
- **Transforming Student Advising, Phase 2** – three years of funding provided to support advising with expected outcomes in student retention.
- **Transformational Strategies for Sustainability** – Campus Sustainability Revolving Fund and governance established to support sustainability in alignment with academic priorities.

PCIP was pleased by the extent to which the proposals aligned with *Promise and Potential: The Third Integrated Plan* and contributed both to academic innovation and financial sustainability. The primary source of funding to transition to permanent funding for these initiatives was the Academic Priorities Fund (APF).

For more information on PCIP, please visit the [PCIP website](#) or contact pcip.info@usask.ca.

Fall Planning Parameter meetings – new budget process for 2014/15

Meetings with all of the colleges, schools and units have been set for September through November to discuss the *Planning Parameters*. The *Planning Parameters* documents, distributed following the review of college/school/unit plans, identify initiatives which PCIP anticipates the colleges, schools and administrative units will achieve or make great progress toward achieving over the planning cycle (2012-2016) and which align with the goals articulated in the university's approved plan. They, along with the institutional-level implementation plan, represent the implementation process for *Promise and Potential: The Third Integrated Plan* and together they exemplify one of the strengths of the university's integrated planning process: its emphasis on proactive planning and plan implementation.

This series of meetings will take place with academic and administrative unit leaders to discuss the proposed principles outlined below, as well as a high-level overview of current resources, plans for these resources, areas for development and/or growth, and, finally, achievements towards college/school/unit plans in the context of the *Planning Parameters* documents. To see these documents, please see the [Third Integrated Plan website](#).

We envision this new, participatory, budget process to be based on a set of principles, tentatively described as:

- **Activity and priority driven budgeting** – there will be an annual format for identifying potential strategic initiatives with resource implications and increased clarity of the PCIP decision-making process in allocating resources through the utilization of TABBS (the Transparent Activity-Based Budget System that was developed during the second planning cycle).
- **Financial sustainability** – units will be more aware of and accountable for their resources and the utilization of these resources.
- **Collaboration** – unit leaders will be directly involved in the discussion of resources and accountabilities.
- **Efficiency** – some restrictions and check points will be removed for unit leaders and operational requests to PCIP will be minimized.
- **Transparency** – there will be a clear understanding between PCIP and unit leaders of priorities, the impact on resourcing needs and the reasons behind budgeting decisions.
- **Predictability** – increased awareness will enable units to plan in a multi-year time frame.

As part of these consultations, we will also discuss the intent to develop a more participatory budgeting process at the university with either annual or biannual budget meetings with the colleges, schools and units taking place to ensure their active involvement in the budget process. Following these consultations, we propose to establish the new process for budget development in 2014/15. This new process will also contribute to the future development of the annual Operations Forecast and the Multi-Year Budget Framework associated with each integrated plan.

INSTITUTIONAL EFFECTIVENESS

Achievement Record

The 2013 version of the Achievement Record is currently in preparation and is anticipated to be

released in the fall (late October/early November). It will be available [online](#) and similarly to last year it will contain comprehensive university-wide information with benchmarks and targets, and, where appropriate, will also include detailed college-level data.

Institutional surveys

Institutional Planning and Assessment (IPA) has recently completed a [summary report](#) of the Canadian University Survey Consortium (CUSC) survey of first-year students. The summary includes results on students' perceptions of the university, their decision to attend the U of S, their first-year experience, financing university education and overall satisfaction. IPA is also working on analyzing and summarizing data from the Canadian Graduate and Professional Student Survey (CGPSS). A summary report will be released in October.

The office is also in the process of planning a Campus Climate Survey which is outlined in the *Third Integrated Plan*. The survey is intended to measure perceptions and attitudes regarding issues of diversity on campus. More details about this project will be available in the October report.

Rankings

We are in the middle of a busy period for rankings with the results of many rankings being released over the summer and continuing into the fall. The Shanghai Ranking Consultancy released its 2013 Academic Ranking of World Universities (ARWU), also known as the Shanghai Ranking, on August 15, 2013. The U of S ranked in the 201st – 300th category, consistent with results from previous years. A total of twenty-three 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. A summary report is available on the IPA [website](#).

RESOURCE ALLOCATION

Operations Forecast

This year, the Operations Forecast 2014/15, presenting the university's annual request to the Ministry of Advanced Education (AE) for funding, was submitted in the spring as requested by the Province of Saskatchewan. We will meet with the Ministry of Advanced Education in September to discuss our operating and capital requests for funding. The document is included in this package and available on the IPA [website](#). I want to thank the Planning and Priorities Committee of Council and the Finance Sub-Committee for their contributions to the submission.

TABBS

An updated version of the Scenario Analysis Tool will be released in early October and will include updated information based on 2012-13 audited financial results. This tool is used to examine the effect of changes in the key underlying variables of student activity, research activity, faculty/staff, occupancy and non-salary costs.

OPERATING BUDGET ADJUSTMENTS (OBA)

Operating Budget Adjustments is now entering its second year of activity. In the 2013-14 fiscal year, the university accomplished the following budget adjustments:

- Realized permanent savings of \$15.5M, approximately one-third of our goal
- Achieved a balanced budget in 2012-13 with a small surplus

Further information will be available for review shortly in our audited annual financial report. Our focus moving forward will be placed on finding permanent savings through strategies such as TransformUS.

Workforce planning strategy

Workforce planning at our institution was, by necessity, focused initially on reductions and implementing efficiencies. However, the university's workforce planning model is not just about reductions. Over the past year, administrative and academic leaders engaged in workforce planning to identify strategies to reduce or change the workforce in their colleges, schools and units. The goal of this work has been to create both immediate and long-term savings. An [update](#) was provided to the campus community in early August to acknowledge that the college, school and unit decisions have been made, and that the resulting workforce adjustments have been completed.

While the university's senior leaders and the Board of Governors agree this work was necessary to ensure the university's long-term financial sustainability, we also felt it was important to signal to the campus community the end of this workforce adjustment process. Since November 2012, approximately 248 positions were eliminated, some through attrition, resulting in an estimated total permanent budget savings of \$8.5 million to date.

In the longer term, workforce planning will lead to other aspects of people strategies like the recruitment and development of our workforce to meet our changing needs. The College of Medicine, for example, will work through the workforce planning model in support of the college's renewal and restructuring efforts. In the long-term, this will help us remain sustainable, while ensuring the right people with the right knowledge, skills and experience are in the right positions to focus on the university's goals. Workforce planning, in these respects, will become an element of our integrated planning process and the development of a U of S people plan is anticipated for the third planning cycle.

TransformUS strategy

Work continued over July and August with the release of online templates to collect information from over 900 programs and support services. Information sessions were held by both task forces with additional support from members of the data support team. The data support team fielded a significant number of email inquiries to assist with questions regarding the data provided and access to templates throughout the summer period.

I sincerely appreciate the hard work undertaken by the campus community over the summer months when many people are on holidays and striving to meet a number of other deadlines. The support service deadline, August 16, was met with almost 85 per cent of the templates submitted for review with the remainder submitted shortly thereafter. The academic deadline, August 30, was met in a similar fashion with 84 per cent of templates submitted by the deadline. This month we move into the next phase of the project, which is the prioritization of all programs and

support services by the task forces, culminating in reports of their recommendations submitted to the president no later than November 30, 2013.

For more information on TransformUS, please visit transformus.usask.ca.

OBA strategy goals for 2013-14

The following are the key goals associated with our OBA strategies for 2013-14:

- **TransformUS:** Make decisions based on recommendations of the task forces
- **Workforce planning:** Continue as an ongoing process
- **Maximize the value of the university spend:** Implement the online travel and expense tool
- **Organizational design:** Initiate the shared services project
- **Compensation strategy:** Renew principles for compensation to guide decision-making
- **Reduce institutional footprint:** Implement space rental review recommendations

Website – www.usask.ca/finances

I want to remind all members of University Council that www.usask.ca/finances is the most current and comprehensive resource with regards to Operating Budget Adjustments. Recent updates to the website include:

- The addition of webpages for each of the seven strategies (see menu item “Strategies”)
- Updates for the 2013-14 fiscal year in “[About university finances](#)”
- Additional rumours added to the “[Rumour mill](#)”
- [Video footage](#) of the June 13, 2013 town hall including an indexed list of the question and answer session
- An updated [listing](#) of Operating Budget Adjustment Steering Committee members

We also continue to post all [campus updates](#) and links to relevant [stories in the media](#) of budget challenges faced not only by the U of S, but also by our peers across Canada.

TAKING THE PULSE OF SASKATCHEWAN

It is not often that undergraduate students have the chance to participate in a large scale research project. The Division of Social Sciences at the U of S broke that mold in 2012 by offering its undergraduate students a chance to do real research. The *Taking the Pulse of Saskatchewan* project involved more than 30 faculty and 40 undergraduate students from the Division. Students were able to gain and exercise a variety of skills, including inquiry, communication and research skills, by actively engaging in the research. The students were involved in the interview process, which resulted in the completion of 1,750 interviews. The U of S partnered with [CBC Saskatchewan](#) and [Postmedia News](#) to disseminate the results of the survey, which led to the release of roughly 50 news stories. The project was led by [Dr. Loleen Berdahl](#), who is an Associate Professor of Political Studies. When asked how the Taking the Pulse Project influenced her teaching, Dr. Berdahl said that she has “always tried to find ways to connect

students with research opportunities” by, for instance, connecting students from her classes with lab managers which has often led to students working in the labs. The feedback from students who participated in the *Taking the Pulse* shows that the impact of engaging in an undergraduate research opportunity had been satisfying and valuable to them. One student from Psychology said, “I think it was really great to apply what I have been learning in the classroom in an educational way and an applicable way. It’s a lot different to learn about research methods in the class and to actually apply them, to call people on the phone and to analyze the data. I think it was a really great experience.”

INDIGENOUS VOICES

The staff and faculty development program in Aboriginal Education, Indigenous Voices, has gone through its development, and pilot phases, and is now being offered to the entire campus. In response to the university directive to improve Aboriginal engagement, this program was designed to better equip faculty and staff to work with Indigenous (and non-Indigenous) students and peers. The core program, based on several needs assessments, environmental scans, and consultations with Elders, Knowledge Keepers, and community members, focuses on safe, active, transformative, culturally-grounded, holistic learning environments that meet the needs from the new learner to the more confident learner. Aboriginal cultures, world views, ways of knowing, treaties and land agreements, whiteness and privilege, anti-oppressive practices, etc. are some of the topics explored. As well, the Waskamisiwin speakers' series, the conversation circles, and extra learning and ceremonial experiences are provided. The program is designed to honour the knowledge and experiences brought in by each participant, and they are invited to enter into the program in the places that they feel best suits their needs. These two initiatives reached over 200 participants including faculty, staff, Elders and a variety of community resources.

The program model/outline can be viewed here: [Indigenous Voices Core Program](#), and more details about the program, all its offerings, and its philosophical underpinnings may be found here: [Indigenous Voices](#)

ABORIGINAL INITIATIVES WEB PRESENCE ON THE UNIVERSITY HOME PAGE

Launched in March of this year, the Aboriginal Initiatives website ([Aboriginal](#)) continues to grow in content and usage. The site is home to the Aboriginal Engagement GIS Spatial Initiative, program information, research poster series and news and events.

SASKATOON TRIBAL COUNCIL PARTNERSHIP

The College of Arts and Science and the Office of First Nation and Metis Engagement collaborated with the Saskatoon Tribal Council to create a unique learning experience for students in the Department of Art and Art History. Driven by the need to create an artistic expression in honour of the Residential School Survivors, the Saskatoon Tribal Council brought forward this project and with the hopes of finding a partner while providing a great educational

experience for both Aboriginal and Non-Aboriginal students. The project was led by faculty within Art and Art History in collaboration with local Elders and Knowledge Keepers. Installation of the piece will take place this Fall in a prominent Saskatoon location.

OFFICE OF THE VICE-PRESIDENT RESEARCH

The following research highlights are reported by the office of the Vice-President, Research:

Category	Highlights
Funding Successes	<ul style="list-style-type: none"> • Four U of S researchers were successful in CIHR Open Operating Grants (March 2013), securing a total of \$2,142,279 in funding. The U of S competition success rate was 15% (Nationally the success rate was 20.1%). Successful researchers are: <ul style="list-style-type: none"> ➤ David Blackburn (Pharmacy) with the U of S co-applicant Jeff Taylor (Pharmacy) was awarded \$300,934 over four years for <i>Major Determinants of Non-Adherence in Saskatchewan (MD-NAS)</i>; ➤ Philip Chilibeck (Kinesiology) with the U of S co-investigator Gordon Zello (Nutrition & Dietetics) and a co-PI from the U of R, are awarded \$578,455 over five years for <i>Long-Term Effects of Creatine Supplementation and Exercise Training on Bone Mineral Density and Bone Strength in Postmenopausal Women</i>; ➤ John Gordon (Medicine) was awarded \$660,626 over five years for <i>Regulatory Dendritic Cell Induction of Immune Tolerance</i>; ➤ Suraj Unniappan (Veterinary Biomedical Sciences) was awarded \$602,264 over five years for the project <i>Nesfatin-1 Regulation of Glucose and Energy Homeostasis</i>. • Steven Siciliano (Soil Science, Agriculture and Bioresources) and SIAST (Blaine Chartrand) were awarded \$750,000 through the NSERC College-University Idea to Innovation (CU-I2I) program for <i>Integrated brownfield subsurface remediation technology development</i> (http://tinyurl.com/oganhkq) • Michael Nickerson (Food and Bioproduct Sciences, Agriculture and Bioresources) received an NSERC Collaborative Research Development (CRD) grant entitled <i>Strategies for overcoming dough stickiness during the processing of low sodium breads</i>. The total is \$249,638 (cash and in-kind) from NSERC and Canadian Bread. Further funding was provided by CIHR through the Collaborative Health Research Project (INMD) (http://tinyurl.com/nlytzhr) • Curtis Pozniak was awarded a ten-year contract with FP Genetics for a total of \$1.5 million to fund research into Canada Prairie Spring (CPS) Wheat. The commitment by FP Genetics will provide the CDC with the opportunity to significantly expand its CPS Wheat breeding program. (http://tinyurl.com/ouf4xm9) • Jennifer Kryworuchko (Nursing) was awarded \$60,682 in the 2013 Heart and Stroke Foundation Grant-in-Aid (GIA) program for the project <i>Evaluation of a novel cardiopulmonary resuscitation (CPR) video decision</i>

Category	Highlights
	<p><i>aid to promote shared decision-making with seriously ill patients and their families.</i></p> <ul style="list-style-type: none"> • George Keyworth (Religion and Culture) was awarded \$27,000 for a Visiting Language Lectureship grant under the Association of Universities and Colleges of Canada Tanaka Fund Program. Ms. Izumi Krasznai from Japan will be invited to provide 12 credit units of Japanese language instruction at the U of S. • Nine U of S researchers received SHRF Establishment Grants (March 2013) resulting in \$1,045,254 funding. The U of S success rate was 29%. Successful applicants were each awarded a 3-year grant: <ul style="list-style-type: none"> ➤ Brenna Bath (Physical Therapy) with Co-investigators Megan O'Connell, Stephan Milosavljevic, Nazmi Sari were awarded \$119,934 for <i>Advancing inter-professional primary health care services in rural settings for people with chronic low back disorders: Investigation of a physiotherapist and nurse practitioner intervention delivered through telehealth;</i> ➤ Michael Kelly (Surgery) was awarded \$120,000 for <i>Synchrotron-based imaging to analyze cerebral calcium and biochemical markers of oxidative stress in a mouse photothrombotic stroke model;</i> ➤ Marko Kryworuchko (Veterinary Microbiology) was awarded \$119,967 for <i>Regulation of programmed cell death in monocytic cells via autophagy and its impact on HIV pathogenesis;</i> ➤ Jennifer Kryworuchko (Nursing) with Co-investigators Donna Goodridge, John Reid, Karen Levesque, Petrina McGrath, Steven Lewis were awarded \$115,931 for <i>Mixed methods study of the web-based life support decision aid (eLSDA);</i> ➤ Stephanie Madill (Physical Therapy) with Co-investigators Tom Mainprize, Roger Pierson, Gordon Sarty were awarded \$90,130 for <i>A telemetered device to assess continence function and predict therapeutic outcomes in women with urinary incontinence;</i> ➤ Francois Meurens (VIDO) with Co-investigators Jo-Anne Dillon and Rajinder Parti were awarded \$120,000 for <i>Establishment of a porcine model to study human genital gonorrhoea and chlamydia;</i> ➤ Kelly Penz (Nursing) with Co-investigators Donna Goodridge and Laurie-ann Hellsten-Bzovey were awarded \$119,859 for <i>Healthy health care workforces: Testing a model of work engagement and burnout among palliative care nurses in rural and urban practice settings;</i> ➤ Thomas Rotter (Pharmacy) with Co-investigators Leigh Kinsman, Shannon Scott, Ilze Duncan were awarded \$120,000 for <i>The Implementation and Evaluation of Clinical Pathways in Saskatchewan;</i> ➤ Sonia Udod (Nursing) with Co-investigators Greta Cummings and W. Dean Care were awarded \$119,433 for <i>Role stressors and coping strategies of nurse managers in acute care facilities in Saskatchewan and Alberta.</i> • U of S received six SHRF Post-Doctoral Fellowship (March 2013), a 16.7% success rate. Each recipient receives \$100,000 over two years:

Category	Highlights
	<ul style="list-style-type: none"> ➤ Azadeh Hatf (supervisor Suarj Unniappan, Veterinary Biomedical Sciences) for the project <i>Nesfatin-1 regulation of reproduction</i>; ➤ Kalpana Kalyanasundaram Bhanumathy (supervisor Jim Xiang, Oncology) for the project <i>A combinatorial immunotherapy of trastuzumab and HER-2/P30-expressing adenoviral vector vaccine for HER-2/neu-positive breast cancer</i>; ➤ Yixi Lu (supervisor Louise Racine, Nursing) and Marla Mickleborough (supervisor Paul Babyn, Medical Imaging) for the project <i>Between Chinese traditional medicine and western medicine: A negotiated medical decision making process among mainland Chinese immigrants in Saskatchewan</i>; ➤ Marla Mickleborough (supervisor Paul Babyn, Medical Imaging) for the project <i>Assessing interictal cognitive effects and cortical excitability in migraine and epilepsy</i>; ➤ Edward Narayan (supervisor Suraj Unniappan, Veterinary Biomedical Sciences) for the project <i>Nesfatin-1 integration of stress and metabolism</i>; ➤ John Schellenberg (Supervisor Janet Hill, Veterinary Microbiology) for the project <i>Defining epidemiological and clinical relevance of gardnerella vaginalis subgroups in bacterial vaginosis using culture-based and next-generation molecular techniques, building on a unique and growing culture collection from African and Canadian women</i>. • U of S are co-investigators on two successful SSHRC Partnership Grants (November 2012) <ul style="list-style-type: none"> ➤ Laurie-ann Hellsten and Laureen McIntyre (Educational Psychology & Special Education) are co-investigators on <i>Assessing and Supporting Children's Oral language and Writing Development through Play in K-3 Classrooms, Daycares and at Home</i> lead by U of T; ➤ Scott Bell (Geography & Planning) is a co-investigator <i>How the Geospatial Web 2.0 is Reshaping Government-Citizen Interactions</i> led by McGill University. • U of S researchers were successful as co-investigators in the SSHRC Partnership Development Grant competition (November 2012) <ul style="list-style-type: none"> ➤ Lee Swanson (Management & Marketing, ESB) is a co-investigator on the project <i>Natural Resource Partnerships and New Venture Creation in a First Nation Context</i> led by the U of R; ➤ Rose Olfert (J-S School of Public Policy) is a co-investigator on the project <i>Understanding the Arts Ecology of Saskatchewan</i> led by U of R. • Two U of S researchers were awarded grants under the International Development Research Centre (IDRC) Small Grants for Innovative Research and Knowledge Sharing Program: <ul style="list-style-type: none"> ➤ Li Zong (Sociology) have been awarded \$46,500 for the project <i>Academic Research and Policy Change of Western China: Lessons Learned and Lessons Borrowed</i>; ➤ Winona Wheeler (Native Studies) and Nancy Van Styvendale (English) have been awarded an event grant of \$16,790 for <i>The Chiapas/Saskatchewan Partnership at NAISA 2013</i> to revitalize the

Category	Highlights
Reputational Successes	<p style="text-align: center;">partnership with Universidad Autonoma de Chiapas in Mexico.</p> <ul style="list-style-type: none"> • The technologies licensed by the ILO have generated over \$2.1 billion in marketplace sales since the 2007-2008 fiscal year, with over \$650 million within the last year. The main contributor to this has been the Circovac[®] vaccine to treat circovirus in swine (http://tinyurl.com/p95t2rn). • In the last fiscal year, the ILO processed over 290 commercially-based agreements. The ILO Legal Team provides consults on a significant number of additional agreements and issues (e.g. human resource, research, intellectual property). • Ajay Dalai was elected a Fellow of the American Institute of Chemical Engineering. • Lee Barbour was elected a Fellow of the Canadian Academy of Engineering • Marie Battiste and Sakej Henderson were elected as Fellow of the Royal Society of Canada. • John Giesy was awarded the Miroslaw Romanowski Medal from the Royal Society of Canada.
Research Tools/ Facilities/Processes	<ul style="list-style-type: none"> • The internal Publications and Visiting Lecturer programs have been revised to reduce the complexity of the application process and allow for additional competitions per year. First competition deadline was September 1, 2013. The new guidelines and forms can be found at: http://tinyurl.com/ppffh6y. • A Community Engagement Training Workshop will be held on 25 October. It will provide an interactive forum for researchers to learn about and discuss strategies, processes and methods for effective community engagement, particularly with Aboriginal communities. The workshop is a collaborative initiative among U of S Research Ethics, SHRF, IPHRC, U of R, and Regina Qu'Appelle Health Region.
Partnerships	<ul style="list-style-type: none"> • In June LOI's advancing our Flagship Partnership strategy in China were signed with Xi'an Jiaotong University, Xi'an and Huazhong Agricultural University, Wuhan, China. • The U of S hosted the conference <i>Social issues & Policy Challenges in Western China: Lessons Learned and Lessons Borrowed</i> on August 29 and 30. Funded by the International Development Research Centre (IDRC), the conference brought together scholars and key government decision-makers from China with their counterparts from the U of S and other Canadian institutions. • Development of the CIHR Strategy for Patient-Oriented Research SUPPORT Unit is progressing and will be submitted fall 2013. The Office of the Associate Vice-President Research - Health together with the Saskatchewan Health Research Foundation and external stakeholders, is leading the proposal. The proposed Saskatchewan unit will support patient-oriented health research that <i>integrates</i> across disciplines, ministries, agencies, and communities. It will facilitate better alignment of research with patient needs, and drive better health, better care, better value, and better teams.

COLLEGE OF ARTS & SCIENCE

The following report is provided by the College of Arts and Science:

- The Native American and Indigenous Studies NAISA conference held here in June was the first ever in Canada. It was a resounding success, with significant input by the Department of Native Studies, 900 participants and frequent high-profile media coverage
- The Department of Mathematics and Statistics is undertaking an array of new initiatives aimed at instilling an excitement for and interest in math amongst Aboriginal students throughout Saskatchewan. Workshops and activities were delivered during the FSIN Science Festivals in May
- Members from the college leadership team met in June with faculty of the International Baccalaureate (IB) program at Bedford Road Collegiate to discuss transfer credit and scholarships for IB students entering the college
- A unique partnership between the Saskatoon Tribal Council (STC) and the Department of Art & Art History will result in a commemorative artwork “The Child Taken: Commemorating Indian Residential Schools” created by art students to honour the survivors of Indian Residential Schools. The work was unveiled by Chief Felix Thomas, members of the STC and Elders at a public reception in June
- Hydrologist and Canada Research Chair John Pomeroy (Geography & Planning) has been named a fellow of the American Geophysical Union (AGU), one of only three Canadians selected in 2013 and now amongst a mere handful of hydrologists to ever be named an AGU fellow
- Andréa Ledding, a student in the Interdisciplinary Centre for Culture & Creativity's (ICCC) MFA in Writing program, has been shortlisted for the Lieutenant-Governor's 2013 Emerging Artist Award
- The international conference “Social Issues and Policy Challenges in Western China: Lessons Learned and Lessons Borrowed- Conference,” organized by Li Zong (Sociology), took place on campus in August
- September marks the 100-year anniversary of the Department of Chemistry. A two-day event on September 20-21 will include an expo of undergraduate research, banquet, and tours of our scenic U of S campus and Canada's national synchrotron. As this year also marks the 30 year anniversary of Professor Henry Taube's Nobel Prize in Chemistry, a display of archived materials will be available for viewing, including various academic awards, medals, and Taube's Nobel Prize

SEARCHES AND REVIEWS

Search, Dean, College of Medicine

The search committee for the Dean, College of Medicine will meet in mid-September.

Search, Dean, College of Education

The search committee for the Dean, College of Education will meet in early October.

Search, Dean, College of Pharmacy and Nutrition

The search committee for the Dean, College of Pharmacy and Nutrition will meet in early October.

Search, Chief Information Officer and Associate Vice-President, Information and Communication Technology

The search committee for the Chief Information Officer and Associate Vice-President, Information and Communication Technology will meet in early October.

Search, Associate Dean, University Library

Dr. Marwin Britto has been appointed as associate dean, University Library. This is a five-year renewable term, commencing on September 23, 2013.

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

PRESENTED BY: Fran Walley, Chair, Planning and Priorities Committee

DATE OF MEETING: September 19, 2013

SUBJECT: **2014-15 Operations Forecast**

COUNCIL ACTION: For information only

CONTEXT AND BACKGROUND:

The planning and priorities committee and its capital and finance subcommittee had several opportunities to discuss and comment on draft versions of the Operations Forecast. The planning and priorities committee is responsible for providing advice to the president on the budgetary implications of the Operations Forecast and for reporting to Council on the nature of its advice.

ATTACHMENTS:

1. Memorandum on the 2014-15 Operations Forecast.

The full text of the 2014-15 Operations Forecast document can be found at
http://www.usask.ca/ipa/planning/budget/op_forecast.php



MEMORANDUM

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

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

DATE: June 12, 2013

RE: 2014-15 Operations Forecast

As Chair of the Planning and Priorities Committee, it is my pleasure and responsibility to provide the Committee's perspective on the 2014-15 Operations Forecast. The Committee reviewed and provided comments on early drafts of the document at its meetings on April 17 and May 15, and was provided with the final version at its meeting on June 12.

The Operations Forecast has evolved in purpose and scope. The Planning and Priorities Committee supports the strategic decision to frame the Operations Forecast as one component of a broader government relations strategy, enabling the Operations Forecast to focus more on the funding request rather than on the provision of ancillary information. The new government relations strategy also enables the mandates of other ministries and provincial programs to be taken into consideration, and will ensure that the Operations Forecast reaches a broader audience.

In light of the current financial reality faced by the University, the Committee supports the wide adoption of LEAN processes. An emphasis on LEAN also demonstrates the University's alignment with the Province's own LEAN philosophy.

The Committee supports the University's continued emphasis on highlighting the impact of the institution, through its research contributions and the training of highly skilled individuals, including First Nations and Métis peoples, on innovation and economic growth in the Province. Continued development of more detailed quantitative measures of this impact, as we are seeing at other research intensive universities, is encouraged.

Emphasis on the alignment of University initiatives, such as distance learning and satellite campuses, with the Province's goals and objectives for training and education is supported, but a realistic assessment of the resources required is essential. Opportunities exist for a variety of complementary partnerships with the Province, and highlighting these opportunities in the document and elsewhere clarifies the shared goals of the Province and the University.

The Committee continues to support the position that the Province's debt financing strategy of capital projects places the University at risk of assuming more debt than is wise. The document clearly articulates that our capital requests require cash funding, as the University is near the limit of its borrowing capacity as specified by the Board. History would suggest that the University is unlikely to receive the funding necessary to make significant headway on deferred maintenance. Still, the Committee supports the continued emphasis in the Operations Forecast on enhanced funding for capital renewal, deferred maintenance and building repurposing. The Committee was pleased to see the continued (although not at the level as planned in the multi-year budget) allocation from its operating budget of funds to RenewUS, as the signal this sends to the Province is a strong one.

Although supported in principle, the initiative to create a Natural Resources Innovation Complex and its inclusion as an area for investment by the Province was met with some reticence by the Committee, purely because of the perspective the project may generate at a time of fiscal restraint and in light of our needs related to capital renewal, deferred maintenance and building repurposing. However, we must continue to look to the future, and to be in a position to take advantage of opportunities which might be created by provincial initiatives such as SaskBuilds.

In closing, the Planning and Priorities Committee acknowledges and appreciates the opportunity to provide its views on the 2014-15 Operations Forecast, and recognizes the efforts of those responsible for the development of the document.

On behalf of the members of the Planning and Priorities Committee,

Sincerely,



**UNIVERSITY COUNCIL
GOVERNANCE COMMITTEE
REQUEST FOR DECISION**

PRESENTED BY: Carol Rodgers
Chair, Governance Committee

DATE OF MEETING: September 19, 2013

SUBJECT: **College of Agriculture and Bioresources Faculty
Council membership revisions**

DECISION REQUESTED: *It is recommended:*
That Council approve the revisions to the College of
Agriculture and Bioresources Faculty Council
membership.

PURPOSE:

The College of Agriculture and Bioresources Faculty Council have revised their faculty council bylaws. As part of that process, membership on the faculty council has been updated and must be approved by Council.

CONSULTATION:

The College of Agriculture and Bioresources Faculty Council approved their new bylaws in June 2012 and submitted the bylaws to the governance committee in May 2013. The governance committee was asked to review these changes and provide comments back to the College of Agriculture and Bioresources. The governance committee considered these revisions at its meeting of May 30, 2013 and approved them electronically on June 12, 2013.

ATTACHMENTS:

1. Faculty Council Membership- Agriculture and Bioresources

**COMPOSITION AND TERMS OF REFERENCE
FACULTY AND COLLEGE COMMITTEES**

(revised)

3. Faculty of Agriculture and Bioresources

3.1 Membership

Ex officio members

- The President of the University
- The Provost and Vice-President (Academic)
- The Vice-President (Research)
- The Vice-President (Finance and Resources)
- The Vice-Provost (Faculty Relations)
- The Vice-Provost (Teaching and Learning)
- The Associate Vice-President Student and Enrolment Services
- The Associate Vice-President Information and Communications Technology
- The Dean of Agriculture and Bioresources
- The Dean of Graduate Studies and Research
- The Dean, University Library or designate
- The University Secretary
- The Associate Dean (Research)
- The Associate Dean (Academic)

Other members

- Faculty members of the college. (This includes all academic appointees in the college holding the rank of Professor, Associate Professor, Assistant Professor, Lecturer, Special Lecturer, or Instructor).
- Faculty members of other colleges holding a position as Associate Member in a constituent department¹ of the College of Agriculture and Bioresources
- Two faculty representatives from the

3.1 Membership

The Faculty of a College or of a School shall include the following (*denotes non-voting members):

- The President of the University*
- The Provost and Vice-President (Academic)*
- The Vice-President Research*
- The Vice-President Finance and Resources*
- The Vice-President University Advancement*
- The Vice-Provost (Faculty Relations)*
- The Vice-Provost (Teaching and Learning)*
- The Associate Vice-President Student and Enrolment Services*
- The CIO and Associate Vice-President Information and Communications Technology*
- The Dean of Agriculture and Bioresources
- The Dean of Graduate Studies and Research
- The Dean, University Library or designate*
- The University Secretary*
- The Registrar*
- The Associate Dean (Research and Graduate Studies)
- The Associate Dean (Academic)
- Those Professors, Associate Professors, Assistant Professors, full-time Lecturers, Instructors and Special Lecturers who, for administrative purposes, are assigned to the Dean of the College.
- Such other persons as Council may, from time to time, appoint.

Other members

- Faculty members of other colleges holding

¹ The constituent departments of the College of Agriculture and Bioresources are Bioresource Policy, Business and Economics; Animal and Poultry Science; Food and Bioproduct Sciences; Plant Sciences; and Soil Science.

<p>Department of Agricultural and Bioresource Engineering</p> <ul style="list-style-type: none"> • Two faculty representatives from the Western College of Veterinary Medicine • Two faculty representatives from the Department of Biology • One faculty representatives from the Department of Chemistry • One faculty representative from the Edwards School of Business • One faculty representative from the Department of Economics • One faculty representative from the Department of English • One faculty representative from the Department of Geological Sciences • One faculty representative from the Department of Microbiology and Immunology • One faculty representative from the Department of Physics and Engineering Physics • One faculty representative from the Department of Geography • Six student representatives from the degree and diploma programs in the College of Agriculture and Bioresources to serve on the faculty and its standing committees to take part in all discussions, including student matters. 	<p>a position as Associate Member in a constituent department² of the College of Agriculture and Bioresources</p> <ul style="list-style-type: none"> • Two faculty representatives from the Department of Chemical and Biological Engineering • Two faculty representatives from the Western College of Veterinary Medicine • Two faculty representatives from the Department of Biology • One faculty representatives from the Department of Chemistry • Two faculty representative from the Edwards School of Business • One faculty representative from the Department of Microbiology and Immunology • One faculty representative from the Department of Geography • Seven student representatives from the degree and diploma programs in the College of Agriculture and Bioresources to serve on the faculty and its standing committees to take part in all discussions, including student matters. Representation will include: One student from the Bachelor of Science in Agriculture program, one student from the B.Sc. Ag Business program, one student from the Diploma in Agriculture program, one student from the B.Sc. Renewable Resource Management program, one student from the BSc (Animal Bioscience), the Agricultural Students Association President and the Agricultural Students Association Vice-President (Academic).

² The constituent departments of the College of Agriculture and Bioresources are Bioresource Policy, Business and Economics; Animal and Poultry Science; Food and Bioproduct Sciences; Plant Sciences; and Soil Science.

UNIVERSITY COUNCIL
ACADEMIC PROGRAMS COMMITTEE
REQUEST FOR DECISION

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

DATE OF MEETING: September 19, 2013

SUBJECT: College of Engineering enrolment targets

DECISION REQUESTED:

It is recommended:

That Council approve the College of Engineering enrolment target for admission of up to 700 first-year students, to be phased in from 2014 to 2017.

PURPOSE:

Under the University of Saskatchewan Act 1995, decisions regarding enrolment quotas for university programs are to be approved by Council and confirmed by Senate. If approved by Council, the College of Engineering enrolment plan will be presented to the Fall, 2013 meeting of University Senate for confirmation.

SUMMARY:

This enrolment target represents a 30% increase in program capacity over current quotas, and an overall first year increase of around 70% over the current target. It is expected that the first year intake of nearly 700 will not happen until the 2017/2018 year. Such an increase will depend on whether upper-year retention rates remain as they are, whether the college is allowed sufficient resources in terms of faculty and technical staff to accommodate increased class and lab sections, and whether other colleges which also teach in the engineering program can also increase their faculty and staff commitments.

This increase accommodates the forecasted demand for engineers in Canada and in the Saskatchewan labour market which has been identified in a number of industry reports and at an Engineering Summit held last spring between the College of Engineering and engineering companies from around the province.

REVIEW:

The Academic Programs Committee discussed this change with Associate Dean Aaron Phoenix at its meeting of September 4. It was noted during this discussion that year-to-year retention rates are also a component of Engineering enrolment. Reducing attrition and increasing retention could have a significant impact on overall college enrolment and would result in changing numbers of first-year admissions. The College will monitor the annual progress toward achieving its overall enrolment and graduation goals and will report back to the Academic Programs Committee as necessary if the target needs to be revised after 2018.

ATTACHMENTS:

Proposal documentation



UNIVERSITY OF
SASKATCHEWAN

Proposal for Academic or Curricular Change

1. PROPOSAL IDENTIFICATION

Title of proposal: Increasing the annual admissions target for the Bachelor of Science in Engineering to 700 students

Degree(s): Bachelor of Science in Engineering

Field(s) of Specialization: Biological, Chemical, Civil, Computer, Electrical, Engineering Physics, Environmental, Geological, and Mechanical

Degree College: College of Engineering

Contact person(s) (name, telephone, fax, e-mail): Aaron Phoenix, Acting Associate Dean – Academic

Proposed date of implementation: Phased implementation through August 2014 – August 2018

Proposal

It is proposed that the College of Engineering increase first year undergraduate enrolment to 700 students. When fully phased in, this will result in an anticipated headcount of 2,170 students in the undergraduate program.

In fall 2012, the College of Engineering admitted approximately 540 students into the first year of the program, with a total headcount for the program of 1,669. The proposed total enrolment for the Bachelors of Science in Engineering is 501 or 30 per cent more students than are currently enrolled.

The College anticipates an enrolment of 550 students for 2013/14, 625 for 2014/15, 675 in 2015/16 and 700 in 2016/17. The enrolment increases will be supported by targeted recruitment strategies and revised admissions policies, subject to Faculty Council approval.

It is proposed that the College of Engineering Faculty Council provide approval in principle of greater quotas for each discipline. This approval in principle will allow the enrolment plan to move to implementation with a clear sense of how students will move through the undergraduate program. Each fall, the Engineering Faculty Council would

consider specific quotas for each discipline for the following fall. This significant lead time would allow faculty council to consider actual first year head count and the college's actual capacity to deliver in each program, and would allow the College Executive to develop and share implementation plans (budget, faculty complement, staff complement, etc.) in support a specific sequencing of increases by program.

3. RATIONALE

The College of Engineering has been considering increasing the size of its undergraduate enrolment for several years. As the third integrated plan was developed, the College identified its defining features as relevance to industry, quality programs and innovation. In reflecting on the current economic environment and expectations of the college from our community: student and parents, the university, the engineering profession, employers and industry in Saskatchewan and western Canada, the College determined that it would be appropriate to significantly increase its undergraduate enrolment during the third integrated planning period. The College is committed to enrolment growth that is implemented in a logical, planned way: ensuring resources and supports are in place to ensure the admission of high quality students, supports so students are well positioned to succeed, and resources to ensure the college is able to continue to deliver a high quality program.

The college's ambitions were for 15 per cent growth by 2016; however, the Provost's Committee on Integrated Planning (PCIP) provided planning parameters that provide for a 30 per cent increase by 2016. In light of the University's request to more substantially increase enrolment, the College of Engineering is developing an enrolment plan that provides a path for increasing total enrolment to 2,170 students over the coming years.

The College is undertaking a multifaceted enrolment planning project to assess undergraduate enrolment growth. The project includes the following components.

- assessing demand for graduates of the bachelor of science in engineering
- assessing demand from prospective students
- developing a program enrolment model
- assessing the costs to deliver a larger program
- investigating program quality – how it is defined and measured, and how it can be maintained or improved in a larger program
- improving admissions policies and procedures
- developing and implementing a recruitment plan
- investigating and improving student retention rates
- developing diversity strategies and goals

Each of these items is discussed in greater detail below.

Many of the projects remain underway, and will continue through the 2013/14 and 2014/15 academic years. Despite more work to be done to flesh out the details of implementation, the College believes that there is sufficient evidence of a) the demand

for engineering graduates; b) the college's capacity to deliver the program, with the additional resources predicted by the TABBS model, and c) the supply of quality students to begin to phase in larger enrolment starting in fall 2014.

A. Demand for Graduates of the Bachelors of Engineering (Appendix A)

A Summit will be held on June 26, 2013 to will provide greater context for enrolment increases being considered at each of Saskatchewan's universities. The College of Engineering, University of Saskatchewan is partnering with the University of Regina, College of Engineering to bring together industry, government and the post-secondary sector to interpret the various forecasts and provide critical insight into enrolment planning choices that need to be made at the two faculties of engineering in Saskatchewan.

Appendix A includes a report that outlines the demand for engineering graduates that will serve as the foundation for the Summit. The report summarizes Engineers Canada's October 2012 report - *The Engineering Labour Market in Canada: Projections to 2020*, which projected an overall average surplus of 41% more engineering positions per year than the current graduating capacity of Canadian universities. Saskatchewan is projected to experience demand 40% in excess of current training capacity. Complicating this is the forecast that Alberta will have an average of 87% more engineering positions available than their current capacity to graduate engineers. Immigration and mobility may offer some solution but strong demand in other jurisdictions in Canada, similar shortages in the United States and increased activity in Asia and the Pacific Rim may limit the availability from these sources.

It seems critical that the province, universities and engineering profession take a proactive role in developing strategies to ensure labour shortages in the engineering profession do not impede economic performance in Saskatchewan. This summit will work to achieve consensus of the demand, potential solutions and strategies to meet the demand and some indication of the relative demand in the various disciplines of engineering.

B. Demand from Prospective Students (Appendix B)

A review of local, provincial, national and international secondary school enrolment trends reveals strong pools of prospective students for the College of Engineering among local Saskatoon, Saskatchewan, out-of-province Canadian and international markets. Numbers of applicants, admitted and registered students continue to rise substantially for the College of Engineering, despite the higher admission average set to control enrolment. It is expected that the demand for engineering from prospective direct entry and prospective transfer students will continue to rise, and that the College of Engineering can be increasingly selective in choosing the best qualified students from the applicant pool.

C. Program Enrolment Model (Appendix C) & Program Quotas (Appendix D)

The program enrolment model, developed by College of Engineering faculty, uses data from the cohort of students who entered the college in the 2007/2008 academic year to determine average attrition rates and the movement of students from first to second year, from second to third year, and from third year to fourth year on to graduation.

Using this sample cohort, the model shows a 25%+ attrition rate from first to second year, a 1.3+% attrition rate between second and third year in program, and a 7.3% overall attrition rate between third and fourth year. Using these average attrition rates, the model enables us to predict the numbers of students who will graduate after 4 or 5 years (given a first year enrolment of 687 students) and also models backwards using the number of desired graduates as input to determine the numbers to admit first year and into the various programs.

While this model provides a predictive scenario (and echoes previous studies in the College of Engineering - including a 10 year longitudinal study of students moving through program), it is expected that inputting current data each year will enable us to track movement over the long term and observe changes in attrition rates, distribution to program and time to completion. This ongoing refinement of the model as the College increases enrolment will enable more accurate prediction of enrolment and graduation numbers and will further enhance enrolment planning and management.

D. Program Quality (Appendix E – Literature Review: Program Quality; Appendix F, Draft Terms of Reference, Quality Task Force)

Ensuring a quality undergraduate program is a defining feature of the College of Engineering at the University of Saskatchewan; the college strives to be known for its high quality undergraduate and graduate programs that prepare students for professional and academic careers, graduate studies and leadership roles. To ensure this vision becomes and remains a reality, work is underway to define, measure and enhance program quality.

The first step has been to undertake a literature review to better understand definitions and measurements of quality in engineering programs. Work by the Gwenna Moss Centre for Teaching Effectiveness reveals a substantial body of research in this field. The literature on quality in engineering education bears closer examination and it is expected that this review will form the basis of future work on quality of education and experience within the college.

The college is in the process of establishing a task force to investigate, define, and propose metrics to track quality of education in the College of Engineering from a student perspective. Denard Lynch, Rick Retzlaff, Peter Park, Li Chen, and Corey Owen have committed to participate in a task force and the draft terms of reference are attached.

The college's Strategic Plan commits us to ensuring a quality student experience while optimizing enrolment. Growth is not at the expense of quality; it will be done in a way that maintains or enhances the student experience while responding to society's needs for more engineering graduates.

E. Admissions Policies and Procedures (Appendix G)

The current policy on average calculation and the process of setting an admission average and admitting all who meet it by the deadline are no longer meeting the needs of the College of Engineering to effectively predict and manage enrolment. Proposed changes to both policy and process (for 2014/2015) are anticipated to lead to better enrolment prediction and management, in time for the College to plan for and adjust sections of first year classes to accommodate growth.

F. Recruitment Planning (Appendix H)

In order to attract, enrol and retain highly qualified and academically prepared students, work must be done to clarify, package and promote the advantages and benefits of the disciplines within the College of Engineering. Attracting the best and brightest students requires competition with other programs at both colleges and universities. Students will be attracted to clear, consistent and engaging messaging, as well as responsiveness and timeliness of information during the recruitment cycle. Efforts to attract and engage the best and brightest students must be collaborative - faculty, current students, recruiters, alumni, school counselors, academic advisors and community leaders all have a role to play. Recruitment must be targeted and segmented to ensure that the right numbers of students are enrolled to meet second year program targets and that the College diversity goals are met. More work at the front end will provide clear information to prospective students to enable them to make the right choice and will result in stronger enrolment and retention of these well-qualified students. Transfer credit agreements with colleges, technical institutes and universities can be a predictable source of students and will be undertaken with key institutions.

G. Improving Retention (Appendix I – Presentation on Retention)

A retention and attrition study undertaken by the College of Engineering Student Centre reveals a greater than 25% attrition rate before the second year. The study shows that while some students leave the college due to poor academic performance, the majority are leaving with solid sessional averages – some moving to other colleges at the U of S, but many leaving the university entirely. Further, the majority of these students entered the colleges with strong high school or transfer averages (80%+ for direct entry and 70%+ for transfer). Retention rates vary among programs and these rates should be examined more carefully to determine the reasons for the variance. Improving the rate of retention from first year into programs would enable the College to admit fewer first year students, but graduate more within a four to five year timeframe. A retention task force will be established within the 2013/2014 academic year to research and address retention and persistence to completion rates.

H. Diversity Strategy

One of the compelling reasons to increase enrolment is to make room for some learner populations that are currently underrepresented – a societal responsibility. The College of Engineering is committed to increasing enrolment of two underrepresented groups:

- Aboriginal students, who make up just 2 per cent of our undergraduate student body; and
- female students, who currently make up just 20 per cent of our undergraduate student body.

With particular regards to Aboriginal enrolment, the College of Engineering has not met the goals we set for ourselves. While increased Aboriginal enrolment remains a priority, we have struggled to find a way to make meaningful changes that will lead to the results we seek. In the third integrated planning period, the college is renewing this commitment and is determined to do more to ensure that Aboriginal students enroll in and are successful in engineering programs, and to ensure that people in the college better understand, respect and embrace Aboriginal culture.

As one component of the enrolment planning work that remains outstanding, the college must commit to placing particular emphasis on understanding and working to increase the presence of underrepresented populations in the college.

4. DESCRIPTION OF PROGRAM CHARACTERISTICS

No changes to the program are proposed.

5. RESOURCES (Appendix J)

To obtain resource estimates required to deliver each program, Department Heads within the College of Engineering were each asked to consider the total resources required to deliver their programs, measured by number of instructor hours, number of teaching assistant/marker hours, number of lab technician hours, space requirements/constraints for classes and labs, and estimated equipment costs. Department Heads were invited to consider the optimum size of classes and labs, as well as the constraints on section and lab sizes. Additionally, in light of workforce planning and staff and faculty complement planning, both existing and anticipated resources were considered.

Each Department Head, in conjunction with program chairs and faculty, considered the resource estimates in the context of the individual programs, and different scenarios were considered based on program quotas (current, proposed modest growth, proposed substantial growth).

Based on these overall estimates of required resources, a model was constructed to provide cost estimates of the different scenarios. Proposed program quotas are based

on the cost modeling and are reflected in the TABBS model revenue projections. **See Appendix I for the tables outlining the additional costs and additional revenue projected to flow to the College of Engineering. In summary, the increased enrolment can be fully funded with the resources anticipated by the TABBS model. The surplus of resources will be allocated by the Dean to best advance the college's mission of teaching, research and outreach, including addressing any unanticipated costs associated with growth.**

The work undertaken by department heads provides the solid foundation on which implementation plans can be built. It is expected that in all cases as implementation takes place over the next several years, changes in the university environment, natural evolutions in the faculty and staff complements, changes in the College's space, etc. will necessitate further consideration. The resource estimates are not seen as definitive for either the department or the college, but should be seen as providing information for all parties about the feasibility and viability of growth given the increased resources that will come to the university and the college.

6. RELATIONSHIPS AND IMPACT OF IMPLEMENTATION

A significant portion of the Bachelor of Science in Engineering is delivered by the Division of Science in the College of Arts and Science, and the Edwards School of Business supports the delivery of the Engineering Entrepreneurship Option. Prior to send this proposal to University Council, the college will work closely with the College of Arts and Science to secure its support for this specific level of enrolment increase.

The proposed enrolment increase is aligned with the PCIP-approved planning parameters for the third integrated plan. It is expected that administrative units on campus are aware of the increase and will be re-focusing their activity to align with student demand. If the undergraduate enrolment numbers from the Planning Parameters are implemented across campus, some program enrolments would decline while engineering's enrolment is increasing, allowing resources to be shifted to support engineering undergraduate programs and students.

7. BUDGET

Delivering a significantly larger program requires additional funding for the College of Engineering. Working in collaboration with the Office of Institutional Planning and Assessment and with the Provost's Office, the college has been assured that additional resources will be provided to the college using the Transparent, Activity Based Budget model (TABBS). See appendix J for additional detail.

TABBS is intended to help align college and unit budgets with activities in a more transparent, comprehensive, and systematic way and to ensure resources are put behind strategic priorities. In short, the TABBS model makes it possible for the University to understand and predict the increased revenues and expenditures resulting from a change in enrolment, and to provide predictable funding to the units involved so

that Engineering, Art and Science and other units can develop and implement a plan to address additional cost pressures resulting from growth.

Using the resource estimates and resulting cost estimates per program for delivery of increased program size, the TABBS model illustrates a scenario in which incremental tuition revenue is proportionally higher than anticipated incremental costs, providing assurance that enrolment growth is financially viable and would provide excess tuition revenue that could be invested in research, enhanced support for faculty and students and other targeted initiatives. While the TABBS model provides a planning scenario and not a guaranteed or approved budget for growth, it does enable the College to plan for enrolment growth with the understanding that increased tuition would flow to the college to ensure that new faculty could be hired to accommodate increased numbers of students.

Attachments

- A. Demand for Engineers
- B. Prospective Student Demand
- C. Enrolment Model
- D. Program Quotas
- E. Literature Review – What is Program Quality? - *To Be Distributed*
- F. Draft Terms of Reference, Quality Task Force
- G. Admissions Plan: Achieving Enrolment Targets
- H. Discussion Paper for Future Recruitment Planning
- I. Presentation: Retention
- J. Resources: TABBS Modeling

Related Documentation

Review the following documents for additional context:

- The College of Engineering 2012-2016 Strategic Plan:
- The College of Engineering PCIP Planning Parameters, Third Integrated Plan:

**UNIVERSITY COUNCIL
NOMINATIONS COMMITTEE
REQUEST FOR DECISION**

PRESENTED BY: Ed Krol Chair,
Nominations Committee of Council

DATE OF MEETING: September 19, 2013

SUBJECT: **Nomination for Research, Scholarly and Artistic Work
Committee**

DECISION REQUESTED:

That Council approve the following nomination:

That Keith Willoughby, Associate Dean, Edwards School of Business, be nominated to the Research, Scholarly and Artistic Work Committee for a term ending June 30, 2014.

Due to medical leave, Associate Dean Graham Scoles, Agriculture and Bioresources, must be replaced on this committee by another Associate Dean for the coming year.

ATTACHMENT: list of members

RESEARCH SCHOLARLY AND ARTISTIC WORK COMMITTEE

Reviews and advises Council on issues related to research, scholarly and artistic work including advising on research grant policies and the establishment of research centres. Meets twice a month.

Council Members

Yu Luo	Biochemistry	2015
Ranier Dick	Physics and Engineering Physics	2016
Julita Vassileva	Computer Science	2016

General Academic Assembly Members

Pamela Downe	Archaeology and Anthropology	2015
Paul Jones	SENS	2016
Tim Nowlin	Art and Art History	2015
Graham Scoles	Plant Sciences	2015
Jaswant Singh	Vet Biomedical	2015
Caroline Tait (Chair)	Psychiatry	2016
Keith Willoughby	ESB	2014

Other members

Undergraduate Student member	Jordan Sherbino, VP Academic, USSU
Graduate Student member	Izabela Vlahu, VP Academic GSA
Karen Chad	Vice-President Research
Adam Baxter-Jones	Acting Dean of Graduate Studies & Research

Administrative Support

Susan Blum	Director of Research Services
Laura Zink	Special Projects and Operations, Office of the Vice-President Research
Secretary: Sandra Calver,	Coordinator University Governance, Office of the University Secretary