

**AGENDA**  
**2:30 p.m. Thursday, October 23, 2014**  
**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 2014-15 academic year marks the 20<sup>th</sup> year of the representative Council.*

1. Adoption of the agenda
2. Opening remarks
3. Minutes of the meeting of September 18, 2014
4. Business from the minutes
5. Report of the President
6. Report of the Provost
7. Student societies
  - 7.1 Report from the USSU (oral report)
  - 7.2 Report from the GSA (oral report)
8. Motions from Council Members
  - 8.1 Report from the governance committee
  - 8.2 Report from the planning and priorities committee
  - 8.3 Report from the coordinating committee
9. Planning and priorities committee
  - 9.1 Item for information: Templates for the disestablishment or merger of departments
10. Nominations committee
  - 10.1 Request for decision: Nominations of the GAA Members to the Search Committee for the President  
  

*That Council approve the following nominations to the Search Committee for the President: Richard Julien, Department of Religion and Culture; Pamela Downe, Department of Anthropology and Archaeology; Paul Jones, School of Environment and Sustainability; Claire Card, Department of Large Animal Clinical Sciences.*
  - 10.2 Request for decision: Nomination to the University Review Committee (to be distributed)

- 10.3 Request for decision: Nomination to the Search Committee for Executive Director, School of Public Health

*That Council approve the nomination of Toddi Steelman to the Search Committee for the Executive Director, School of Public Health.*

11. Other business
12. Question period
13. Adjournment



*Minutes of University Council  
2:30 p.m., Thursday, September 18, 2014  
Neatby-Timlin Theatre*

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

The chair called the meeting to order at 2:32 p.m., observing that quorum had been attained.

1. Adoption of the agenda

DOBSON/MEDA: To adopt the agenda as circulated.

CARRIED

2. Opening remarks

Dr. Kalra, chair of Council, provided opening remarks, welcoming all in attendance and noting there would be a reception in the foyer outside the Neatby-Timlin theatre to mark the first meeting of the year. He noted the importance of the year ahead as Council celebrates the 20<sup>th</sup> year anniversary of its establishment as a representative body under the *1995 University of Saskatchewan Act*. A number of activities and events are planned to mark the occasion at Council meetings throughout the year.

The chair extended a particular welcome to those student Council members and members of the USSU and GSA student executive bodies present. He also recognized the chair of the University of Saskatchewan Faculty Association (USFA) and extended regrets on behalf of members of the University of Saskatchewan Board of Governors and the Chair of University Senate, who were invited to the meeting, but had scheduling conflicts. The chair also thanked those members who attended the presentation prior to the meeting titled, **"Demystifying Kerr and King – Part 1"**. A second presentation will be offered based on the interest expressed in the presentation evaluation forms.

The chair announced that Ms. Sandra Calver had been promoted to associate secretary, academic governance and in this role would provide lead support to Council. In addition to continuing as the coordinator of the planning and priorities committee, Ms. Calver will also be the key resource person to the coordinating committee, governance committee and the nominations committee. Ms. Elizabeth Williamson, university secretary, will continue to oversee the call for nominations and election of members to Council and serve as a member of the governance committee.

The chair reviewed the procedures followed for seating of voting and non-voting members, the usual procedures for debate, and requested that members of the media not record the meeting proceedings. The chair informed Council that he had been named as the recipient of a petition posted on [www.change.org](http://www.change.org) requesting that University Council rescind the Vision 2025 document and return the University of Saskatchewan to the people. The chair emphasized that Council has always worked and continues to work under three major principles: Council has always enjoyed academic freedom and continues to value it; Council is a collegial self-governing body and governs itself accordingly; and Council is the university's academic governance body where academic matters are considered and decisions are made.

The chair reminded members that nominations for election as member at large (one-year term) and election to faculty representative, Western College of Veterinary Medicine close on September

19th. Members were asked to discuss the importance of Council with their colleagues and to make others aware of the opportunity to serve Council by standing for election.

In closing, the chair noted that he would need to leave the meeting early due to travel, and would at that time request that Professor Bob Tyler, vice-chair of Council, chair the remainder of the meeting.

3. Minutes of the meeting of June 19, 2014

WOTHERSPOON/BRENNNA: That the Council minutes of June 19, 2014 be approved as circulated.

CARRIED

4. Business from the minutes

4.1 Motion from Individual Council member: Motion to rescind approval of document  
Vision 2025: From Spirit to Action

The chair provided the background to the motion, which was submitted and considered by Council at its June 19, 2014 meeting, with the end result of approval of a motion to postpone considering the motion until the September, 2014 meeting of Council. According to Kerr and King, a motion to rescind a previously approved substantive motion is not amendable and approval is by a majority of the votes cast. The chair then set out the process to be followed for debate and invited Professor John Rigby, mover of the motion, to speak to the motion.

Professor Rigby stated his reason for introducing the motion was quite narrow and specific, and had as its basis the fact that the Vision 2025 document represented the leadership of a president who, a few weeks after Council approving the Vision 2025 statement, was removed from her position by the Board of Governors. Therefore, it did not seem reasonable to him to bind the institution and the acting and future president to the previous president's statement, irrespective of whether the vision statement was a good and useful statement or a poor statement. The issue was that a president, who shortly thereafter ceased to be president, championed the statement. He recalled the discussion at the June Council meeting and conveyed his own view of the discussion: that those who opposed the motion believed the good in the vision statement would be lost if the motion was rescinded, and that those who favoured the motion saw the events over the past two years as disastrous, and viewed the motion as a means to express their dissatisfaction. Professor Rigby indicated that he had been heavily involved in planning at the institution over the past ten years. Based on the degree to which others have interpreted the motion as an indictment of planning, he noted that he no longer supported the motion and would be voting against it. He concluded his remarks by expressing that he was very interested to hear the debate and perspectives of his fellow councilors.

The chair indicated the motion was before Council and open for debate. A Council member conveyed his respect for Professor Rigby's opinion and the complicated matter of the document before Council, and indicated that he was speaking in favour of the motion. He noted that competing understandings will exist after the vote is taken either way and compared the vote to a referendum vote, where feelings run high and there are good arguments on both sides. He recalled that Council approved the vision statement with a ringing endorsement after President Busch-Vishniac agreed to remove one section of the document when he objected to its managerial overreach. He compared the document to TransformUS and expressed the hope that just as the university can salvage the best outcomes and insights of TransformUS so is the university able to salvage the very best of the

Vision 2025 document. However, due to the opening tone of the document, he believed the vision document should be rescinded and that a new document be created.

A Council member spoke in favour of the motion, indicating that the basis for her opinion was due to the inadequate process of consultation, with less than a week of feedback provided for the latest version of the document circulated. She also noted that she did not see the changes President Busch-Vishniac agreed to make in the document before Council. She proposed that Council rescind the document, and that the document be resubmitted to Council in its entirety for further discussion at the next two meetings of Council followed by a vote. The university secretary confirmed that an oversight had occurred and the document before Council did not reflect the amendments approved by Council when it approved the Vision 2025 document in April 2014, and it should have reflected those.

A newly appointed Council member expressed his confusion regarding the document, and whether the document represented another exercise in top-down planning or whether the objections were simply puffery. He indicated his concern is that too much of the university's budget is being diverted away from the students and teaching and being directed toward building a research-intensive university.

The chair noted that prior to the Council meeting, a member of Council provided him with signed copies of a petition urging University Council to rescind the Vision 2025 document. The chair read from the cover note: "Now that Busch-Vishniac has been removed from the presidency, it is time for the university to turn the page and rethink its vision, building on the present Mission Statement, which begins: 'The University of Saskatchewan belongs to the people of Saskatchewan. As an academic community, our mission is to achieve excellence in the scholarly activities of teaching, discovering, preserving and applying knowledge.' A motion to rescind Vision 2025 will be voted upon at the September 18, 2014 Council meeting. Should it pass, this motion will keep the current U of S Mission Statement in place until a new President and the U of S community determine otherwise." The petition reads, "We, the undersigned, support the founding and historic promise that the University of Saskatchewan belongs to the people and therefore respectfully request that the University Council rescind Vision 2025." The chair indicated that he wanted to share the substance of the petition with Council so that members were aware of the petition and what people were being asked to sign. The chair advised that he had been informed that approximately 360 individuals had signed the petition.

A Council member recalled that the history of the approval of the 1993 Mission Statement was not without controversy and that there was much discussion leading up to the presentation of the final document regarding what would now be referred to as Aboriginal engagement as being core to the document. The reference to Aboriginal engagement was excised from the document, and the document was narrowly passed. He noted that the university is now entering what could be termed as an interlude stage and that it is not yet known what the end of that interlude will be. Therefore, he asked members of Council to think carefully about turning away from a clear statement of Aboriginal engagement in the new mission statement within the Vision 2025 document.

A Council member noted that he found the revisionist approach distasteful as it seems as though the processes for questioning TransformUS have failed and as a result of a series of particular actions, President Busch-Vishniac is no longer the president. He noted that Council was not part of the decision to change the leadership, and that therefore he would be voting against the motion.

A Council member spoke of the culture of fear he has observed existing on campus the last few years, which has worked its way into the workings of Council. He noted that he had raised questions at Council on behalf of different Council members due to this fear. Although Council is a

collegial representative body, almost every person in the room has a person of authority over them also in the room. Administration asks that Council members engage critically at Council, while at the same time many members wish as a protective mechanism to stay quiet for fear they may lose their job if they speak out. He noted the events of this spring demonstrate that this fear is not irrational. He stated that Council members should vote their conscience in the manner they believe to be appropriate, and that for this reason he was going to vote for the motion, in support of the creation of a new vision document undertaken in a spirit of collegial cooperation.

A Council member commented on the rushed consultation process, particularly in the latter stages of the document's development. She noted many members of the university are confused about the priorities of the university due to TransformUS, and that many of these values are also reflected in the vision document. For these reasons, she stated she would vote in favour of the motion. She further noted that rescinding the approval of the document does not prevent those ideas regarded as valuable from being retained and reflected in a new document.

A member indicated he would speak against the motion as a large majority carried the approval of the vision document, and that for Council to now rescind its approval would be a direct reversal of its earlier opinion. He indicated that there are many good elements to the document, and that the document might be revised in the future. He expressed that he did not perceive any particular risk to members as a result of speaking their mind at Council and encouraged all members to speak their minds.

A non-member of Council who identified himself as the vice-president of the Indian Teacher Education Program Student Council encouraged Council members to make a fresh start and create a new document, which would reflect goals related to Aboriginal initiatives developed in consultation with Aboriginal students.

A Council member noted that individuals from the community, in addition to the university community, signed the petition. She recalled that the 2002 vision document was eloquent, confident and inspiring, whereas she found the Vision 2025 document disturbing as it contained an operational section on planning, containing statements, such as, "We will define a set of performance indicators." For this reason, she indicated she intended to vote in favour of the motion.

A non-member spoke of the use of language in the Vision 2025 document and expressed that in his opinion the document read as though it were written by technocrats rather than those with a gift for eloquence and inspiration. Another non-member agreed, noting that the document was terribly written, and that its emphasis on team experience and team research would never tempt any first-class minds to join the university. Several other non-members also spoke against the document and urged Council members to vote in favour of the motion due to the damaging events over the past months, citing that the document was created at a time when social justice was lacking and the governance model of the university consisted of 'perp' walks off campus. As TransformUS has largely been rescinded, Council members were urged to also rescind the Vision 2025 document, due to its close association with TransformUS.

The chair invited Professor Rigby to provide any closing remarks regarding the motion. Professor Rigby deferred the question to Professor Lisa Kalynchuk, seconder of the motion. Professor Kalynchuk indicated she planned to vote against the motion for the same reasons identified by Professor Rigby, namely that the spirit of the motion has been taken out of the context she and Professor Rigby intended. She also noted that having been involved with TransformUS that she believed the Vision 2025 document was distinct from the TransformUS process.

The chair called for the vote.

*RIGBY/KALYNCHUK: That Council rescind the motion moved by Dr. Walley and seconded by Dr. Kalynchuk of April 17, 2014 approving the document Vision 2025: From Spirit to Action as the new institutional vision document of the University of Saskatchewan.*

CARRIED (39 in favour, 27 opposed)

A non-member inquired whether the suggestion made at the June Council meeting that the international activities committee consider developing guidelines or policies about the university's relationships with countries with repressive regimes had been referred to the committee. The chair confirmed that the suggestion had been referred to the international activities committee.

## 5. Report of the President

President Gordon Barnhart extended congratulations to Council chair Professor Jay Kalra for being among the 2013 RBC top 25 Canadian immigrant award winners and commended Professor Kalra on this accomplishment. The president also expressed appreciation to the USSU and GSA student bodies for organizing a safe welcome week for students. He also commended Carol Rodgers, dean of the College of Kinesiology and Basil Hughton, athletic director of Huskie Athletics for taking the action to initiate drug testing for members of the football team and suspending the student who tested positive, despite being under no obligation to take this action under the rules of any sporting organization. The president indicated that this action clearly demonstrates to others, including other Canadian universities, that the University of Saskatchewan does not condone cheating.

The president continued his introductory comments by indicating the university campus has just come through a crisis. As the university moves forward there are many positive activities to celebrate, and he named several of these, such as, the recent job and career fair hosted at the university which was attended by hundreds of students and had over 140 displays and the recent \$5.0 M donation from the Canola Growers' Association to fund a chair in teaching and research in the College of Agriculture and Bioresources. He stated his belief in the university's governance model and his great respect for academic freedom and treating people with dignity and respect.

Over the summer, the president noted he attended the senior leadership forum retreat, met with deans, student members of the USSU and GSA, Council committee chairs, donors and alumni, and many others. As a result, he discovered that the mood and tenor on campus has greatly improved. Although much work remains, his belief is that the experiences the university has undergone will make it stronger as an institution.

Dr. Barnhart spoke of his role as interim president, and its various internal and external obligations. Externally, he will continue to work with donors who have expressed concern regarding the events at the university over the past months. Internally, over the coming months, he will spend time working with the provost and others to formulate a plan regarding institutional priorities. A set of eight institutional priorities has been identified, and he suggested that time to be taken to give careful consideration as to how to advance these priorities. Other changes, which were part of TransformUS, will continue to be considered by various colleges in a college-upward as opposed to a top-down approach. He expressed the hope that this approach would meet with Council's approval, and that he also hoped to have further discussion with Council regarding this strategy.

As the university is now healthy financially, the president indicated that change can be undertaken not with a budget deficit in mind, but with the promise and mission in mind to be one of the best universities in Canada. His commitment is to ensure the university will continue to be a good

steward of its financial resources, and to work to continue to create a positive atmosphere and move forward together.

#### 6. Report from the Provost's Office

Interim provost and vice-president academic Ernie Barber extended greetings to Council members and visitors. He noted his role is one of supporting the wellbeing of the university's academic mission and ensuring university priorities are aligned with resources. He expressed that he felt challenged and privileged to serve the university especially at this time. Over the past few months, he has listened and engaged with many people throughout the university and needs to continue to listen to others.

Although there are some who do not agree with the vision to be a top tier research-intensive university, Dr. Barber indicated that he heard those voices in opposition as a calibrating voice, to ensure that we explain not only what we are doing, but also why we are doing it. There is an overall sense that deans need to have a larger role directly in shaping our academic enterprise and that priority is given to rebuilding and rebalancing our relationships and demonstrating respect for diversity. Confidence is required to make difficult decisions in the face of uncertainty and to be strong advocates for the university as a place of learning and discovery even when there is a disagreement about decisions.

The senior leadership forum retreat in August resulted in the affirmation that the university must enhance its outcomes in learning and distance education, that the university must be focused and see resources as a means to an end, that people are to be treated with respect, diversity is critical, commitment to academic freedom is essential, and that relationships require work and commitment. Dr. Barber reiterated the commitment to work more collaboratively with Council and Council committees. The TransformUS action plan has been replaced by a smaller set of eight projects, which will integrate with the priorities of the university's integrated plan. Other projects will continue in a more decentralized fashion utilizing a process that maximizes resource allocation.

Dr. Barber concluded his remarks by acknowledging the pain many have experienced on campus. He indicated that all people should be treated with respect and should not fear making their views known, including deans who should bring forward their perspectives on all items before Council. There are more decisions to make and hard work ahead. However, as the university emerges from a budget adjustment process into relative financial stability, the intent is to continue to set priorities, ensure resources are fully aligned with those priorities and make decisions collectively and collegially.

Vice-president of finance and resources, Greg Fowler gave a brief presentation, attached as appendix B, as a first step to assist Council and promote a broad understanding of the university's financial situation. The presentation has been informed by discussions with deans and senior administrative leaders and the planning and priorities committee of Council.

Mr. Fowler indicated the provincial audit is an extensive audit and all controls, from procurement to financial reports, are reviewed. The university's audited financial statements are presented to the Board for approval in July, after which the provincial auditor's annual report is submitted to the provincial government and tabled in the legislature in October. Copies are available online and retained in the university archives for seven years; a limited number of hard copies are distributed.

The university's overall consolidated 2013/14 revenues were \$1.0 B. The operating budget and reserve is \$484.0 M. As reported to Council last June, \$32.0 M in savings overall has been achieved since 2012. As a result, the university is in a different and better financial situation than in 2012.



A slide was provided showing the actual operating budget revenues and expenses over time since 2006/07 and projected out to 2015/16. Mr. Fowler pointed out that the projected divergence between operating budget revenue and expenses is projected as much less in the future, than that seen in the actuals of 2012/13. With reference to the deficit, he emphasized that in speaking of the deficit, the reference has always been a projected deficit, as the university has not incurred a deficit in the past few years. He indicated that the monies allocated to colleges are held in their funds and unspent monies in college funds do not revert back to central accounts.

Meetings are occurring among financial teams to consider inviting members of Council to come together in smaller work groups if members have specific questions about the university's budget, which they want answered. Mr. Fowler indicated his job does not entail resource allocation. The president and provost allocate resources and his job as vice-president of finance and resources is to explain resource allocations. He closed by indicating that his team, together with Mr. Jeff Dumba, associate vice-president, Financial Services Division, is open to providing more financial information to Council.

Questions were invited. The provost was asked his opinion of the consequences and implications to the university's teaching mission as resources are directed toward its research mission. The provost observed that every single university among the U15 grouping of universities is noted for its student success in addition to its research success. Students in a research-intensive environment have a different experience than in a non-research-intensive environment. At a research-intensive university, students experience the environment as a place where learning is important, and the creation of new knowledge and the categorization and explanation of that knowledge are also important. In this manner, both the learning and discovery missions are lifted up.

A member asked about the institutional priority to "align our administrative services culture to support and facilitate our academic mission" noting that all faculty are interested in being better teachers and researchers, but there is an increasing administrative burden associated with teaching and doing research. The provost indicated that the intent is to focus administrative services so they demonstrably support our mission in learning and discovery. A leader will be identified for each of the eight strategic priorities, and each leader will communicate goals and timelines to Council. The vice-president finance and resources will lead the administrative services institutional priority.

The difficulty faced by some departments in mounting their programs due to loss of faculty members as a result of the retirement incentive plan was raised. In particular, it was claimed that the Department of Mathematics and Statistics was missing instructors for 18 of its courses in the second term. The provost acknowledged this concern and indicated that an urgent priority is to work with deans to reinvest resources to address the non-strategic withdrawal of faculty resources that occurred in response to the retirement incentive plan as an operating budget adjustment measure.

A non-member referred to the provost's statement that an important decision was made over a decade ago for the university to be one of Canada's tier one universities and noted that saying the university will be research intensive did not make it so without providing sufficient resources. The province also needs a broad based comprehensive education for Aboriginal students. In response, Dr. Barber indicated he was not convinced that the university did not have the resources to be active and influential in research at the local, global and national scale, in some cases. From its founding with the establishment of a college of agriculture, the university has been engaged with research. The expectation of the province is that the university will be engaged in teaching and learning, knowledge creation and knowledge dissemination. The university is informed by its

interaction with communities, and the goal to engage more with Aboriginal communities is not antithetical to the goal of being research intensive.

In response to a question from a Council member as to where the university stands among U15 members with respect to revenue from trusts and endowments, Mr. Fowler indicated that he did not have that information readily available but could provide it at the next meeting. From previous comparisons, he surmised that the university's standing would be quite low for many reasons, including a lower population.

## 7. Student Societies

### 7.1 Report from the USSU

Desirée Steele, vice-president, academic affairs of the University of Saskatchewan Students' Union (USSU) presented the report to Council. She spoke of the fresh mood on campus with the dissipation of TransformUS. She thanked the interim president and provost for making the right decision to rectify the process and come back together again as a community, recovering respect, collegiality, and academic integrity and shared investment.

The USSU is eager to move the university in the direction of the eight strategic priorities and partner with administration and the wider university community in this realization, in a fuller way than in the past. She spoke of the USSU's confidence in the ability and desire of the interim president and interim provost to carry out the core issues of learning and discovery as emphasized in the past months, and noted the many opportunities for conversations the president and provost have created with the USSU. She concluded by thanking those in attendance for their demonstrated commitment to governance and the university.

### 7.2 Report from the GSA

Izabela Vlahu, president of the Graduate Students' Association (GSA), presented the report to Council. The GSA has been active over the summer trying to make the association more efficient, for instance moving entirely to electronic communication to book the GSA Commons. She recognized the president's attendance at the Graduate Students' Association Orientation and reported the event was successful, safe, well attended and featured many student presentations and performances.

The GSA's priorities are likely to change over the course of the year, but core priorities include the active engagement of graduate students in university governance as elected members. The graduate student body is pleased with the direction the interim president has taken. The GSA is dedicated to working with members of the university to ensure the university will come out in a stronger position, but there is concern for the wellbeing of the university as a result of the faculty positions lost through the retirement incentive plan.

Ms. Vlahu thanked the College of Graduate Studies and Research for the support the college makes to the GSA each year, noting in particular the increased support received this year for student bursaries. In closing, she invited all in attendance to the GSA and USFA co-sponsored event on September 30<sup>th</sup> which will feature guest speaker Dr. Jim Turk, executive director, Canadian Association of University Teachers (CAUT), speaking on *Academic Freedom: Basic versus Innovative Research*.

The chair excused himself and vice-chair Professor Bob Tyler assumed the role of chair.

## 8. Planning and priorities committee

Dr. Lisa Kalynchuk, chair of the planning and priorities committee, presented the committee items.

### 8.1 Item for information: Report on Annual Capital

Professor Kalynchuk noted the Annual Capital Plan identifies major capital projects, priorities and activities, and forms part of the multi-year capital plan. The committee's feedback on the document influenced the revisions to the final version of the document, which was submitted to the Board of Governors for approval last June. A member asked why the committee's report and suggested revisions were not submitted to Council for approval prior to submission of the document to the Board, as the committee is subordinate to Council. Professor Kalynchuk asked that Council in this matter trust the committee to do its best to provide feedback as a representative agent of Council, based on the knowledge the committee will report back to Council.

### 8.2 Item for information: 2015-16 Operations Forecast

Professor Kalynchuk noted that a summary of the feedback provided on the draft 2015-16 Operations Forecast could be found in the committee's report. Rather than go over the suggested revisions, she took the opportunity to report to Council on the recent meeting she attended regarding the 2015-16 Operations Forecast held with representatives of the Ministry of Advanced Education and the Treasury Board. She noted she was impressed by the thoroughness of the government attendees and their interest in the eight strategic priorities identified by the interim president and interim provost. At the meeting, university officials explained the challenges and opportunities that faced the university based upon possible operating grant increases of 0%, 2% and 4%. Topics of particular interest to the government included the College of Medicine restructuring and the university's financial sustainability.

## 9. Academic programs committee

Professor Roy Dobson, chair of the academic programs committee, presented the reports to Council. He advised that both items were presented to Council for comment and feedback in June. The academic programs committee is extending the timeframe for consultation on the revised documents, and therefore both items are once again before Council for feedback and response. He asked that any suggestions be emailed to alex.beldan@usask.ca.

### 9.1 Request for input: Proposed Academic Courses Policy revisions

### 9.2 Request for input: Proposed Recommendations on Program Evaluation and Approval Processes

## 10. Nominations committee

Professor Ed Krol, chair of the nominations committee, presented the reports to Council.

### 10.1 Request for decision: Scholarship and Awards Committee

The chair indicated that new members were sought for the scholarship and awards committee due to resignations. The vice-chair called three times for nominations from the floor. There were none.

KROL/WOTHERSPOON: That Council approve the nominations of Robert Scott, Department of Chemistry and Ravi Chibbar, Department of Plant Sciences to the Scholarships and Awards Committee, for three-year terms respectively ending June 30, 2017.

CARRIED

The second motion was presented. The vice-chair called three times for any nominations. There were none.

KROL/WOTHERSPOON: That Council approve the nomination of Ravi Chibbar, to serve as Chair of the Scholarship and Awards Committee for a term ending June 30, 2015.

CARRIED

#### 10.2 Item for information: Nominations of GAA members to the Search Committee for the President

Professor Krol indicated that a call for expressions of interest to GAA members to consider serving on the search committee for the president had been issued by the nominations committee, and he encouraged members of Council to consider serving in this capacity or to nominate other GAA members. The nominations committee intends to submit the names of the nominees selected to Council at the October Council meeting. Nominations may also be made from the floor.

There was some discussion of what is meant by ensuring broad representation among those nominated to serve. Professor Krol clarified that if for example a dean of a small college were selected to serve on the committee, the nominations committee would avoid nominating a second individual to the committee from the same college. The committee's intent is to obtain the best combination of viewpoints across a range of variables, for example, ensuring that among the four GAA nominees there is a junior faculty member and a senior faculty member.

#### 11. Other business

There was no other business noted.

#### 12. Question period

There was a question of President Barnhart regarding Arbitrator Sims decision of the USFA grievance against the university, and whether the administration would appeal the decision. Dr. Barnhart indicated the matter is before the president's executive committee and that he would contact the USFA chair in the next few days once a decision was made.

#### 13. Adjournment

SINGH/ALBRITTON: That the meeting be adjourned at 4:45 p.m.

CARRIED

All present were invited to the reception in the foyer to mark the opening of the academic year and to welcome new members.

Next meeting – 2:30 pm, October 23, 2014

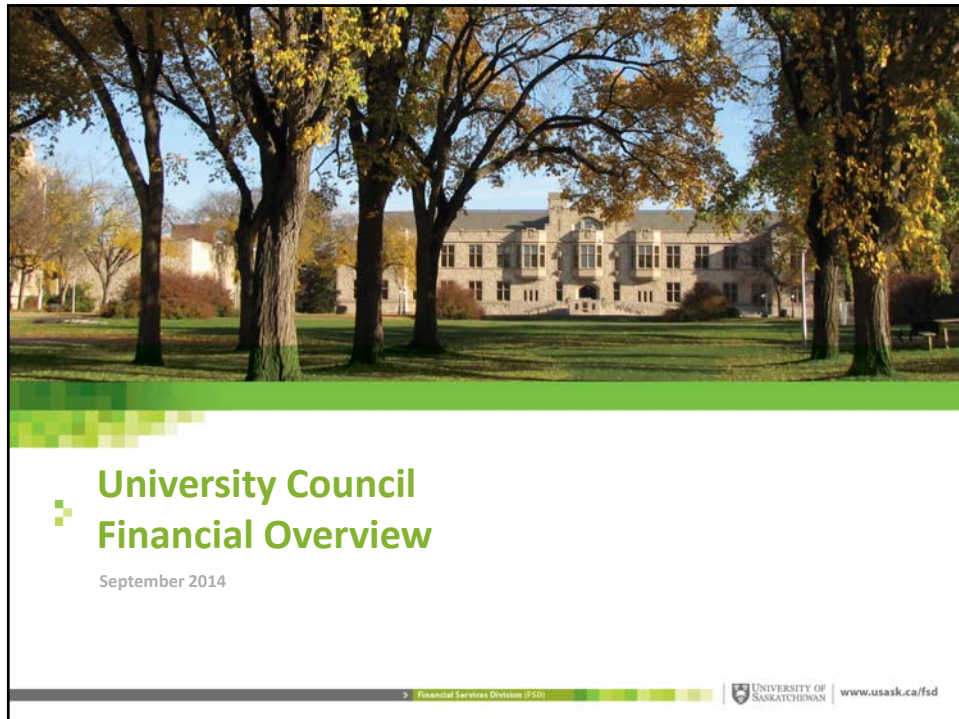




## COUNCIL ATTENDANCE 2014-15

### Non-voting participants

[illegible]



UNIVERSITY OF SASKATCHEWAN | Financial Services Division FSD

## Availability - Audited Financial Statements

Upon acceptance of the auditor's annual report to the Provincial Government (typically in October of each year), copies are made available through:

- Online publication at:  
[http://www.usask.ca/reporting/annual\\_reports/](http://www.usask.ca/reporting/annual_reports/)
- The University Archives retains copies for seven years.
- There are a limited number of 'hard copies' produced and distributed.

Financial Services Division (FSD) | UNIVERSITY OF SASKATCHEWAN | www.usask.ca/fsd



## Provincial Auditor Report Extract

### Opinion

In my opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the University of Saskatchewan as at April 30, 2014, and the consolidated results of its operations and changes in fund balances and consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

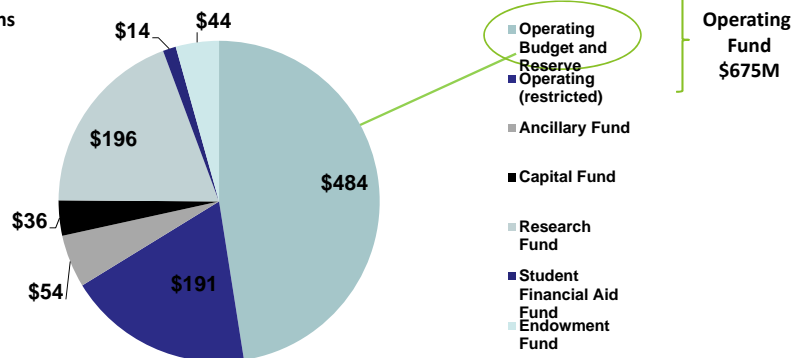


Judy Ferguson, FCA  
Acting Provincial Auditor

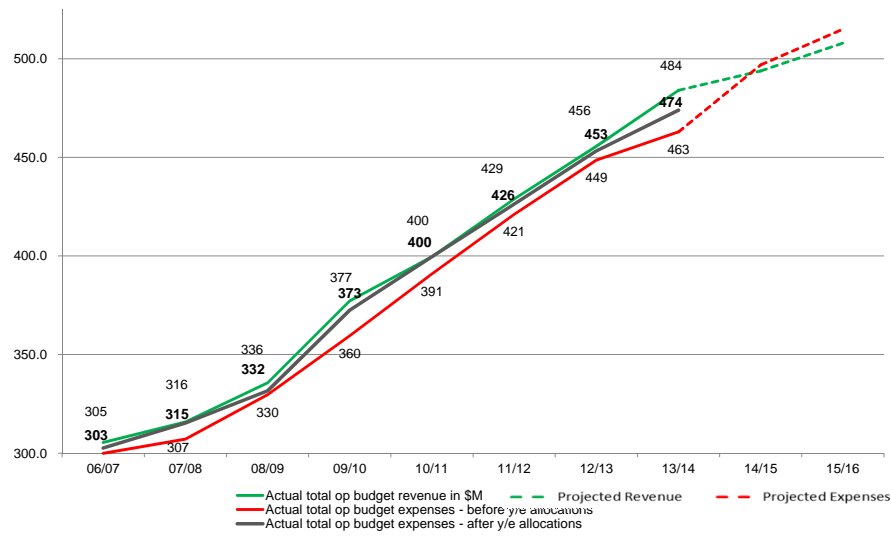
Regina, Saskatchewan  
July 29, 2014

## Consolidated 13/14 Revenues: \$1.0B

In millions



## Actual operating budget revenues and expenses



**PRESIDENT'S REPORT TO UNIVERSITY COUNCIL**

October 2014



September is always an exciting time on campus. The University of Saskatchewan definitely comes alive as students and faculty return to classes. I have had many formal, scheduled opportunities to connect with people from different colleges and units and am getting feedback on what is happening and gaining a better understanding of the campus climate. I am also making time for those informal opportunities – talking with students in the Bowl, staff in lower Place Riel, faculty in the hallways, and ‘checking-in’ whenever possible. Thank you to those that do take the time to connect and provide feedback.

As we settle into the fall the coming month will continue to be just as active. October is the convergence of our three governing bodies as the Board of Governors has its meetings and annual retreat, University Senate has one of its two annual meetings, and University Council continues its regular schedule. October also brings with it fall convocation and the many celebrations that accompany it. For my own schedule, in addition to these important internal activities, I will be spending more time away from the university connecting with our partners around the province and beyond. I look forward to connecting with our community partners and stakeholders, government officials, donors, and alumni around the world listening to their perspectives and telling them all about the great things going on at the University of Saskatchewan.

Gordon Barnhart,  
Interim President and Vice-Chancellor

**Government Relations**

Recently, our government relations officer, Elissa Aitken, left us to work for the Ministry of Advanced Education. This has provided the opportunity to work with the vice-presidents and other senior leaders to discuss support needed in regard to government relations. I believe we have some work to do to strengthen our relationships with our provincial and federal representatives, and I want to ensure the right support structures are in place during my time in office.

To assist in meeting our needs in this portfolio created by Elissa's absence, I have hired Chris Stoicheff as a government relations specialist. Chris is a former USSU president and former member of the Board of Governors, has worked for elected representatives in the provincial

and federal government, and has had his own government relations consulting business. Chris will assist in providing communications support, bring a government lens to internal discussions and meetings, and coordinate government connections at the executive level.

## Presidential Travel

### Provincial Tour

I had the pleasure of participating in my first “President’s Provincial Tour” which took place in La Ronge. Accompanying me were representatives from the Colleges of Nursing, Arts and Science, Education, and from Advancement and Community Engagement. We had the pleasure of visiting local schools and worked hard to recruit some of our future students. We visited our partner in education, Northlands College, where President Toby Greschner treated us to a tour of the facilities. After meeting with NORTEP/NORPAC representatives, we ended the day with a reception for alumni and friends.

This is the first of six locations we have mapped out for the year, with our next trips focused on Regina and Weyburn. I think these activities are vital to building relationships with our provincial supporters and stakeholders. I look forward to continuing this tradition as the year progresses.

### AUCC and U15 Meetings

The fall meetings of the AUCC and U15 are taking place in Ottawa in late October. Both organizations provide us with a collective view of the national post-secondary education landscape. We will be discussing issues associated with research funding, national advocacy and determining our collective place within the country’s ‘innovation agenda.’

### China

It is confirmed that I will be travelling to China in late November for the primary purpose of donor and alumni meetings. Wanting to take full advantage of the trip, we are scheduling visits to academic institutions and research facilities as well as connecting with local business and community leaders. I look forward to learning more from our partners in China and for the opportunity to further enhance our reputation there.

## Transit Support for Students

As of the writing of this report, we are in the midst of labour action between the city and its transit union. This action has caused upheaval for many of our students, staff and faculty who rely on city transit to get to campus each day. I wanted to take this opportunity to applaud our campus leaders for pulling together and showing leadership with action by doing what we can to mitigate the impact on our community. It’s amazing what we can accomplish when we all pull together.

In addition to offering more, affordable parking and encouraging bike use, we have initiated our own transit service for those most in need. Securing our own buses to pick up members of the U of S community and arranging for shuttle services from drop-off locations will provide some respite to our students, faculty and staff. Nothing can replace the full services offered to us by the city and its workers, of course, and we hope there is a swift resolution to this action.

### New Board Leadership

At the October meeting of the Board of Governors, a new board chair and vice-chair were elected, replacing retiring board chair and long-time member Susan Milburn. I want to publicly thank Susan for her leadership and commitment to the board and our university.

Taking Susan's place will be Greg Smith, a U of S commerce graduate and partner in the Swift Current accounting firm Stark and Marsh LLP. Greg is not new to board leadership as he has been a board member since 2007 and most recently the vice-chair. Replacing Greg as vice-chair will be Lee Ahenakew, also a commerce graduate and a current employee of BHP Billiton working in community engagement. I look forward to working with Greg and Lee as we move forward with our plans in the coming year.

**PROVOST'S REPORT TO COUNCIL**

**October 2014**

**INSTITUTIONAL PLANNING**

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

PCIP met twice in September. At their retreat on September 8, PCIP considered their priorities for the year, which included a discussion of the [eight priorities for action in 2014/15](#), faculty complement planning and beginning the process of transitioning to responsibility centre management. PCIP also decided to suspend the meetings of PCIP-AC for the 2014/15 year. On September 22, PCIP discussed a number of documents prepared for the October 7-9 meeting of the Board of Governors, including the childcare expansion project, the Health Sciences ICT data centre, options for the development of a new ice facility, the energy and water conservation policy, and a report on the contingency funds held across the university.

**RESOURCE ALLOCATION**

**Operations forecast**

The University of Saskatchewan submitted its annual operations forecast to the Saskatchewan Ministry of Advanced Education on September 16. For 2015-16, the university is requesting at a minimum:

- an operating grant economic increase of at least 2.0 per cent over the 2014-15 grant (\$6.6 million);
- continuation of \$3.6 million in targeting funding for existing commitments, \$9.6 million on other targeted provincial funding (CLS, VIDO and scholarships), and \$2.13 million for InterVac;
- funding for principal and interest on capital debt of \$19.1 million; and
- capital funding of \$25.6 million including health sciences, preventative maintenance and renewal.

The full [operations forecast](#) can be viewed online. At this time the university is also reviewing contingency balances at the request of the province.

**Tuition**

On September 11, Statistics Canada released its annual report on university tuition fees, reporting that Saskatchewan had the highest undergraduate tuition fee increase in 2014-15 at four percent, which is above the national average of 3.3 percent. Despite the fact that Saskatchewan had the highest increase in Canada, the University of Saskatchewan does not have the highest tuition. Tuition rates for the majority of programs at the University of Saskatchewan continue to be below the median of our U15 and western Canadian comparators. For more information, please visit [usask.ca/tuition](http://usask.ca/tuition).

The University of Saskatchewan places the utmost priority on providing access to high quality and affordable education. Ensuring affordable education is not only addressed through tuition fees, but also by ensuring appropriate financial support is available to students who need it. We are in the early stages

of preparing recommendations to the Board of Governors for 2015-16 tuition rates, and upon approval, those rates would be announced in early 2015. We will continue to apply the board-approved tuition principles of affordability and accessibility, enabling quality and comparability appropriately to our diverse array of program offerings, with an institutional commitment to ensuring affordability and accessibility. We are equally committed to meaningful student engagement in conversations regarding tuition rates, and we will continue to rely on the leadership of our student organizations, deans and executive directors in this regard.

## ***INSTITUTIONAL EFFECTIVENESS***

### **Achievement record**

The 2014 version of the achievement record is now published [online](#). Similar to previous years, it contains university-level indicators with definitions, detailed information and benchmarks with peer institutions where appropriate. The release of the achievement record on an annual basis aligns to our interest in quality and accountability, originating from the second integrated plan. Moving forward, there are plans to continue to provide more data/information about our university to stakeholders to ensure accountability in our activities.

### **University rankings**

We are in the middle of a busy period for rankings with the results of many rankings recently released or soon to be released over the next month. There are five institutional ranking instruments that are of interest to us: the Academic Ranking of World Universities (ARWU, also known as the “Shanghai Rankings”), Quacquarelli Symmonds (QS) World University Rankings, Times Higher Education (THE) World University Rankings, Maclean’s (Canadian) University Rankings and the Research Infosource Research Universities of the Year. To date, the ARWU and QS rankings have been released and in both cases the University of Saskatchewan experienced a decline in its ranking. Moving forward, the office of Institutional Planning and Assessment will be analyzing the cumulative results of all five instruments in detail to identify ways in which U of S processes or activities can be modified and/or monitored to move us towards more positive ranking results in upcoming years. We also plan to engage academic and research leaders in collaborative discussions and planning on strategies for improving our position in institutional rankings. Further details on the ARWU and other university rankings are available on the [IPA website](#).

### **Reviews**

As part of our commitment to excellence in teaching and research, we will be initiating external academic reviews of our three interdisciplinary graduate schools – beginning on November 1, 2014 with the School of Public Health (SPH). The reviews are being done in accordance with normal university policies that require periodic reviews of academic entities. Each review will examine the school’s mission and vision, organizational structure and governance, academic and educational activities, research activities, and partnerships. The SPH review is expected to be completed by the end of January 2015 with plans for initiating reviews of the other two schools to follow. A [media release](#) further outlines the details of this review.

## **COLLEGE AND SCHOOL UPDATES**

### **College of Arts and Science**

Biology student Adam Crane was awarded a \$150,000 Vanier Canada Graduate Scholarship, which recognizes world-class PhD students who demonstrate both academic excellence and remarkable leadership skills.

The Department of Drama is proud to announce an innovative new program of study—first of its kind in Canada—wîcêhtowin: Aboriginal Theatre Program. ATP is a Two-Year Arts and Sciences Certificate program for Aboriginal students. Launching in the fall of 2015, the 30-credit program provides rigorous training in preparation for a career in theatre, television, film and related entertainment industries.

Lawrence Martz has been appointed acting vice-dean of social sciences for the College of Arts & Science. The full announcement is

at: [http://artsandscience.usask.ca/news/n/4387/Lawrence\\_Martz\\_appointed\\_acting\\_vice\\_dean\\_of\\_social\\_sciences](http://artsandscience.usask.ca/news/n/4387/Lawrence_Martz_appointed_acting_vice_dean_of_social_sciences)

Jim Waldram (Psychology) was named a Fellow of the Royal Society of Canada—our country's senior body for distinguished scholars and one of Canada's highest academic honours.

Erika Dyck (History) and Regan Mandryk (Computer Science) were selected as inaugural members of the Royal Society of Canada's (RSC) College of New Scholars, Artists and Scientists.

On June 2, the college held its second-ever Curriculum Renewal half-day workshop, which proved to be a significant success in terms of faculty participation, feedback, and ideas generated from small group work. We heard presentations from members of the college's three Working Groups on Curriculum Renewal: Foundational and Capstone Courses ("The Art & Science of"); Aboriginal college goal; Writing across the Curriculum and Communication Goal, all online

at: <http://artsandscience.usask.ca/curriculumrenewal/june2-2014.php>

The REDdress Project—an art installation and commentary by artist Jaime Black curated by members of the Department of English—has drawn significant attention from around the province. Dozens of empty red dresses were hung around the U of S campus for the project as a critical response to the hundreds of murdered and missing Aboriginal women across Canada.

The College of Arts & Science Book Club presents for its 2014-15 selection Joseph Boyden's *Three Day Road*. Please join us for two very special events: Oct. 15, 1:00-2:30 p.m. Book Club: *Three Day Road* (discussion & coffee); Greystone Theatre, John Mitchell Building; Free and open to the public, and Oct. 15, 7:30 p.m. "My Writing Life" (lecture, reception & book signing); Convocation Hall, Peter MacKinnon Building; Free and open to the public.

On Sep. 16, 2014, the College of Arts & Science hosted a unique social media contest for its students. Over a 24-hour period, students were invited to post social media content to their personal accounts that showed what makes the college special. On Twitter, Facebook, Instagram and Vine, entries were broadcast to the world with the use of the #1dayartsci hashtag. More than 250 submissions were made, and a selection committee made up of college staff and members of the ASSU chose their favorite entries and awarded them prizes. Nearly 50 winners were announced over a three-day period. See the



winners via

Storify: [http://artsandscience.usask.ca/news/n/4490/The\\_1Day\\_Contest\\_first\\_group\\_of\\_winners](http://artsandscience.usask.ca/news/n/4490/The_1Day_Contest_first_group_of_winners)

Terry Wotherspoon, head of the Department of Sociology, has been elected president-elect of the Canadian Sociological Association.

The 2014 Timlin Lecture was hosted by the Department of Economics on September 22. Dr. Miles Corak from the University of Ottawa spoke about "Inequality and its Discontents."

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

The College of Pharmacy and Nutrition at the University of Saskatchewan (U of S) has launched a new service offering patients a second opinion on their prescriptions.

The Medication Assessment Centre is an educational resource where faculty and students consult with patients on their prescriptions to provide optimal care. It is currently one of two programs of its kind in Canada.

The centre started as pilot project in 2010 as part of a student's masters thesis. The success of that project prompted the creation of a full-time service offered through the college, which officially opened in February. Since then, about 150 patients have had their medications assessed at the centre.

Patients can be referred to the Medication Assessment Centre by their health care providers (family doctors, nurse practitioners, pharmacists, physiotherapists, etc.) or they can self-refer. People are encouraged to consider booking an appointment for themselves, family, or friends who are taking five or more medications, are experiencing drug related side effects, who are having trouble remembering to take their medication or are taking them incorrectly, have chronic conditions (diabetes, high blood pressure, chronic pain) or who have multiple drug related questions.

The centre pharmacists do not dispense medication and make no changes to the patient's medication regimen. Instead, they review the patient's health and medication history to ensure they are taking the right medication, and answer any questions the patient may have about their prescriptions.

If they feel a change is necessary, they consult with the patient's referring physician or nurse practitioner.

Additionally, pharmacy students will work alongside faculty to learn first-hand the consultation process between pharmacists and their patients, gaining valuable clinical experience early in their academic career.

The centre is located on the third floor of the E-wing in the Health Sciences building.

### **College of Pharmacy and Nutrition Dean Emeritus Research Trust Fund**

This newly established fund has been set up in honour of past deans of Pharmacy and Nutrition at the University of Saskatchewan. This fund will support the continued research and innovative initiatives in the College of Pharmacy and Nutrition. The college has already received \$100,000 for this fund and will launch a new campaign to raise up to \$1 Million Dollars for this Fund over the next year called the Pharmacists and Dietitians Celebration Tour.

A big thank you to the following people who have agreed to sit on the advisory board for this fund:

- Dean Emeritus Bruce Schnell
- Dean Emeritus Jim Blackburn
- Dean Emeritus Dennis Gorecki
- Former Dean David Hill
- Dean Emeritus (University of British Columbia, Faculty of Pharmaceutical Sciences ) Frank Abbott (U of S Alumnus)
- Wayne Riggs (Native Saskatchewanian and former Acting Dean and Current Associate Dean of Academic Affairs, Faculty of Pharmaceutical Sciences, UBC)

#### **New Pharmacy and Nutrition Student Scholarships**

**“The Dana Karlson Award in Pharmacy”** has been established. This award will provide financial assistance and recognize a 4th year student in the Bachelor of Science in Pharmacy program at the University for their interest in Pharmacy ownership, entrepreneurial promise, and social and interpersonal skills that extend beyond the pharmaceutical industry. This \$3,000 / year award will remain in existence for three years, and thereafter at the discretion of Dana Karlson ('97 Pharmacy Graduate), pharmacy owner in Battleford, Cut Knife and Turtleford.

**The newly founded “Medicine Shoppe Pharmacy – U of S Campus Scholarship”** will reward academic achievement and recognize volunteerism and commitment to community service of 4th year Bachelor of Science in Pharmacy students at the University. This new \$500 / year scholarship has been put in place by Carla Guedo ('05 Pharmacy Graduate), owner of the Medicine Shoppe located in Place Reil.

Thank you Mr. Dana Karlson and Mrs. Carla Guedo for giving back to our college and supporting our students so they can spend more time focusing on their 4th year academic duties and less time on their financial obligations.

#### ***OFFICE OF THE VICE-PRESIDENT RESEARCH***

The research highlights for the month of October are reported in the attachment by the office of the vice-president, research.

## INITIATIVES

### UnivRS Launched

The **University Research System (UnivRS)** version 1.0 launched to Research Services staff on September 22<sup>nd</sup>, replacing the previous Legacy Access Database system. In the coming months, some colleges will participate in a pilot release to prepare for university-wide implementation. The launch of UnivRS is a major first-step towards electronic research approvals. For more information on UnivRS, visit <http://goo.gl/eztQli>.

### U of S Young Innovators Get Public Profile

The OVPR launched its 10<sup>th</sup> annual **Young Innovators** series in the StarPhoenix this September. The weekly science articles are written by and about U of S graduate student researchers and will be published every Monday throughout the fall. To read stories published so far, visit: <http://goo.gl/g0VhW1> and <http://goo.gl/gpPFuu>.

### International Activity

The following international initiatives took place in September:

- ❖ A Memorandum of Understanding was signed on September 16<sup>th</sup> with **Bern University of Applied Sciences** in Switzerland.
- ❖ A delegation from the **Indian Institute of Technology, Gandhinagar** visited the U of S on September 1-3<sup>rd</sup>.
- ❖ The Consul General of Italy in Vancouver visited the U of S on Sep 17<sup>th</sup>.
- ❖ Dean of Agriculture & Bioresources Mary Buhr visited **Northwest A&F University** in China.

## REPUTATIONAL SUCCESSES

### Health Scientists Receive National Honour

Three U of S health scientists have been elected as fellows of the Canadian Academy of Health Sciences. **Larry Brawley** (Kinesiology), **Jo-Anne Dillon** (VIDO), and **Ivar Mendez** (Surgery) have all been recognized for their demonstrated leadership, creativity, distinctive competencies and commitment to advance academic health science. For more information, visit: <http://goo.gl/AacmXI>.

### Waldram and Dalai Named to Royal Society

**Jim Waldram** (Psychology) and **Ajay Dalai** (Chemical and Biological Engineering) have been named **Fellows of the Royal Society of Canada** – our country's senior body for distinguished scholars and one of Canada's highest academic honours. For more information, visit: <http://goo.gl/qwK9U7>.

### Faculty Appointed to College of New Scholars

The Royal Society of Canada selected three U of S researchers during the inaugural year of its College of New Scholars, Artists, and Scientists. **Daniel Béland** (Public Policy), **Erica Dyck** (History), and **Regan Mandryk** (Computer Science) were all recognized as members of Canada's emerging generation of intellectual leaders.



## FUNDING SUCCESSES

### Research Projects Sponsored

Four U of S projects secured more than \$1M through contracts with sponsors:

- ❖ **Trever Crowe** (Mechanical Engineering) has been provided \$373,052 by the **Canadian Poultry Research Council** and **AgriInnovation** under the Growing Forward 2 program for the project, *"The Influence of Extreme Temperature on Turkey Physiology, Welfare and Meat Quality"*.
- ❖ **K. Erique Lukong** received \$375,000 from the **Canadian Breast Cancer Foundation** for the project *"Epigenetic Regulation of the FRK Tumor Suppressor Gene in Triple Negative Breast Cancers"*.
- ❖ **Steve Shirliffe** (Plant Sciences) was funded by **Agriculture and Agri-Food Canada** and the **Organic Federation of Canada** on two projects under the national Growing Forward 2 program. The expected annual award for *"Novel Cultural and Mechanical Weed Control for Flax"* is \$40,000 and \$70,000 for *"Integrating Weed Control for Organic Pea and Lentil Production"* over three years.

### Researcher Among Leads on National Initiative

**Debra Morgan** (Canadian Centre for Health and Safety in Agriculture) is a PI on the *Canadian Consortium on Neurodegeneration in Aging*, a new national funding initiative aimed at preventing and mitigating the toll of neurodegenerative diseases for individuals and society. Morgan will lead a team receiving \$500,000 from **SHRF** to investigate issues in dementia care for rural populations.

### U of S Star in Global Health

**Ron Geyer** (Pathology & Laboratory Medicine) received \$112,000 from **Grand Challenges Canada's Stars in Global Health** program for the project *"Plant-Based Passive Immunization Against Dental Caries"*. The project aims to design plants which help prevent tooth decay when chewed, and will partly take place in the Republic of Yemen. For more information, visit <http://goo.gl/9Byo1c>.

### SSHRC Partnership Grants Awarded

U of S researchers are co-investigators on two recently successful **SSHRC Partnership Grants**:

- ❖ **Ken Coates** (Public Policy), **Philip Loring** (SENS), **Rose Olfert** (Public Policy) and **Ryan Gibson** (ICNGD) are co-investigators on the \$2.5M project *"RPLC: Rural Policy Learning Commons: Building Rural Policy through International Comparative Analysis"* awarded to William Reimer of Brandon University.
- ❖ **Ken Coates** (Public Policy), **Carin Holroyd** (Political Studies) and **Peter Phillips** (Public Policy) are co-investigators on the \$2.9M project *"PROGRIS: Creating Digital Opportunity"* awarded to David Wolfe of the University of Toronto.

### SSHRC Awards Connections Grants

Two U of S researchers were successful in receiving a **SSHRC Connections Grant**:

- ❖ **Stephen Wormith** (Centre for Forensic Behavioural Science and Justice Studies) was awarded \$16,274 to assist with the *"15th Biennial Symposium on Violence and Aggression"* held in June at the U of S in collaboration with Correctional Services Canada, Saskatoon City Police and the Saskatchewan Ministry of Justice.
- ❖ **Isobel Findlay** (Management and Marketing) is a co-investigator on *"Pursuing Excellence in Collaborative Community-Campus Research (CCCR): A National Summit"* led by Joanna Ochochka of the Centre for Community Based Research. The project was awarded \$50,000 to assist in supporting outreach activity.

### Internal Funding Awarded

The OVPR provided support in September through the following Internal Funds:

- ❖ **Visiting Lecturers Fund**: Three awards of \$1000.
- ❖ **Publications Fund**: 11 awards were made totaling \$14,599, plus learned journal subsidies were continued to the **Canadian Journal of History** (\$5,000) and **Native Studies Review** (\$3,500).

## NOTICE OF MOTION

For the attention of the Coordinating Committee of University Council

*Moved James Brooke; Seconded William Bartley (both members of University Council):*

*“In light of Vice-President Finance Greg Fowler's announcement at last Council's 22 May 2014 meeting that "the TransformUS process will be slowed", and in light of persistent calls for clarity in respect of the claimed \$44.5M projected deficit to 2015-2016, and considering that precision is required as to the meaning of 'slowing down' ... Council resolves that:*

*(i) the TransformUS process, including the Action Plan (30 April 2014) along with the Project Briefs (1 May 2014) and their stated completion datelines, shall be suspended until the current senior administration duly provides to the Council:*

*(i) (a) essential financial information leading to an independent audit of all underpinning budget changes that resulted in irregularities that figured into the projected \$44.5M deficit; and does so in a manner to ensure openness and transparency of the records, i.e., no items shall be deemed confidential or outside the purview of this audit*

*(ii) after a sufficient period of reflection, to be determined by Council, following Council's receipt of the audit described in (i), there shall be a subsequent vote by Council to decide whether, in light of the information contained in the audit report, Council recommends that a possibly modified TransformUS process continue at a rate, to be determined by Council, or be terminated.*

### ***Definitions that should be treated as parts of the Motion:***

*The audit referred to in (i) shall include a complete and comprehensive summary with budget allocations for at least the ten-year period 2004-2014, of all items entering into costs associated with all activities of Colleges, Schools, Institutes, Centres, University Administration, and costs associated with all other entities associated with the University whose activities are not primary to the support of the University's fundamental mandated core mission (Primary Role) as specified in the University Act 1995:*

#### **Primary role of university**

4(1) The primary role of the university is to provide post-secondary instruction and research in the humanities, sciences, social sciences and other areas of human intellectual, cultural, social and physical development.

(2) The board, senate and council are responsible for determining the manner in which the university shall fulfil its primary role having regard to:

(a) this Act; and

(b) the recognized principles of academic freedom.

**1995, c.U-6.1, s.4.**

*Referring to (ii), if Council votes that a possibly modified TransformUS process continue, then Council shall be consulted with respect to every Action Plan Project of an academic nature and every Action Plan Project having impact on academic programs, and prior to the implementation of any such project a vote of approval of implementation for that project shall be affirmed by Council. An omnibus motion to approve Action Plan Projects shall not be entertained.*

*If Council votes to terminate the TransformUS process, then Council shall develop, through existing and possibly new Council committees, a process to address any projected budget deficit to 2015 that was identified in the independent audit referred to in (i).”*

## **Background – which will not form part of the Motion ...**

### **Preamble**

“If there is any time in our recent history where we should take the time needed to make decisions that time is now.”

**Gordon Barnhart, Interim President, UofS, 6 June 2014 in reply to the DefendUS Open Letter of 26 May 2014**

Considering the events of May in which the President was relieved of her job by the Board of Governors and the Vice-President Academic and Provost resigned and during which, in the lead-up to those events, both those senior administrators proclaimed in audio clips and newspaper quotes that Senior Executive solidarity required that criticisms were unacceptable once a policy was proclaimed by the Senior Leadership Team, and in consequence of that proclamation it being clear that votes on Council were not as free as members of Council had always been given to believe (according to the Council Bylaws:

*Members of the Council and members of committees of the Council will have as their principal concern the welfare of the University community. They will exercise independent judgment and may not act as agents of any person or organization.) ... it seems clear that University Council desperately needs to exercise some independence and take responsibility for some aspects of the TransformUS process.*

This motion is a minimal effort in that direction. A more aggressive motion could have, and in the view of many, should have been advanced at this time, however some period of reflection now is much needed and perhaps this motion will provide for that.

Given that the TransformUS process was ‘approved in principle’ by Council in January 2013, given that reports by Council Committees have been delivered to PCIP and ‘submitted to Council for information’, given that Council will – no matter whether the outcome of TransformUS is subsequently by future generations regarded to have been a good or a bad process – nonetheless it is absolutely clear that University Council will bear a great responsibility for it.

This motion is intended to give the entire University a break and to permit University Council to reclaim in meaningful terms some measure of its role in the governance of the University of Saskatchewan.

**Kathleen Solose/Marcel D'Eon June 5, 2014 Motion**

In light of Vice-President Finance Greg Fowler's announcement at last Council's 22 May 2014 meeting that " ...the TransformUS process will be slowed ...", and in light of ongoing calls for clarity in respect of the claimed \$44.5M projected deficit to 2015-2016 ... be it resolved that Council

call for the suspension of the TransformUS process, including the Action Plan (30 April 2014) along with the Project Briefs (1 May 2014) and their stated completion datelines, pending the receipt by Council of an independent audit of all budget items over the last ten years and those projected to 2016 that figured into the projected \$44.5M deficit figure, including university administration, building projects, infrastructure, activities of all Colleges, Schools, Institutes, Centres, partnerships and all other entities associated with Strategic Initiatives and the Third Integrated Plan. No items shall be deemed confidential or outside the purview of this audit.

**Rationale:**

A 44.5 million dollar projected deficit has been used as a motivating factor to justify the TransformUS process. Although it has been said that TransformUS is essentially a prioritization process, independent of budgets or deficits, which involves investment in selected areas of the University over others, it would be useful to have a precise view of what monies have been spent over a period of years in all areas of the University, and of details of the projected budget, so that there is more clarity for Council and other Governance bodies to forge future directions for the University of Saskatchewan.

**Kathleen Solose/Marcel D'Eon Alternate motion – Sept. 1, 2014**

Whereas University Council is responsible for overseeing and directing the university's academic affairs,

and

Whereas the primary role of the university is to “provide post-secondary instruction and research in the humanities, sciences, social sciences and other areas of human intellectual, cultural, social and physical development” (University Act, 1995),

and

Whereas the purpose of the budgetary allocations is to serve this primary role,

Whereas a projected deficit was given as a rationale for the TransformUS process,

We move that all aspects of the TransformUS Action Plan that have bearing on academic programs, including the closure of libraries and the reconfiguration of support staff and services, be suspended until Council is provided with a detailed and independent external audit of all aspects of the university operations, including administrative salaries and budgets of all institutes, centres, building projects and units over the past ten years, with a view to reexamining the balance of our mandated priorities.



**Office of the University Secretary**

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## MEMORANDUM

**TO:** Louise Racine, Incoming Chair, Governance Committee

**FROM:** Elizabeth Williamson, University Secretary

**DATE:** **June 27, 2014**

**RE:** **Motions from Professors Solose and Brooke**

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At the coordinating committee meeting of June 9, 2014, the following motion was carried:

That the motions supplied to the coordinating committee by Professor Solose and Professor Brooke be forwarded to the governance committee and the planning and priorities committee for review and advice.

The coordinating committee was unanimous in its decision to refer the motions to the governance committee for review and comment regarding the implications of the motions from a governance perspective. The coordinating committee noted the motions were extensive in their purview and was uncertain whether all of the requested actions would be within Council's powers and authorities. The motions raise issues within the committee's responsibilities, as outlined in the committee terms of reference, which includes the following duty:

- Advising Council with respect to its responsibilities and power under *The University of Saskatchewan Act, 1995...*

As outlined in the coordinating committee's terms of reference, the coordinating committee is responsible for:

- Receiving and determining the disposition of written motions from individual members of Council. The Coordinating Committee will either include the motion on the Council agenda for consideration or refer the matter to a standing committee(s), which will then report back on the matter to the Coordinating Committee and Council.

The coordinating committee understands the governance committee will require some time to consider the motions, but respectfully requests that the committee approach the matter in a timely manner. The governance committee may wish to consult with the movers and seconders of the motions. Professor Brooke's motion was seconded by Professor Bartley; Professor Solose's motion was seconded by Professor D'Eon.

Please do not hesitate to contact me if you have any questions,

Regards,



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- c. James Brooke, Council member
- Kathleen Solose, Council member
- Jay Kalra, chair, University Council
- Lisa Kalynchuk, chair, planning and priorities committee

Attachment: Motion and background from Prof. Brooke  
Motion and rationale from Prof. Kathleen Solose



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## **MEMORANDUM**

**TO:** Lisa Kalynchuk, Incoming Chair, Planning and Priorities Committee

**FROM:** Elizabeth Williamson, University Secretary

**DATE:** **June 27, 2014**

**RE:** **Motions from Professors Solose and Brooke**

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At the coordinating committee meeting of June 9, 2014, the following motion was carried:

That the motions supplied to the coordinating committee by Professor Solose and Professor Brooke be forwarded to the governance committee and the planning and priorities committee for review and advice.

The coordinating committee was unanimous in its decision to refer the motions to the planning and priorities committee for review and comment regarding the financial considerations outlined within the motions and their implications for the university and Council. The motions raise issues within the committee's responsibilities, as outlined in the committee terms of reference, which include the following duties:

- Conducting and reporting to Council on university-wide planning and review activities in consultation with the Provost and Vice-president Academic
- Balancing academic and fiscal concerns in forming its recommendations
- Considering the main elements of the Operating Budget and the Capital Budget and reporting to Council.

As outlined in the coordinating committee's terms of reference, the coordinating committee is responsible for:

- Receiving and determining the disposition of written motions from individual members of Council. The Coordinating Committee will either include the motion on the Council agenda for consideration or refer the matter to a standing committee(s), which will then report back on the matter to the Coordinating Committee and Council.

The coordinating committee understands the planning and priorities committee will require some time to consider the motions, but respectfully requests that the committee approach the matter in a timely manner. The committee may wish to consult with the movers and seconders of the motions. Professor Brooke's motion was seconded by Professor Bartley; Professor Solose's motion was seconded by Professor D'Eon.

Please do not hesitate to contact me if you have any questions.

Regards,



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- c. James Brooke, Council member
- Kathleen Solose, Council member
- Jay Kalra, chair, University Council
- Louise Racine, incoming chair, governance committee

Attachment: Motion and background from Prof. Brooke  
Motion and rationale from Prof. Solose

# MEMORANDUM

**To:** Elizabeth Williamson, University Secretary  
**From:** McKercher LLP  
**Date:** July 15, 2014  
**Subject:** Motion Before Council

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You have asked us to provide our advice on whether or not a motion being brought to University Council is within the jurisdiction of University Council.

The motion supplied to the Coordinating Committee reads (in part):

- (i) the TransformUS process ... shall be suspended until the current Senior Administration duly provides to the Council: (i)(a) essential financial information leading to an independent audit of all underpinning budget changes that resulted in irregularities that figured in to the projected \$44.5 million dollar deficit; and does so in a manner to ensure openness and transparency of the records, i.e, no items shall be deemed confidential or outside the purview of this audit.
- (ii) after a sufficient period of reflection, to be determined by Council, following Council's receipt of the audit described in (i), there shall be a subsequent vote by Council to decide whether, in light of the information contained in the audit report, Council recommends that a possibly modified TransformUS process continue at a rate, to be determined by Council, or be terminated.

The proposed audit would include a complete and comprehensive summary with budget allocations for at least the ten year period from 2004 - 2014, and all items and costs associated with all activities of colleges, schools, institutes, centres, University administration and costs associated with all other entities associated with the University whose activities are not primary to the support of the University's mission.

## ISSUE

- Does the motion fall within the jurisdiction of University Council, and in particular does have the authority to require that the University undergo a comprehensive independent audit?

## **RELEVANT STATUTORY PROVISIONS**

*The University of Saskatchewan Act, 1995* contains the following provisions:

### **Responsibilities of the Board**

**48** The Board is responsible for overseeing and directing all matters respecting the management, administration and control of the University's property, revenues and financial affairs, other than those matters that are specifically vested in the Minister pursuant to this or any other Act.

### **Responsibilities of council**

**60** The council is responsible for overseeing and directing the university's academic affairs.

### **Powers of council**

**61(1)** The council may:

- (n) review the physical and budgetary plans for the university and make recommendations respecting those matters to the president or the board;
- (o) make recommendations to the president, the board or the senate respecting any matters that the council considers to be in the interest of the University;
- (v) to do anything that the council considers necessary, incidental or conducive to exercising its powers, to promoting the best interests of the university or to meeting the purposes of this Act.

### **Audit**

**91** The Provincial Auditor or any other auditor or auditors appointed by the Lieutenant Governor in Council shall audit the records, accounts and financial statements of the university annually and at any other time that the Lieutenant Governor in Council may require.

## **DISCUSSION**

The courts have affirmed the importance of the respective roles of university boards of governors and academic governing bodies, such as University Council. In a case involving Trent University, the Ontario Court of Appeal ruled that specific and residuary powers of the board of governors grant it exclusive jurisdiction over the management and control of the university's property, revenues and expenditures.<sup>1</sup> Trent University has a bicameral system of governance, with the Senate having jurisdiction over academic matters and educational policy. The Court ruled that Senate had no power to stop the financially-motivated plans established by the board. The Court of Appeal found that the Senate was not the correct body to make this decision, as the decision was not one of educational policy.

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<sup>1</sup> *Kulchyski v. Trent University* (2001), 204 D.L.R. (4<sup>th</sup>) 364, 148 O.A.C. 165.

While statutes governing universities tend to draw lines between administration governance and academic governance, it is important to note that these statutes also provide for interaction between the governance bodies in certain areas, including a degree of consultation and information sharing as defined in the legislation. Thus, even where ultimate authority over a subject-matter resides with only one of the governance bodies, recent case law confirms that statutory provisions regarding advice and consultation must be complied with.<sup>2</sup>

*The University of Saskatchewan Act* (the “Act”) clearly assigns to the Board the responsible for all matters respecting the University’s property, revenues, and financial affairs other than those specifically vested in the Minister.<sup>3</sup>

Council is responsible for overseeing and directing academic affairs.<sup>4</sup> The Act also specifically defines Council’s power in regard to financial information, indicating that Council may review the physical and budgetary plans for the University and make recommendations to the president or Board. Council also has authority to “do any other thing... necessary, incidental or conducive to exercising its powers, to promoting the best interests of the university or to meeting the purposes of this Act.”<sup>5</sup> (as does the Board). However, this general incidental authority should not be read to expand the authority of Council into areas that fall under the jurisdiction of another governance body. In particular, this provision does not provide broader authority in financial matters beyond that which the Legislature has provided to Council, ie. to review budgetary plans for purposes of making recommendations.

### **APPLICATION TO THIS CASE**

Council’s power to review the physical and budgetary plans of the University gives Council the right to receive substantive financial information regarding the budgetary plans of the University and to make recommendations. Council must be provided with sufficient budgetary information to allow it to exercise this power. However, s. 61 of the Act does not empower Council to direct the University to conduct specific financial reviews, analyses, and audits. If Council is not satisfied with the nature or extent of budgetary information provided, then s. 61(1)(n) suggests that Council would address this by making “recommendations respecting those matters to the president or the board”. In our view, the motion goes beyond the authority of Council under the legislation in that it purports to direct the University to conduct and compile financial reviews and analyses.

Furthermore, the power to review the University’s budgetary plans has been allocated to Council, and the Legislature has not empowered Council to require a third party to conduct such reviews or to audit University budgetary plans. Indeed, the Legislature has specifically provided for independent audits pursuant to s. 91 of the *Act*.

Lastly, the authority of Council to review physical and budgetary “plans” of the University is arguably limited to the University’s existing plans and is not so expansive to provide power to require a retrospective review of historical expenditures and financial allocations. In our view, a ten year retrospective review of the allocations and expenditures goes well beyond review of the University’s budgetary plans and intrudes into the jurisdiction of the Board, which has the oversight responsibility over the finances of the University.

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<sup>2</sup> *Capilano University Faculty Association v. Capilano University*, 2014 BCSC 712. See also, for a similar decision *Vancouver Community College Faculty Association v. Vancouver Community College*, 2005 BCSC 119.

<sup>3</sup> See s. 48 of the *Act*, reproduced above.

<sup>4</sup> See s. 60 of the *Act*, reproduced above.

<sup>5</sup> See s. 61(1)(v) and 49(1)(v) of the *Act*.

As a result, it is our view that the motion in several aspects goes beyond the authority given to Council by the Act.

### **CONCLUSION**

As discussed above, Canadian courts have consistently been vigilant in requiring the governing bodies of universities to respect each other's authority and responsibility. In our view, the motion trespasses on the jurisdiction of the Board by purporting to require a comprehensive financial audit and the compilation of retrospective financial analyses going back ten years.



**UNIVERSITY COUNCIL  
GOVERNANCE COMMITTEE  
REPORT FOR INFORMATION**

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**PRESENTED BY:** Richard Gray, on behalf of Louise Racine, chair,  
governance committee

**DATE OF MEETING:** October 23, 2014

**SUBJECT:** **Motions from Council members: Report from the  
governance committee**

**COUNCIL ACTION:** For information only

**PURPOSE:**

This report is submitted to inform Council of the governance committee discussion<sup>1</sup> of the motions from Council members, which were referred to the committee by the coordinating committee.

**ATTACHMENTS:**

1. Memo dated October 7, 2014 submitted to Professor Jay Kalra, chair, coordinating committee Re: Motions referred by the coordinating committee: Brooke/Bartley motion and Solose/D'Eon motion

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<sup>1</sup> Professor Kalra is a member of the governance committee and also the chair of the coordinating committee. Due to this conflict of interest, Professor Kalra recused himself from the governance committee's discussion of the motions.



## **MEMORANDUM**

TO: Jay Kalra, chair, coordinating committee of Council

FROM: Louise Racine, chair, governance committee of Council

DATE: October 7, 2014

RE: **Governance committee consideration of motions referred by the coordinating committee: Brooke/Bartley motion and Solose/D'Eon motion**

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I am writing in response to the coordinating committee's request that the governance committee consider the motions submitted by Professor Brooke and Professor Solose and provide its opinion as to whether the motions are within Council's powers and authority as written in the *University of Saskatchewan Act*.

The committee met separately with Professor Bartley and Professor Solose on September 9 to hear any comments either speaker wished to make in reference to the motions. As a result of meeting with Professor Bartley and Professor Solose, members understood the motivation and spirit prompting the motions on the part of both individuals was the desire for Council to have additional financial and budgetary information upon which to base decisions. The possibility of assisting the movers and seconders in rewriting their motions or submitting a revised motion to Council to request additional financial information was considered but decided against. Members believed such a request should come from the planning and priorities committee and that the committee should confine its response to the question of Council's jurisdiction with respect to the motions.

The committee believes the requests contained in the motions as presently worded are outside of Council's jurisdiction and authority. The committee was informed in its decision by the opinion of the university lawyer (McKercher LLP) and written by Mr. David Stack, which states that, "*the Act does not empower Council to direct the University to conduct specific financial reviews, analyses, and audits*" and "*the authority to Council to review physical and budgetary 'plans' of the University is arguably limited to the University's existing plans and is not so expansive to provide power to require a retrospective review of historical expenditures and financial allocations.*" The legal opinion concludes that the motion "*goes beyond the authority given to Council by the Act.... and trespasses on the jurisdiction of the Board...*"

The committee concurs with the legal opinion provided and therefore recommends that the motions not come before Council in their current form. The committee made note that although Council may not require the university to conduct an independent external audit, Council does review the physical and budgetary plans of the university (*U. Act s. 61.1.n*), and as a result, it has the power to request additional information of the Board and administration to perform that function (*U. Act s. 61.1.v*).

Dr. Jay Kalra  
October 7, 2014  
Page 2

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In closing I wish to thank fellow members of the governance committee for their careful and deliberate consideration of the motions and of this response.

Kind regards,

A handwritten signature in dark ink, reading "Louise Racine RN PhD". The signature is fluid and cursive, with the letters "RN" and "PhD" written in a slightly more formal, blocky style at the end.

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Louise Racine

c: Lisa Kalynchuk

Attachments: Brooke/Bartley motion  
Solose/D'Eon motion and alternate motion  
Legal opinion of Mr. David Stack

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

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**PRESENTED BY:** Lisa Kalynchuk, chair, planning and priorities committee

**DATE OF MEETING:** October 23, 2014

**SUBJECT:** **Motions from Council members: Report from the  
planning and priorities committee**

**COUNCIL ACTION:** For information only

**PURPOSE:**

This report is submitted to inform Council of the planning and priorities committee discussion<sup>1</sup> of the motions from Council members, which were referred to the committee by the coordinating committee.

**ATTACHMENTS:**

1. Memo dated September 29, 2014 submitted to Professor Jay Kalra, chair, coordinating committee Re: Motions referred by the coordinating committee: Brooke/Bartley motion and Solose/D'Eon motion

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<sup>1</sup> Professor Kalra is an *ex officio* non-voting member of the planning and priorities committee. Professor Bartley is a voting member of the planning and priorities committee. Both members declared a conflict of interest and recused themselves from the committee's discussions of the motions submitted—Professor Bartley as the seconder of one of the motions and Professor Kalra as the chair of the coordinating committee.



## **MEMORANDUM**

TO: Jay Kalra, chair, coordinating committee of Council

FROM: Lisa Kalynchuk, chair, planning and priorities committee of Council

DATE: September 29, 2014

RE: **Planning and priorities committee consideration of motions referred by the coordinating committee: Brooke/Bartley motion and Solose/D'Eon motion**

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On behalf of members of the planning and priorities committee, I am writing to provide the committee's response to the motions submitted by Professor Brooke and Professor Solose with respect to the financial considerations outlined in the motions and their implications for the university and Council.

The movers and seconders of each motion were invited to speak to the committee to inform committee members on their perspectives and the intent of the motions. On September 10<sup>th</sup>, the committee met separately with Professor William Bartley and Professor Kathleen Solose and commenced its discussion of the motions. This discussion carried over to the committee's next meeting on September 17<sup>th</sup>. The committee came to no definite conclusion regarding the motions, but it made several observations and suggestions, which it offers to the coordinating committee and to Council for consideration. In keeping with its mandate and terms of reference, the committee focused on the question of whether the financial information requested, in the form of an independent audit, would be of value to Council.

In considering the motions, committee members were asked to consider the spirit of the motions. Members were also asked to consider whether the objections to TransformUS raised in the motions were still relevant, given the president's announcement the day prior that TransformUS had been terminated. Professor Solose requested the opportunity to amend the September 1, 2014 alternate motion she submitted in light of the unexpected announcement the day prior regarding the termination of TransformUS. Her proposed changes are to substitute "**prioritization processes**" for "*TransformUS*" and "*TransformUS action plan*" where it occurs in the motion, and to add the phrase "**and budgets projected to 2016**" after the phrase "*past ten years.*"

The basis for the independent audit was explained as arising from confusing and contradictory reports regarding the projected deficit. In calling for an audit, the intent was that additional financial information would be provided to Council to enable Council to make informed recommendations and decisions. The committee noted that in general, there continue to be ongoing questions and concerns with respect to the origin of the projected deficit, and questions concerning the recent \$3.0 M deficit projection and the basis for this figure. The committee also recognizes

that matters of debate concerning academic programming are about more than financial matters, but that confusion regarding resources and the university's budget has overlaid much of the debate. The interim provost's recent statement that we will follow "mission not merely money" is an important development as we move forward.

Committee discussion of the motions focused on the broader implications the motions represent in terms of understanding of the university's financial position. Members noted the difficulty of conveying the same message at the same time to all members of the university community, thereby leading to the perception of discrepancies in the figures reported, which engenders a lack of trust. Among committee members, there were also varying degrees of confidence in the financial information that has been presented to the committee, ranging from a clear understanding of the presented financial information to some confusion about the financial information.

The legal opinion and analysis provided by Mr. David Stack indicates that Council is not able to require the Board to conduct an independent audit, as this decision would be the Board's alone to make. Further, the legal opinion does not support Council making a recommendation for such an audit under Council's authorities as outlined in section 61 of the *University Act*. The university's finances are thoroughly reviewed each year by the provincial auditor and the results of this audit are made available to the campus community. On the basis of the legal opinion provided and the required provincial audit, the committee does not support the argument for an external audit. The committee noted, however, that Council does have the authority to ask the Board and university administration for additional financial information. The planning and priorities committee supports the idea that financial information be provided to Council in an ongoing manner and in a form that meets the needs of Council members in understanding how financial decisions are made. Specifically, the committee agreed that the manner by which resource allocation decisions are made (*how resources are allocated; where they are allocated*) be made available to Council. The committee debated several means by which additional financial information could be provided, but no clear conclusion was reached. One suggestion was that the vice-president finance and resources give a brief report each month to Council, with questions from Council members requested in advance or taken from the floor.

The committee recognizes that the complexity of university finances and the magnitude of the university's comprehensive budget pose challenges for conveying information to the campus community in an accessible form, which is further complicated by the multi-year timeline the university employs in its budget forecasts. The committee notes the importance of separating the university's audit function from its financial forecasting. Aside from the cost of conducting an external forensic audit, members noted that many of the issues arise from concerns regarding the figures used in the projected deficit, and that "back-casting" by obtaining information through an audit is unlikely to resolve these issues.

The motions speak to a recurring problem with the manner in which financial information is conveyed, which will require ongoing efforts to resolve. In the spirit of moving ahead as a deliberate and constructive step, the committee believes that answering Council's financial questions in a forthcoming manner with current budgetary information will do much to build a common

understanding of the university's financial situation, which will, in turn, rebuild trust between members of Council and administration.

In closing I thank Professor Bartley and Professor Solose for meeting with the committee to express their views. I also thank members of the planning and priorities committee for their deliberative and thoughtful approach in considering the motions.

Sincerely,



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Lisa Kalynchuk

Attachments: Brooke/Bartley motion  
Solose/D'Eon motion and alternate motion  
Legal opinion of Mr. David Stack

**UNIVERSITY COUNCIL  
COORDINATING COMMITTEE  
REPORT FOR INFORMATION**

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**PRESENTED BY:** Bob Tyler, vice-chair, coordinating committee and vice-chair of Council

**DATE OF MEETING:** October 23, 2014

**SUBJECT:** **Motions from Council members: Report from the coordinating committee**

**COUNCIL ACTION:** For information only

**PURPOSE:**

The coordinating committee received two motions from Council members. The motions were referred to the governance committee and the planning and priorities committee for their review and response. Copies of the motions, the memos referring the motions and the legal opinion sought in response to the motions can be found in the background to this item.

This report is submitted to inform Council of the coordinating committee's decision stemming from its consideration of the reports received from the governance committee and the planning and priorities committee and of the legal opinion received.

**DISCUSSION SUMMARY:**

The reports of the governance committee and the planning and priorities committee were provided to the coordinating committee and discussed at the committee's meeting on October 9. The reports also were provided to Council in accordance with the committee guidelines, which state "the coordinating committee will either include the motion on the Council agenda for consideration or refer the matter to a standing committee(s), which will then report back on the matter to the coordinating committee and to Council."

The decision of the coordinating committee by unanimous motion is that the individual motions not be submitted to Council. The committee's decision is based on the reports received from the governance committee and the planning and priorities committee and the legal opinion received. The committee's view is that not only would external audits such as those requested exceed Council's authority, but such audits would be very time consuming and costly to undertake. Further, the committee noted that the university



undergoes a rigorous external audit on an annual basis. The office of the provincial auditor conducts this audit.

## **SUMMARY**

The decision of the coordinating committee is that the individual motions submitted by Council members are outside of Council's authority to enact. However, the motions have brought to the fore the desire for greater transparency with respect to the university's budgeting processes and the bases on which budgetary allocations are made.

Members of the coordinating committee believe that it is in the best interests of all parties to focus on decision-making going forward rather than retrospectively. The committee believes the origin of any future deficits should be communicated clearly, with additional information provided on Council's request. Information on the state of the university's finances should be available on request and in sufficient detail to enable understanding of the bases of decisions regarding budgetary allocations. The committee encourages Council to consider and suggest specific approaches to address the concerns raised by the motions.

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

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**PRESENTED BY:** Lisa Kalynchuk, chair, planning and priorities committee

**DATE OF MEETING:** October 23, 2014

**SUBJECT:** **Templates for the disestablishment or merger of departments**

**COUNCIL ACTION:** For information only

**PURPOSE:**

This report is intended to inform Council about the information required by the planning and priorities committee to consider the disestablishment of a department or the merger of departments. As stated in its terms of reference, the planning and priorities committee is responsible to recommend “to Council on the establishment, disestablishment or amalgamation of any college, school, department or any unit responsible for the administration of an academic program, with the advice of the Academic Programs Committee.” The committee is also responsible for “balancing academic and fiscal concerns in forming its recommendations.”

**CONTEXT AND BACKGROUND:**

Prompted by a query on the process to establish a new department, the planning and priorities committee created a set of guidelines in template format to guide the development of formal proposals to establish new departments, and presented that template to Council for information in May, 2008. When a query came forward last spring regarding what information the committee would require to consider the merger of two departments, the committee was prompted to likewise develop a template to assist colleges in bringing forward a recommendation to merge departments. As a matter of good governance, the committee decided it should also develop a template for the disestablishment of a department.

**DISCUSSION SUMMARY:**

*Committee Consideration:* In its creation of the templates, the committee focused on the academic rationale for the structural change, the effect upon research and scholarly work and the academic programs offered by the unit(s), the impact upon other units, and the impact on faculty, staff and students within the units directly affected. The financial basis

for the structural change proposed and the savings or additional costs resulting from the proposed change and the degree to which the change is supported within the college also formed part of the committee's consideration.

*Related Information on the Disestablishment Process:* In April of last year, the planning and priorities committee and academic programs committee submitted a joint report to Council on disestablishment processes. Both committees and Council have key roles in the deletion of academic programs and the disestablishment of academic entities. Clear information on the process by which proposals are advanced and the related approval authority of the university's governing bodies can be found at:

<http://www.usask.ca/secretariat/governing-bodies/council/committee/planning/index.php>

(click reports, scroll down to April 2014)

#### **SUMMARY:**

The attached templates are intended to give clear direction on the information required by the planning and priorities committee to begin considering a request to disestablish a department or to merge departments.

#### **ATTACHMENTS:**

1. Template for a proposal to disestablish a department
2. Template for a proposal to merge departments

# Planning and Priorities Committee

## TEMPLATE FOR A PROPOSAL TO DISESTABLISH A DEPARTMENT

JULY, 2014

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The Proposal should address the following questions. If a question cannot be fully addressed at the time of submission, an explanation should be provided.

### 1. Name of Department

### 2. Academic Rationale

Please explain the academic rationale with respect to the disestablishment. This rationale should include information about the objectives associated with the disestablishment, and the benefits or challenges derived as a result of the disestablishment. Where relevant, the proposal should also indicate whether the disestablishment of the department is consistent with the goals of the constituent college stated in the college's integrated plans. To what degree, if any, is the disestablishment influenced by disciplinary models elsewhere or by financial considerations. Outline the timeline associated with the intended merger.

**Direct impact on the Department:** Describe the implications of the disestablishment for the faculty, staff and students within the department, including a description of how the disestablishment will affect the department's faculty, staff and student complement. Confirm that the appropriate consultation has occurred with the Human Resources Division, the Vice-Provost, Faculty Relations, and other agencies and units as required regarding the transition of employees to other units or termination of employment.

**Direct and indirect impact on other Departments and the broader University Community:** Please indicate how the disestablishment relates to other department or college activities and plans, including the impact it will have on the activities of other departments throughout the college and/or outside the college, and on the broader university community and university as a whole.

**Direct and indirect effect on alumni:** Describe the anticipated effect of the disestablishment upon alumni associated with the department and what notice, if any, will be provided to alumni.

**Undergraduate and Graduate Programs:** Briefly describe how the academic programs currently housed within the department will be affected by the disestablishment [i.e. those programs that will be discontinued; those that may be moved to another unit in the university, how many students will be affected, and what

timeline applies to any programmatic changes as a result of the disestablishment]. Please note that advance consultation is required with Student and Enrolment Services Division for programmatic changes requiring changes to the SI system due to the length of time required to build changes within the system (*see Consultation with the Registrar Form at <http://www.usask.ca/secretariat/forms/>*).

**Research and Scholarly Work:** Identify as specifically as possible the effect of the disestablishment of the department from a research perspective related to those scholars or groups of researchers either employed by or affiliated with the work of the department. Briefly describe whether the disestablishment will enhance research opportunities of existing areas of study elsewhere within the university.

**Outreach and International Activities:** Describe what effect the disestablishment will have on the outreach activities presently associated with the department, including international efforts.

#### **4. Department Management**

Describe clearly the management structure that will be put in place to oversee the disestablishment of the department, and the key individuals who will be administratively accountable.

#### **5. Resources and Budget**

The process for approval of the disestablishment of a department is intended to ensure that resources are available for the discontinuation and potential re-location of the department's activities. The budget for the disestablishment should address whether a re-allocation of funds or in-kind resources from a department, college or the university will be required to successfully disestablish the department. The budget should also take into consideration all operations and facets of the department relative to its human resources, material assets, budgetary and other commitments, program offerings, and the potential effect of the disestablishment on the budgets of other units, including with reference to TABBS.

A statement of commitment and support from the dean of the college to provide the necessary resources to disestablish the department should be included. If the disestablishment will result in a projected savings realized by the university, the proposal should identify the amount saved.

#### **6. Consultation Undertaken and Letters of Support**

The proposal should outline any consultations that have occurred and the degree of support for the disestablishment of the department. Please attach a copy of any letters of support, including a letter from the dean of the unit, excerpts from approved faculty council minutes (if the disestablishment was considered at faculty council), excerpts from departmental meeting minutes discussing the disestablishment (if available), or a summary document outlining the views of the faculty members within the department involved regarding the disestablishment.

*Please submit to:*

*Sandra Calver, Secretary,  
Planning & Priorities Committee of Council  
c/o Office of the University Secretary,  
212 Peter MacKinnon Building;  
phone 306-966-2192;  
email [sandra.calver@usask.ca](mailto:sandra.calver@usask.ca)*

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# Planning and Priorities Committee

## TEMPLATE FOR A PROPOSAL TO MERGE DEPARTMENTS

JULY, 2014

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The Proposal should address the following questions. If a question cannot be fully addressed at the time of submission, an explanation should be provided.

### 1. Departments Affected

### 2. Proposed Name of New Department

### 3. Academic Rationale

Please explain the academic rationale with respect to the desired merger. Provide a brief description of the goals of the combined department and consistency with institutional priorities as expressed in the college and university strategic and integrated planning documents. This statement should include information about the objectives associated with the merger, and the benefits and synergies derived as a result of the merger. Where relevant, the proposal should also indicate whether the establishment of the department is consistent with the goals of the constituent college stated in college integrated plans, and whether the creation of the department has been identified as an objective in any college integrated plan. To what degree, if any, is the merger influenced by disciplinary models elsewhere. Outline the timeline associated with the intended merger.

**Impact on and relationships to other Departments:** Please indicate how the merger relates to other department or college activities and plans, including the impact it will have on the activities of other departments throughout the college and/or outside the college.

**Direct impact on the Departments that will be merged:** Describe the implications of the merger for the faculty, staff and students within the departments intending to merge together.

**Undergraduate and Graduate Programs:** Briefly describe what programs currently offered in the individual departments will be housed in the new department, and/or whether the merger will create the opportunity to develop new, unique programs, or to reduce programs, and what timeline applies to any programmatic changes as a result of the merger. [Please note that advance consultation is required with Student and Enrolment Services Division for programmatic changes requiring changes to the SI system due to the length of time required to build changes within the system (see *Consultation with the Registrar Form* at <http://www.usask.ca/secretariat/forms/>).

**Research and Scholarly Work:** Identify as specifically as possible particular scholars or groups of researchers who would be employed by or affiliated with the work of the newly merged department. This section should describe how the expertise and activities of these scholars will contribute to the work of the department, or enable it to realize its objectives. Briefly describe whether the merger will enhance opportunities to develop new areas of scholarship and research and/or enhance existing areas of study.

**Outreach and International Activities:** Describe what effect the merger will have on the outreach activities of the departments involved, including international efforts.

#### **4. Department Management.**

Describe clearly the management structure that will be put in place to administer the combined department, the dean who will be administratively accountable, and the mechanisms for reporting. The individual(s) responsible for transitioning the departments to the new structure should be identified.

#### **5. Resources and Budget.**

Please describe the proposed financial basis for the merger. This should include the sources of funding for the department, including existing sources of funding applied against the merger, and whether a re-allocation of funds or in-kind resources from a department, college or the university will be required to successfully establish the new department.

The budget should include projected faculty and support staff numbers along with an estimate of resources necessary and available to support the ongoing activities of the department. This section should clearly identify what, if any, new resources are required to support the merged department, over and above the resources currently used to support the existing departments. A statement of commitment and support from the dean of the college to provide the necessary resources through the reallocation of college resources, if necessary, should be included. If the merger will result in a reduction of the resources required by the new department, the proposal should identify the amount saved.

#### **6. Space & Infrastructure Requirements**

The proposal should describe the degree of consultation that has taken place with the relevant Facilities Management Zone Manager about new space requirements related to the merger. Please identify a preliminary space plan (are renovations required?), establish a Class D estimate and preliminary schedule related to the space plan, develop an estimate with ICT for IT and telephone charges, and describe multimedia requirements for the space(s).

#### **7. Consultation Undertaken and Letters of Support.**

The proposal should outline the degree of support for the merger. Attached to the proposal should be a copy of any letters of support including a letter of support from the



dean of the department, excerpts from approved faculty council minutes (if the merger was considered at faculty council), excerpts from departmental meeting minutes discussing the merger (if available), or a summary document outlining the views of the faculty members within the departments involved regarding the merger.

*Please submit to:*

*Sandra Calver, Secretary,  
Planning & Priorities Committee of Council  
c/o Office of the University Secretary,  
212 Peter MacKinnon Building;  
phone 306-966-2192;  
email [sandra.calver@usask.ca](mailto:sandra.calver@usask.ca)*

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**UNIVERSITY COUNCIL**  
**NOMINATIONS COMMITTEE**  
**REQUEST FOR DECISION**

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**PRESENTED BY:** Edward Krol, Chair,  
Nominations Committee of Council

**DATE OF MEETING:** October 23, 2014

**SUBJECT:** **Nominations of the GAA members to serve on the Search  
Committee for the President**

**DECISION REQUESTED:**

It is recommended:  
That Council approve the following nominations to the Search  
Committee for the President:

Richard Julien, Department of Religion and Culture  
Pamela Downe, Department of Anthropology and Archaeology  
Paul Jones, School of Environment and Sustainability  
Claire Card, Department of Large Animal Clinical Sciences

**PURPOSE:**

The [Search and Review Procedures for Senior Administrators](#) call for four members of the General Academic Assembly (GAA) appointed by Council to serve on the Search Committee for the President.

**CONTEXT AND BACKGROUND:**

To assist the Nominations Committee in identifying interested GAA members, the committee invited expressions of interest from or on behalf of members of the GAA to serve on the Search Committee for the President. The committee also submitted a report for information to Council in September inviting expressions of interest from Council members as members of the GAA. The four GAA nominees selected by the committee were selected from among those GAA members who submitted expressions of interest.

**DISCUSSION SUMMARY**

The committee met on October 1 and October 8 to consider possible members. The committee took into consideration the abilities and experience of the proposed nominees and having a representative balance across disciplines and between male and female members. The committee also developed a set of additional criteria to guide the committee in its selection of the four nominees as follows:

- that a balance of junior and senior GAA members be present among the nominees, with the number of years on campus more important than professorial rank as the goal is to have a diversity of views based on experience;
- that the nominees comprise two female and two male GAA members;
- that non-tenured GAA members be considered with caution due to the time commitment required to serve on the search committee;
- that other factors be considered to the extent possible, such as balancing service as a department head or as a research chair, but that these additional variables be secondary considerations as the deans on the search committee will represent administration, and all faculty are responsible for teaching and research;
- that members be selected who are noted as having sound judgment and working well with others, in addition to be able to express their views clearly without reticence;
- that selection occur first among those GAA members who submitted an expression of interest;
- that those GAA members who have served on senior search and review committees in the last three years not be selected.

#### **ATTACHMENTS:**

1. Membership of the Search Committee for the President
2. Excerpts from the Search and Review Procedures for Senior Administrators, March, 2011

**SEARCH COMMITTEE FOR THE PRESIDENT**

**SEARCH COMMITTEE COMPOSITION/MEMBERSHIP**

Chair - Chair of the Board: *Greg Smith*

Two members of the Board selected by the Board: *Grant Isaac, David Dube*

One member of the Senate selected by Senate Nominations Committee: *Blaine Favell, Chancellor*

Two Deans or Executive Directors of schools,  
appointed by the Deans:

*Michael Atkinson, Johnson-Shoyama Graduate  
School of Public Policy*

*Preston Smith, College of Medicine*

**Four members of the GAA selected by Council – *To be determined***

Two students, one who is President of the USSU: *Max Fineday*

and one who is President of the GSA: *Izabela Vlahu*

**Excerpts from the University of Saskatchewan Search and Review Procedures for Senior Administrators Approved March 4, 2011**

**PRINCIPLES for SEARCHES**

**Purpose**

The purpose of the search process is to identify a number of outstanding candidates, based on the position profile, from which a recommendation for appointment shall be made.

**Transparency**

The search process, procedures and composition of the search committee shall be readily available and accessible to all interested parties. The search committee shall ensure consistent and meaningful communications to the community and the candidates about the process as it unfolds.

The principle of transparency must be balanced against the requirements of the search. Accordingly, the initial list of candidates will not be made public. When a short list of candidates has been established it is the responsibility of the search committee to determine whether the search will be confidential or open. If there is evidence presented to the search committee that the search will be disadvantaged by requiring public presentations of the short-listed candidates, the committee, at its discretion, may continue the search process in confidence. In the absence of such evidence, the committee is encouraged to make every effort to involve faculty and staff through such means as forums or seminar presentations.

**Accountability**

...<sup>1</sup> The report shall provide a rationale for the committee's recommendation and include the majority and minority views (if any) held by committee members.

**Confidentiality**

Information or documentation relating to any candidate will not be shared beyond the committee without the express permission of that candidate.

The deliberations and documentation of the committee will not be shared beyond the committee except for the purposes of accountability as described above.

**Representation**

Those constituencies most directly affected by the position should be represented in the search process subject to reasonable limits on the size of the search committee.

**Consultation**

The process shall include broad and extensive consultations with the University community and external constituencies regarding the University's strategic needs as they relate to the position and the attributes and skills required of candidates to meet those needs. It is critically important that all committee members are working from the same base of information and that the significance of that information is considered by the entire committee.

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<sup>1</sup> Those segments of the procedures that refer to search procedures specific to other senior administrative positions have been deleted and are marked with ellipses throughout. The full search and review procedures can be found at: <http://www.usask.ca/secretariat/>

**Timeliness**

Search committees should be formed expeditiously and begin work in a timely fashion to ensure the transition between academic administrators occurs as smoothly as possible. Acting appointments should be avoided whenever reasonably possible.

**Respect**

The search process will be respectful of all groups and individuals involved in the process, including the candidates.

**Equity**

The search committee will conduct its work in accordance with the University's employment equity policies.

**Conflict of Interest**

Any real or perceived conflict of interest by a search committee member shall be identified and disclosed as soon as a committee member becomes aware of it so that it may be appropriately considered by the committee. There are many possible relationships or interests that could constitute conflict of interest (see the University's Conflict of Interest policy for a more complete discussion) but in particular, a committee member is in conflict of interest if he or she is biased for or against a candidate. If a committee member is considered by the committee to be, or to be seen to be, in conflict of interest, the committee member shall be excused.

**Role of Individual Search Committee Members**

The search committee is a deliberative body. While individual members bring the perspective of those constituencies most directly affected by the incumbent they are not explicitly representatives of those groups in the sense of a constituent assembly. Rather, their role on the committee is to exercise their independent judgment to seek the best candidate for the position. Input or feedback to the committee from constituent groups or individuals should be provided to the chair for the benefit of the entire committee.

**Finite Role of the Search Committee**

The work of the search committees is important but it is transitory: appointees and incumbents have no obligation to the search committee subsequent to their appointment. The accountability of positions is identified in the written profile of the position.

**GENERAL PROCEDURES FOR SEARCHES****APPOINTMENT PROCEDURES**

The Board of Governors appoints the University's senior administrators. ... the Search Committee for the President reports directly to the Board. The report shall provide a rationale for the committee's recommendation and include the majority and minority views (if any) held by committee members. Ideally, committee members would have an opportunity to review the report before it is submitted. It is useful to distinguish between preferred candidates and acceptable candidates. Ideally, the chair and the majority of the committee will come to agreement on the preferred candidate. If there are differing views between the chair and the majority of the committee on the preferred candidate, it is critical that there be agreement on acceptable candidates, and the chair may recommend any acceptable candidate to the President. ...

For the appointment of the President, the search committee will submit to the Board the name of the preferred candidate with a comprehensive report outlining the committee's assessment of the candidates. This report shall be presented for advice to the Board at a joint meeting of the search committee and the Board of Governors.

...

Normally terms of office for all positions will not exceed five years. If the requirements of a position are such that the selected candidate comes from outside of the University community and would not have an academic appointment to return to, the appointment may be made with or without term.

## SEARCH PROCEDURES

1. In the penultimate year of the term of the incumbent, a search committee shall be struck.
2. The committee will normally be chaired by the individual to whom the appointee will report.
3. The composition of the committee shall be made public.
4. If a committee member ceases to serve for any reason prior to interviews with candidates, a replacement shall be appointed by the same process and from the same constituency as the member withdrawing. If candidate interviews have commenced, the committee member will not be replaced.
5. Any conflict of interest or perceived conflict of interest of any member, as described in the University's Conflict of Interest Policy, will be promptly disclosed by the member to the committee, so that it may be appropriately considered by the committee to determine whether the member shall resign.
6. Subject to the approved principles and procedures for searches and reviews, the committee shall establish its own procedures. It is critically important that all committee members are working from the same base of information and that the significance of that information is considered by the entire committee. Accordingly at its first meeting the committee should establish such matters as quorum, attendance expectations, and information gathering procedures.
7. A search consultant, if retained, shall be advisory to the search committee. Search consultants are highly knowledgeable in their own right and if retained their services should be used in such a way that the committee receives maximum benefit from their expertise.
8. The committee shall review the position profile and may recommend revision. The search parameters for the position should be based on the position profile. If the search committee finds that it is seeking qualities in the applicants that are not implied by the position profile, the committee should either recommend revision of the position profile or adjust its expectations of applicants to match the profile.
9. For a Presidential search, the committee will provide the opportunity for interested members of the University community to provide written comments on the strategic goals and objectives of the University, and on the progress made or problems encountered in achieving those goals and objectives. All submissions must be written and signed and will be acknowledged and treated in confidence. Electronic submissions are acceptable with provisions made to confirm the authenticity of the author. ...
12. For all senior administrative positions, excepting internal searches for Associate Deans and Associate Directors, the committee shall conduct an extensive search. Although the committee may determine the most appropriate means and methods of obtaining applications and nominations,
  - a) the position will be advertised in appropriate publications; and by appropriate electronic means
  - b) other institutions may be canvassed for nominations; and
  - c) nominations will be invited from faculty;
  - d) a search consultant may be employed.
10. Searches for senior administrators should commence in a timely manner. Whenever possible the search, including for newly-created positions, should begin far enough in advance that an appointment can be made without the necessity for an intervening acting appointment.
11. A report will accompany the search committee recommendation, which details the process followed and the majority and any minority views of members as described in the "Appointment Procedures" above.

12. Situations may arise when a search is considered failed. A search is declared failed by the President or Board. For example, a search may be declared failed if the chair and the search committee cannot come to an agreement on an acceptable candidate to recommend for appointment. If the President declares a search failed, the search committee may be reconstituted and may or may not consist of new membership, as determined by the President. If the Board declares a search failed, the Board will decide how to proceed.

#### **SEARCH AND REVIEW COMMITTEE COMPOSITION BY CATEGORY**

The search/review committee is intended to bring the perspective of constituent groups. The desire to provide broad perspective must be balanced against the desire to ensure the size of the committee is functional.

The individual to whom the incumbent will report will normally chair the search or review committee.

Staff representation will not normally be included except for those searches or reviews where the incumbent has a broad responsibility for oversight of large administrative units.

The search/review committee will normally include an undergraduate student and may include a graduate student. If no graduate student is included on the committee, the undergraduate student will be directed to consult with graduate students in the college respecting the needs of the position.

For those searches/reviews where the incumbent has significant interaction and impact upon the wider community and no professional organization represented on Senate is closely related to the college, representation will include a member of University Senate appointed by the Senate Nominations Committee. If a professional organization is closely associated with a college and is represented on University Senate, the search/review committee will include a member of the professional association, selected by the professional association, as a representative of the public at large. If more than one professional association is associated, the Senate Nominations Committee will select the association to be represented. Under unique circumstances, more than one professional association may be represented as determined by the Board following a formal request from the College Faculty Council.

Search/review committees shall ordinarily be composed of the following as members across the general categories of senior administrative appointments.

The following interpretations apply:

Board means the Board of Governors of the University of Saskatchewan

Council means the University of Saskatchewan Council

GAA means the General Academic Assembly of the University of Saskatchewan

GSA means the University of Saskatchewan Graduate Students' Association

Senate means the University of Saskatchewan Senate

USSU means the University of Saskatchewan Students' Union



## **SEARCH/REVIEW COMMITTEE COMPOSITION:**

### **PRESIDENT**

Chair - Chair of the Board

Two members of the Board selected by the Board

One member of the Senate selected by Senate Nominations Committee

Two Deans or Executive Directors of schools, appointed by the Deans

Four members of the GAA selected by Council

Two students, one who is President of the USSU and one who is President of the GSA

**UNIVERSITY COUNCIL  
NOMINATIONS COMMITTEE  
REQUEST FOR DECISION**

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**PRESENTED BY:** Ed Krol, Chair  
Nominations Committee of Council

**DATE OF MEETING:** October 23, 2014

**SUBJECT:** **Nomination to the Search Committee for the Executive Director,  
School of Public Health**

**DECISION REQUESTED:**

*It is recommended:*

That Council approve the nomination of Toddi Steelman to the Search Committee for the Executive Director, School of Public Health

**PURPOSE:**

The [Search and Review Procedures for Senior Administrators](#) call for one member of the GAA, selected by Council who is not a member of the faculty of the school and who holds a senior administrative position in the university.

**ATTACHMENTS:**

1. Search Committee Composition for the Executive Director, School of Public Health
2. List of recent Council appointments to search and review committees

**SEARCH COMMITTEE FOR THE EXECUTIVE DIRECTOR, SCHOOL OF PUBLIC HEALTH**

**SEARCH COMMITTEE COMPOSITION/MEMBERSHIP**

Chair – provost and vice-president academic or designate: Ernie Barber or designate

One member of the Board selected by the Board: TBD

Vice-president research or designate: Karen Chad or designate

One member of the Senate selected by senate nominations committee: TBD

One dean, vice dean, associate dean or executive director or associate director of a school appointed by the provost and vice-president academic preferably from a cognate or closely-related college or school: TBD

**One member of the GAA, selected by Council who is not a member of the faculty of the school and who holds a senior administrative position in the university: TBD**

Three members of the school selected by the faculty of the school: TBD

One graduate student from a discipline taught in the school selected by the GSA: TBD

## **RECENT COUNCIL NOMINATIONS & OTHER MEMBERS FOR SEARCH AND REVIEW COMMITTEES**

As prescribed by the 2011 Report of the Joint Committee on the Review of Search and Review Procedures for Senior Administrators, members of Council and of the General Academic Assembly are selected by Council for membership on search and review committees for senior administrative positions. Recent nominations are as follows:

*January 2014*

### **Review Committee for the Dean, Edwards School of Business**

GAA representative: Michael Atkinson, Executive Director, Johnson-Shoyama Graduate School of Public Policy

[Appointed by Provost: Sanjeev Anand, Dean, College of Law]

### **Review Committee for the Dean, Western College of Veterinary Medicine**

GAA representative: Lois Berry (acting dean), College of Nursing

[Appointed by Provost: Carol Rodgers, Dean, College of Kinesiology]

*October 2013*

### **Review Committee for the VP Research**

GAA representatives:

Marie Battiste, Educational Foundations, College of Education

Oleg Dmitriev, Biochemistry, College of Medicine

Robert Scott, Chemistry, College of Arts and Science

Charlene Sorensen, Library

Member of Council: David Parkinson, Vice-Dean, College of Arts and Science

(Appointed by Senate: Vera Pezer)

*April, 2013*

### **Search Committee for the Dean of Education**

GAA representative: Trevor Crowe, Associate Dean, College of Graduate Studies and Research

[Appointed by Provost: Carol Rodgers, Kinesiology]

### **Search Committee for the Dean of Pharmacy and Nutrition**

GAA representative: Louise Humbert, Associate Dean, College of Kinesiology

[Appointed by Provost: Sanjeev Anand, Law]

### **Review Committee for the Dean of Agriculture and Bioresources**

GAA representative: Don Bergstrom, Associate Dean, College of Engineering

[Appointed by Provost: Doug Freeman, Veterinary medicine]

*January, 2013*

### **Search Committee for the Vice-President Finance and Resources:**

GAA representatives: Dean McNeill, Music; Andrew Van Kessel, Animal and Poultry Science

Appointed by the President: Daphne Taras, Dean, Edwards School of Business; Laura Kennedy, Associate Vice-President Financial Services

*December 15, 2011*

**Review – Dean of Dentistry**

GAA representative: Yvonne Shevchuk, Associate Dean, Pharmacy and Nutrition

Appointed by Provost: Buck Buckingham, Director, School of Public Health

**Review – Dean of Graduate Studies and Research**

GAA representative: Bajit Singh, Associate Dean, Veterinary Medicine

Appointed by Provost: Peter Stoicheff, Dean, Arts & Science

*October 20, 2011*

**Review Committee for Associate Vice-President Research (Health) and Vice-President Research and Innovation (Saskatoon Health Region)**

GAA representatives: Caroline Tait, Native Studies; Indigenous Peoples' Health Research Centre

Nazeem Muhajarine, Community Health and Epidemiology; Valerie Verge, Anatomy and Cell Biology [Provost's representative: David Hill, Pharmacy and Nutrition]

*September 22, 2011*

**Review Committee for Provost and Vice-President Academic**

GAA representatives: Richard Schwier, Curriculum Studies

Susan Whiting, Pharmacy & Nutrition

Alex Moewes, Physics & Engineering Physics

Gerald Langner, Music

Council representative: Trever Crowe, Associate Dean CGSR

**Review Committee for Dean of Nursing**

GAA representative: Harley Dickinson, Vice-Dean, College of Arts & Science

[Provost's representative: Gerry Uswak, Dentistry]

May 19, 2011

**Search Committee for President**

GAA representatives: Keith Walker, Educational Administration

Winona Wheeler, Native Studies; Michel Desautels, Physiology & Pharmacology; Ingrid

Pickering, Geological Sciences

Deans representatives: Peter Stoicheff (Arts & Science), David Hill (Pharmacy & Nutrition)

**Search Committee – Executive Director, School of Environment and Sustainability**

One GAA senior administrator: Peta Bonham-Smith, Acting Vice-Dean, Sciences, Arts & Science

Provost's representative: Ernie Barber, Engineering

*October 21, 2010*

**Search Committee for Dean of Medicine**

GAA representative: Doug Freeman, Dean, Western College of Veterinary Medicine TBA

[Other members: Dean representative David Hill, Pharmacy & Nutrition]

**Review Committee for Associate Vice-President Student & Enrolment Services Division**

GAA representative: Louise Alexitch, Psychology

[Other members: Dean representative Daphne Taras, Edwards School of Business;

Associate or assistant dean with responsibility for student affairs TBA]

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*May 27, 2010*

**Search Committee for Dean of Engineering**

GAA representative: Graham Scoles, Associate Dean, Agriculture and Bioresources,  
[Other members: Dean representative TBA]

**Search Committee for Vice-Provost, Teaching and Learning**

Council representative: Liz Harrison, Associate Dean, College of Medicine,  
GAA representatives: Jim Bugg, Mechanical Engineering;  
Alex Aitken, Geography & Planning;  
Leslie Biggs, Women's and Gender Studies;  
Ernie Walker, Archaeology & Anthropology,  
[Other members: Dean representative Lorna Butler, Nursing]

*April 17, 2010*

**Search Committee for Associate Vice-President Research**

GAA member: Lee Barbour, Civil and Geological Engineering  
[Other members: Representing Associate Deans Research Forum Gary Entwistle; Representing  
Centres Forum Andy Potter, VIDO]