

AGENDA
2:30 p.m. Thursday April 20, 2017
Neatby-Timlin Theatre – Arts 241

*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 2016/17 academic year marks the 22nd year of the representative Council.*

As Council gathers, we acknowledge that we are on Treaty 6 Territory and the Homeland of the Métis. We pay our respect to the First Nations and Métis ancestors of our gathering place and reaffirm our relationship with one another.

1. Adoption of the agenda
2. Opening remarks
3. Minutes of the meeting of March 23, 2017 pp. 1-10
4. Business from the minutes
5. Report of the President pp. 11-14
6. Report of the Provost pp. 15-28
 - Integrated Planning Presentation – John Rigby, interim associate provost, Institutional Planning and Assessment
7. Student societies
 - 7.1 Report from the USSU pp. 29-32
 - 7.2 Report from the GSA pp. 33-38
8. Governance Committee
 - 8.1 Item for Information – Confidentiality of Council Committee Minutes pp. 39-40
9. Planning and Priorities Committee
 - 9.1 Request for Input – Policy for Medical Faculty pp. 41-46
 - 9.2 Report for Information – Report on the Work of the Enrolment Subcommittee pp. 47-51

Council agenda continued

10. Other business
11. Question period
12. Adjournment

Next meeting May 18, 2017 – Please send regrets to katelyn.wells@usask.ca

Deadline for submission of motions to the coordinating committee: May 1, 2017



UNIVERSITY OF SASKATCHEWAN

Minutes of University Council
2:30 p.m., Thursday, March 23, 2017
Arts Building Room 241 Neatby-Timlin Theatre

Attendance: See Appendix A for listing of members in attendance.

Lisa Kalynchuk, chair of Council called the meeting to order at 2:30 p.m., observing that quorum had been attained.

Len Findlay, Council member, delivered a memorial tribute to honour Ann McDonald, a former colleague in the Department of English.

1. Adoption of the agenda

WILSON/AITKEN: *To adopt the agenda as circulated.*

CARRIED

2. Opening remarks

The chair reported on the meeting between Council committee chairs and Council members on March 15, noting there was a good exchange at the meeting about committee priorities and work. She encouraged members to attend the meeting between Council members and GAA members scheduled for April 12, as it offers the same opportunity for exchange and dialogue.

This month, the meeting discussion between members of the president's executive committee and members of the coordinating committee focused on the university budget and engendered a frank discussion. Concluding her remarks, Professor Kalynchuk informed members of her decision to step down as Council chair on June 30, 2017. A call for nominations to elect a new chair will be issued in the next month, and members were encouraged to consider putting their name forward.

3. Minutes of the meeting of February 16, 2017

The chair reported receiving a correction to the sentence in section 13 Question Period that reads, "If the university is to be a leader in Indigenization, more of these students must be encouraged to attend university" to be changed to read, "In the same way in which we are trying to lead in the area of Indigenization, we should also try to lead in helping students without existing post-secondary education role models in their families." In response to the request for other corrections, a member requested adding a sentence to the same section to read, "The College of Arts and Science continues its commitment to Northern Studies even with the termination of the Northern Studies field of study." Other corrections were to change the word "confirm" to "conform" in the second sentence of section 9.1 and to renumber section 13 Adjournment to 14 Adjournment.

FLYNN/D'EON: *That the February 16, 2017 Council minutes be approved with the corrections as noted.*

CARRIED

4. Business from the minutes

In response to the chair's request for any notations of business arising from the minutes, a Council member referred to the definition of Indigenizing presented at the last meeting and described an incident showing a lack of respect of the university's efforts when the Northern Teacher Education Program (NORTEP) was discussed at the recent Legislative Assembly meeting.

5. Report of the President

President Peter Stoicheff referred members to his written report and acknowledged Professor Kalynchuk's service to Council in her role as Council chair. The President commented on the meaningful discussion that occurred at the Internal Forum on Reconciliation, March 7, 2017, and offered gratitude to Candace Wasacase-Lafferty, director Aboriginal initiatives; Patti McDougall, vice-provost teaching and learning; Alexandria Wilson, director of the Aboriginal Research Education Centre, and others whose efforts made the forum possible.

The federal and provincial budgets have been announced. The federal budget emphasizes increased funding to support innovation and post-secondary access and supports for Indigenous students, with the allocation to the tri-agencies unchanged. The provincial budget announced a decrease of 5% to post-secondary institutes throughout the province. Overall, the university will see a 5.6% decrease in its funding allocation from the province. Although financial modelling included the modelling of a 5% budget decrease, the decrease in funding is larger than expected.

President Stoicheff emphasized that although the budget reduction is the largest funding decrease the university has faced, the budget reduction will not define the university. The university remains committed to its vision, mission and values, will remain a member of the U15, and is an institution dedicated to excellence in teaching, learning, research, and engagement. In discussions with provincial leaders, the positive impact of the university on the provincial economy and its contributions to the province will continue to be emphasized.

Decisions about resource allocations in response to the budget reduction will be made through the Responsibility Centre Management (RCM) budget model. Although workforce costs must be reviewed, an across the board workforce reduction is not contemplated and employee terminations, program reductions, and tuition rate increases are last options. President Stoicheff expressed that senior leaders are committed to working to ensure the acrimony and discontent that characterized the last period of financial stress does not occur again.

Discussion and question topics included the significance of the \$20.0 M funding transfer to the College of Medicine, the potential amalgamation of departments, and the importance of making academic choices based on academic reasons.

6. Report of the Provost

Interim Provost Michael Atkinson presented the Provost's report to Council. Provost Atkinson's comments focused on the university's autonomy and the importance of adhering to the long-term commitments made by the province to the university. Ensuring that a respectful relationship with the provincial government is maintained while keeping the university's academic mission at the forefront of any discussion is imperative.

Provost Atkinson explained that the budget allocation model used to allocate provincial funding between the two universities resulted in the University of Regina faring better than the University of Saskatchewan due to the U of R's enrolment growth. Targeted funding and the ensuing vulnerability the receipt of targeted funds creates was noted, as signified by the discontinuation of targeted funding to the International Centre for Northern Governance and Development.

Questions from members included the request for a translation of what the 5.6% funding decrease means in monetary terms, which was noted to equate to a reduction of slightly more than \$15.0 M over the year. Strategies to address the budget reduction include a review of central costs and discussion with collective bargaining units.

Provost Atkinson indicated that senior administration has discussed with deans and executive directors the strategic reallocation of the funds based on the modelling scenarios. This strategic approach, rather than a unilateral reduction across units, is intended to reduce the impact of loss of funding as some units are better able to absorb a reduction than others. The Board of Governors will be asked to consider a deficit budget for the 2017-18 budget year, which will enable the university to adjust to the \$20.0 M funding loss of the College of Medicine.

7. Student Societies

7.1 Report from the USSU

Kehan Fu, president of the University of Saskatchewan Students' Union (USSU) presented the USSU report. President Fu reported the election polls to elect the incoming USSU executive close in a matter of minutes. The Usaskmatters Campaign which asks the provincial government to provide adequate funding for student services and programs continues. The USSU continues to consult with its stakeholders about the impact of the provincial budget, including the suspension of the Saskatchewan Advantage Grant for Education Savings (SAGES) program and the elimination of personal income tax credits for post-secondary tuition and education expenses as of July 1, 2017.

In response to a query about whether follow-up had occurred with those colleges who did not include the Fall Break week in their student timetable, Brooke Malinoski, USSU vice-president academic indicated that meetings to discuss the break week were occurring with the Colleges of Medicine and Veterinary Medicine.

7.2 Report from the GSA

Ziad Ghaith, president of the Graduate Students' Association was unable to attend. The chair noted that Mr. Ghaith had requested that she read the following statement to Council: "that the GSA supports the USSU campaign Usaskmatters and any other campaign aimed at improving post-secondary education accessibility organized at both the national and provincial levels". The GSA will be releasing a press release in response to the provincial budget.

8. Governance Committee

Kevin Flynn, chair of academic programs committee, presented items from the governance committee on behalf of Louise Racine, committee chair.

8.1 Request for Decision – Changes to Council Bylaws Part III, section V. 1. A. Membership of the Faculty Councils

Professor Flynn explained that the motion updates the membership that is common to all faculty councils. The motion was presented as a notice of motion the previous meeting at which time several editorial suggestions were received. The first of these suggestions was to insert the words “the College” in referring to the Dean of the College of the Graduate and Postdoctoral Studies. This change has been made. The second suggestion was to change the capitalization of the “u” in university Council, with the request that the “u” be in upper case. Professor Flynn explained that as the Council Bylaws consistently refer to university Council with the “u” in lower case, this change was not made. In the future, the Council Bylaws will be modified to follow the capitalization rules of the university’s *Editorial Style Guide*.

FLYNN/CROWE: *That Council approve the changes to the membership of the faculty councils as shown in the attachment, and that Council’s Bylaws be amended accordingly.*

CARRIED

8.2 Report for Information – Mid-year Report of the Governance Committee

Professor Flynn referred members to the mid-year report as submitted and indicated any questions should be directed at the chair of the committee upon her return. The report was received with no discussion.

9. Academic Programs Committee

Kevin Flynn, chair of the academic programs committee, presented the committee reports to Council.

9.1 Request for Decision – Changes to the Admissions Qualifications of the College of Education ITEP and SUNTEP programs

Professor Flynn presented the changes to the admissions qualifications for the College of Education’s ITEP and SUNTEP program and explained that the new admissions requirements will allow students entering the programs from high school to be deficient in two study areas as long as they remedy the deficiency prior to starting their second year in the program. The change also removes the requirement for specific high school prerequisites for students who have completed at least 18 c.u. of post-secondary work with a minimum average of 60%. Professor Flynn explained that this change brings the admissions qualifications for ITEP and SUNTEP into alignment with those for the direct-entry B.Ed. program.

In response to a comment by a member that the term Indian in the program name is not in keeping with the term Indigenous used throughout the university, Michelle Prytula, dean of Education indicated that the title of the Indian Teacher Education Program (ITEP) reflects the *Indian Act* and program proponents do not wish to lose this link in the program name.

FLYNN/ZELLO: That Council approve the changes to admissions qualifications for the Bachelor of Education (B. Ed.) ITEP and SUNTEP programs for students who are entering the program in or after September 2017.

CARRIED

9.2 Request for Decision – Changes to the Admissions Qualifications of the College of Medicine

Professor Flynn presented the proposed change to the admissions qualification for the College of Medicine, explaining that a Diversity and Social Accountability Admissions Program (DSAAP) questionnaire has been developed and will be completed by all incoming applicants. The questionnaire asks for information about the applicant's social and economic background, including whether they are the first in their family to attend university. There will be six seats offered through the initial implementation of this admissions program, which were created by reducing the number of out-of-province seats from ten to five and by adding on a seat from the regular Saskatchewan resident seats.

A member expressed two main concerns to the proposed change in admissions qualifications: the lack of evidence in support of the change, as distinct from information about the change, and the value of the initiative, which he contended was not self-evident. Preston Smith, dean of Medicine noted that the college's accreditation demands diversity within its student body and social accountability supports having students from a disadvantaged area within the student population who may then go back and serve their home communities in the provision of medical care. The demographics within the college's student body are vastly disparate from the population across the province, with students with inner city and rural backgrounds largely underrepresented.

FLYNN/ZELLO: That Council approve changes to admissions qualifications for students entering the College of Medicine in or after August 2018.

CARRIED

9.3 Request for Decision – Direct-entry Doctor of Philosophy (Ph.D.) program in Kinesiology with 85% Admissions Average

Professor Flynn presented the new direct-entry Ph.D. program in Kinesiology by explaining that the decision is before Council because the direct-entry Ph.D. program does not fit the template for direct-entry Ph.D. programs approved by Council. The single change from the template is the requirement that the applicants for the direct-entry Ph.D. program in Kinesiology will require an admissions average of 85%, which exceeds the 80% requirement outlined in the template. Otherwise, the academic program for this direct-entry program follows the same template as other direct-entry Ph.D. programs, which is a combined Masters and Ph.D. program.

FLYNN/ZELLO: That Council approve a direct-entry Doctor of Philosophy (PhD) program in Kinesiology with an 85% admission average, effective May 2018.

CARRIED

9.4 Request for Decision – Changes to College of Graduate and Postdoctoral Studies Dual Degree Policy to include Cotutelle Agreements

Professor Flynn presented the changes to the Dual Degree Policy of the College of Graduate and Postdoctoral Studies (CGPS), which was originally approved by Council in June 2011. The change is to now include Cotutelle agreements. This change will allow the CGPS to enter into agreements at the student level, as opposed to at the program level. Program level agreements will continue to be in place, but this change will allow for greater flexibility developing dual degree agreements.

Cotutelle agreements would be for Ph.D. students only. Students who attend the U of S under a Cotutelle agreement will be required to fulfill the degree requirements of both institutions, but would complete only one jointly-supervised thesis.

The CGPS will need to work to ensure that misconduct, both academic and non-academic, is contemplated in the template for Cotutelle agreements.

FLYNN/ZELLO: That Council approve changes to the College of Graduate and Postdoctoral Studies' Dual Degree Policy to include Cotutelle agreements, effective May 1, 2017.

CARRIED

9.5 Report for Information – Project option for the Master of Science (M.Sc.) in the Small Animal Clinical Sciences program

Professor Flynn indicated that the academic programs committee had approved a project option for the M.Sc. in Small Animal Clinical Sciences. This program will be for students interested in clinical training, as opposed to research, and will eventually replace the existing M.Vet.Sci. program. Identical changes were made to the M.Sc. in Large Animal Clinical Sciences earlier this year.

10. Other business

There was no other business.

11. Question period

The chair invited questions. There were none

12. Adjournment

The meeting was adjourned by motion (FLYNN/DOBSON) at 4:55 pm.

Voting Participants

Name	Sept 22	Oct 20	Nov 17	Dec 15	Jan 19	Feb 16	Mar 23	Apr 20	May 18	June 22
Abbasi, Aliya	N/A	N/A	A	A	A	A	A			
Aitken, Alec	P	P	R	P	P	P	P			
Allen, Andy	P	P	P	P	P	R	P			
Atkinson, Michael	N/A	P	P	P	P	R	P			
Barber, Ernie	P	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Baxter-Jones, Adam	P	P	P	P	A	P	P			
Bell, Scott	P	P	P	P	P	P	P			
Bergstrom, Don	P	P	R	P	P	R	R			
Bindle, David	R	A	P	R	P	P	P			
Bonham-Smith, Peta	P	R	R	A	P	P	P			
Bowen, Angela	R	P	P	P	A	R	P			
Buhr, Mary	A	A	A	A	A	A	P			
Calvert, Lorne	P	A	P	A	A	R	P			
Card, Claire	A	P	P	A	P	P	P			
Chernoff, Egan	P	P	P	P	R	R	R			
Chibbar, Ravindra	P	P	P	P	P	R	P			
Crowe, Trevor	A	P	P	A	P	R	P			
De Boer, Dirk	P	P	P	P	P	P	R			
D'Eon, David	N/A	N/A	A	P	P	P	R			
D'Eon, Marcel	P	P	P	P	P	R	P			
Deters, Ralph	P	P	P	P	P	P	P			
DeWalt, Jordyn	A	A	A	A	A	A	A			
Dick, Rainer	P	P	P	P	R	R	R			
Dobson, Roy	P	P	P	P	P	R	P			
Dumont, Darcy	N/A	N/A	A	R	P	P	R			
Ervin, Alexander	P	P	A	A	P	A	P			
Eskiw, Christopher	N/A	N/A	N/A	A	P	P	P			
Findlay, Len	P	P	P	P	A	R	P			
Flynn, Kevin	P	P	P	P	P	P	P			
Freeman, Douglas	R	P	P	R	R	R	P			
Gabriel, Andrew	R	A	A	P	A	A	A			
Gill, Mankomal	A	A	A	A	A	A	A			
Gjevre, John	P	P	P	P	P	P	P			
Goodridge, Donna	P	P	P	P	P	P	P			
Gordon, John	P	P	R	P	P	P	P			
Gray, Richard	P	A	A	A	P	A	A			
Greer, Jim	R	R	R	R	P	P	R			
Grosvenor, Andrew	P	P	P	P	P	P	P			
Gyurcsik, Nancy	P	R	P	R	P	P	P			
Hamilton, Murray	P	P	A	P	P	R	P			
Havele, Calliopi	P	R	P	P	R	P	R			
Hayes, Alyssa	P	R	P	R	P	P	P			
Honaramooz, Ali	A	P	P	P	P	R	R			
Horsburgh, Beth	P	R	P	P	A	P	R			
Jamali, Nadeem	R	R	P	P	P	P	P			
Jones, Paul	P	P	P	P	P	R	P			
Julien, Richard	A	A	A	A	A	A	A			
Just, Melissa	N/A	N/A	N/A	N/A	N/A	P	P			
Kalagnanam, Suresh	P	P	P	P	P	P	A			
Kalra, Jay	P	P	P	P	P	P	P			
Kalynchuk, Lisa	P	P	P	P	P	P	P			
Kampman, Courtney	N/A	N/A	A	A	A	A	A			
Khandelwal, Ramji	P	P	R	P	P	P	P			
Kiani, Ali	P	P	P	P	A	A	A			
Kumaran, Arul	P	R	A	P	P	P	P			
Langhorst, Barbara	P	P	R	P	P	P	R			
Larre, Tamara	P	P	P	P	R	P	P			
Lemisko, Lynn	P	R	R	R	P	P	P			

[illegible]

COUNCIL ATTENDANCE 2015-16

Non-voting participants

Name	Sept 22	Oct 20	Nov 17	Dec 15	Jan 19	Feb 16	Mar 23	Apr 20	May 18	June 22
Bilson, Beth	N/A	N/A	N/A	N/A	N/A	P	P			
Chad, Karen	A	P	R	P	P	P	R			
Downey, Terrence	R	P	P	P	R	R	P			
Fowler, Greg	P	A	P	P	P	P	P			
Fu, Kehan	P	P	R	A	P	P	P			
Gary Gullickson	A	A	P	R	A	A	A			
Ghaith, Ziad	P	P	P	P	P	P	R			
Isinger, Russell	P	P	A	A	P	P	P			
Malinoski, Brooke	A	P	R	P	P	A	P			
Pulfer, Jim	P	P	P	P	R	R	P			
Williamson, Elizabeth	P	P	P	P	P	N/A	N/A	N/A	N/A	N/A

PRESIDENT'S REPORT TO UNIVERSITY COUNCIL April 2017

**General Academic Assembly -- *Connectivity***

On April 7th, I gave my “State of the University” address to our general academic assembly. The full speech can be seen online at www.usask.ca/president.

I spoke broadly on the theme of connectivity, acknowledging that the University of Saskatchewan, not unlike other universities, is at a unique time in the history of post-secondary institutions. Although technologically and digitally we live in a more connected world, culturally and politically we are at risk of living in a less connected one.

The theme of connectivity emerged during last year’s GAA address and flows throughout the Mission, Vision and Values statement—the university’s foundational document and conceptual guideline.

If we are at risk of living in a disconnected world, replete with immigration orders, Brexits, journalists’ muzzlings, post-truths, intolerance, walls between friendly countries, political ignorance and the defiance of democratic law, the vision document we endorsed last fall tells us that the openness and engagement explicit in connectivity is worth talking about today.

When these features of our Mission, Vision and Values document emerged last year, I read them as public commitments to ourselves, and now I read them as much more than that—as commitments to what’s important everywhere in a time when they are deliberately challenged within, of all places, democracies themselves.

We need to practise connectivity, specifically by seeking opportunities within Canada’s innovation agenda—capitalizing on our university’s potential for interdisciplinary linkages, diverse programming and research, infrastructure, and academic talent. We should govern ourselves not only on the basis of what we want to be, but what the world needs us to be.

I also highlighted in my speech the need to move forward on the connectivity front by capitalizing on the multidisciplinary linkages across campus. The world’s greatest challenges won’t be met by a single researcher in a single discipline, but by many researchers in many disciplines combining forces.

These are also themes that will carry over to the university’s next integrated plan, ensuring they become explicit, not just implicit in our culture. We need to build interdisciplinarity into our students’ earliest university experiences.

I look forward to working with this Council to bring forward the concept of connectivity over the coming year.

Alumni Activities

Speaking of connectivity, I want to highlight a number of alumni connections that I have been a part of over this last month:

Alumni Association Volunteer Summit

On March 25, I took part in a volunteer summit organized by the U of S Alumni Association in honour of their centennial year. The Volunteer Summit brought together people involved in volunteerism throughout the province, including volunteers, volunteer managers, community leaders, employers, students, USASK alumni, and board members. Guests of the Volunteer Summit took part in transformative discussions with national volunteerism experts, professional development workshops and a gala to celebrate the spirit of volunteerism province-wide.

California Events

We held three alumni events in California connecting with many of our grads in Palm Springs and San Francisco. A special thanks to alumni and long-time supporters, Ron and Jane Graham for hosting one of these events.

Kaplan Chair Announcement

Xiaoping (Bob) Xu and wife Ling Chen, graduates from the Department of Music at the U of S, made a historic gift to the College of Arts & Science. They have donated \$2 million to create the David L. Kaplan Chair in Music in the College of Arts & Science. The gift is the largest donation from alumni in the college's history and a generous follow-up to the couple's \$1-million gift to establish the David L. Kaplan Music Scholarship in 2010.

This new position will attract an internationally recognized string musician to teach our music students to pursue their dreams. The Kaplan Chair will advance our music program to a level competitive with national and international schools, and establish our Department of Music as the destination of choice for emerging musicians on the Prairies. The impact will be felt in our community as well. We share a long and successful history with the Saskatoon Symphony Orchestra and our new strings program will be instrumental in supporting their educational work. This gift will ensure the ongoing preservation of the Amati string instruments, a rare set of 17th century instruments crafted by the Amati family of Cremona, Italy.

Home Ice Support

This month I also had the honour of accepting a cheque for \$2.5 M from local Huskie hockey alumni, players and supporters of Merlis Belsher Place. The group indicated to me that they set this "lofty goal" and achieved the results from alumni at home and across Canada. This total represents more than a year of hard work for Huskie hockey alumni.

Other Items of Note

Aboriginal Career Start Program

I had the pleasure of helping launch the second cohort of the Aboriginal Career Start program. The Program is a partnership between the university and stakeholders in the Aboriginal community, including the Saskatoon Tribal Council, Saskatchewan Indian Institute of Technologies, and the Gabriel Dumont Institute and builds upon our commitment to Indigenous peoples and their communities.

In particular, Human Resources and Financial Services will again offer a two-week training program to prepare participants for a 3-4 month job placement as financial/administrative assistants to serve as a stepping stone to a long-term career with the university.

Images of Research

The third annual University of Saskatchewan Images of Research competition was held in the spring of 2017. The competition is an avenue for U of S students, staff, faculty and alumni to showcase the groundbreaking research, scholarly and artistic work taking place at the U of S. I was able to congratulate participants and winners of this year's competition.

I would encourage all Council members to check out the *Images* website --
<http://research.usask.ca/images-of-research.php>.

PROVOST'S REPORT TO COUNCIL**April 2017****VICE-PROVOST TEACHING AND LEARNING****2017 Provost's Outstanding Teaching Award Recipients**

The Provost's Outstanding Teaching Awards recipients are:

Provost's College Awards

- Vince Bruni-Bossio, Edwards School of Business
- Valerie Korinek, Arts and Science - Humanities (History)
- Tracy Marchant, Arts and Science - Science (Biology)
- Shannon Forrester, Kinesiology
- Sarah Burningham, Law
- Phyllis Paterson, Pharmacy and Nutrition
- Paul Lee, Medicine
- Patricia Dowling, Western College of Veterinary Medicine
- Keith Walker, Education
- Jim Kells, Engineering
- Eric Micheels, Agriculture and Bioresources

Provost's Themed Awards

- Provost's Award Outstanding Innovation in Learning - Jason Perepelkin, Pharmacy and Nutrition
- Provost's Outstanding New Teacher Award -
- Benjamin Hoy, History
- Colleen Bell, Political Studies
- Provost's Outstanding Graduate Student Teacher Award - Naheda Sahtout, Chemistry

Sylvia Wallace Sessional Lecturer Award - Rita Matlock, English

Scholarship of Teaching and Learning (SoTL)

A SoTL Cluster is a group of 3+ faculty and instructors doing research into teaching and learning in their own courses or programs. Each cluster receives \$5,000 in funding for the research each year for two years. The goals and descriptions of funded SoTL Clusters are publicly shared in their project charters at teaching.usask.ca/sotl

- **Committed!** 6 funded clusters; 36 faculty members; 3 instructors. Interprofessional Education in Health Sciences, Returning to the Classroom (Educ), Biomedication, Graham SoPD (Engineering), Medicine & Society, and Regina Campus Nursing Faculty Cluster
- **Engaged!** 70 faculty members, 7 instructors, 8 educational/research staff have connected with the Gwenna Moss Centre for Teaching & Learning about SoTL Clusters

INSTITUTIONAL PLANNING AND ASSESSMENT

Planning

Following the approval of the university's renewed Mission, Vision and Values, the development of the next institutional plan is underway. The plan will be high-level, and articulate long-term strategies aligned with our mission, vision and values.

By way of update, consultation continued over the last few months with internal campus stakeholder groups, including students, leadership committees, and Indigenous groups. Three open forum discussions will have been held to focus efforts on goal-setting and identifying strategic priorities for the next planning cycle. Together, the thoughts and ideas received on goals are being consolidated into a high-level plan for the U of S. The plan will be drafted with an expectation that it will be ready for the next round of consultations.

Planning Conversations To March 31, 2017						
Category	Stakeholder	Dates	Form, Content Process	Themes	Goals	Outcome Achieved
Tricameral Governance	Council	Jan 19	√			Provost's kick-off of the planning process
	Board	Mar 21	√	√		Provost's kick-off of the planning process
	Senate	Apr 23				
Executive	PCIP	1/9, 2/27, 3/10	√	√		Planning updates and input
	PPC	Jan 25, Feb 15, Mar 15	√	√		Planning updates and input
	PEC	Jan 16	√	√		Preparation for SLF; format, content, process
	SLF	Jan 24	√	√		agreement on themes, feedback on SWOT
Committees	APC	Feb 8, Mar 22	√	√		Format, content, and themes feedback
	RSAA	Feb 28, Mar 21	√	√		Format, content, and themes feedback
	TLARC	Mar 2, Mar 23	√	√		Format, content, and themes feedback
	IAC	Feb 7, Apr 4	√	√		Format, content, and themes feedback
Other Groups	Research AD's	Mar 8	√	√	√	Format, content, and themes feedback, ID goals
	Academic AD's	Mar 16				
	USSU	Mar 2	√	√		Format, content, and themes feedback
	GSA	Mar 21	√	√		Associate provost kick-off of planning process
	Student Forum	Feb 15	√	√		Associate provost kick-off of planning process
	Indigenous Grad Students	Mar 16	√	√		Themes feedback and Indigenization
	Indigenous Faculty	Mar 14	√	√		Themes feedback and Indigenization
	Aboriginal Advisory Circle	Mar 31	√	√		Themes feedback and Indigenization
	Leadership Network	Mar 5	√	√		Format, content, and themes feedback
	Financial Leadership	Mar 14	√	√	√	
	Faculty Councils	Arts Mar 30	√	√		
	Planning Advisory Group	Jan 21, Feb 17	√	√		

Now under responsibility centre management, planning and budgeting support tools and services will be offered to college, school and unit leaders to assist in determining strategic and financial plans given our new fiscal reality. While this may result in cost containment decisions, we also encourage focus on efforts to develop new funding sources to ensure our long-term viability.

The institutional plan will encompass a longer timeframe and will incorporate high-level strategic goals that will inform college and unit plans, and will be updated on an annual basis.

Further information on the development of the plan is available at the following link, including the consultation schedule, as well as feedback forms to assist in the setting of institutional themes and draft goals: www.usask.ca/plan.

Provincial Budget

The 2017-18 budget, “Meeting the Challenge,” presents the province’s commitment to control spending on public services, especially in vital sectors such as health and education. The university’s operating grant from the province represents nearly half of our total revenues. This year’s funding from the province reflects the largest percentage decrease in our institution’s history. We received \$295M in provincial operating grant funding, \$1.3M funding for scholarship support and \$27.6 for capital maintenance and repayment. Altogether this represents a 5.6% decrease in funding from the Ministry of Advanced Education from the previous year.

Despite these budget reductions, the University of Saskatchewan will not be defined by one year’s provincial budget. We intend to take a long-term view of our finances so that we can work together to continue delivering top-notch academic programs and promoting ongoing research and development. We will use the next two years to deal with this reduction and prudently take actions that do not unnecessarily harm the institution. We will use this time to develop appropriate strategies across campus to continue to be a financially sustainable university.

Annual operating funding to Colleges, Schools and Units

Given that the university’s operating grant from the provincial government has been decreasing, we will be facing another year of a projected deficit in the central operating budget. In 2016-17, the most recent projections suggest that the university will post a deficit of approximately \$6M, mainly depending on the performance of investment returns. With the 5.6% reduction in the provincial operating grant for 2017-18, we are projecting an \$8.2M deficit in the central operating budget. Efforts of cost containment and revenue diversification will be pursued both institutionally and by responsibility centres.

On Wednesday, March 29, I issued a statement to the campus community outlining the budget response senior administrators are proposing to the Board of Governors. The proposed funding reductions to colleges, schools and administrative units contained in that proposal have been made reluctantly and with a full realization of the potential disruption they imply. However, we have reached a point where reductions are unavoidable. Overall, allocations to revenue centres (colleges and schools) are either negative or zero. They will operate with a reduction in revenue even after tuition increases are taken into account. The average reduction of 5% is applied across all revenue centres. Support centres such as student services, financial services, human resources, and facilities management will have allocations reduced by 3%. This will result in another deficit for the upcoming year in order to effectively manage the university’s operations. (These funding allocations will require Board approval on June 20th.)

2018/19 funding request to the Government of Saskatchewan

The office of Institutional Planning and Assessment has begun to develop the 2018/19 annual funding request to the Government of Saskatchewan, which is due to the Ministry of Advanced Education by April 30, 2017. The 2018/19 Operations Forecast will be informed by a strategy set by senior administration, and will involve a consultation process to ensure appropriate messaging is incorporated into the document. The draft document is reviewed annually by the Planning and Priorities Committee of Council before being considered by the Board of Governors for approval.

Institutional Reviews

In January 2017, it was reported that the review of the College of Engineering was in its final stages. That review has now been completed with the external review report received and a response to the report issued by the college. The plan is for the results of this review to be discussed at a future Planning and Priorities Committee meeting. Further information is available on the IPA website (<http://www.usask.ca/ipa/institutional-effectiveness/reviews.php>).

Plans for a review of the College of Education's Indian Teacher Education Program (ITEP) were also previously reported to Council. Since then, the site visit for the review was conducted from March 15 to 17, 2017 by an external review committee made up of an elder from Saskatchewan joined by representatives from the University of British Columbia and University of Alberta. We expect to receive the review committee's final report by mid-April, 2017.

The annual Graduate Program Review (GPR) process is currently underway as well. Site visits for graduate programs in the area of Humanities and Fine Arts (English, History, Philosophy, Religion and Culture and the Masters of Fine Arts in Writing), the College of Kinesiology and School of Physical Therapy were completed during the months of March and early April. Results of these reviews will be available on the IPA website when completed. Information pertaining to graduate program review process is located at: <http://www.usask.ca/cgps/programs/program-review.php>.

Surveys

The University of Saskatchewan participates in the National Survey of Student Engagement (NSSE) on a regular basis. NSSE is a survey that provides students from post-secondary institutions in North America an opportunity to participate in to measure their levels of engagement with their institution. The 2017 survey was available for 6,700 first year and final year University of Saskatchewan undergraduate students to complete between February 8 and March 26, 2017. Our response rate this year was 51.5%, the highest it has ever been. NSSE engagement scores are used as key performance indicators in teaching as well as to determine students' overall educational experience. NSSE results are shared among U15 for benchmarking purposes and are also published by Maclean's with their university rankings. Results from the 2017 NSSE survey will be available in August 2017.

The Saskatchewan Ministry of Advanced Education recently completed work on a Graduate Outcomes Survey. This research project involved partnering with public and private post-secondary institutions in Saskatchewan to survey individuals that successfully completed a post-secondary program and received a formal credential within the 2014 calendar year. The intent of the survey was to measure the perceptions, experiences and outcomes of our graduates and get a better understanding of how their time in higher education prepared them for their careers. Work is continuing on the analysis and synthesis of the results and we expect to receive the final report from the Ministry of Advanced Education by June, 2017.

COLLEGE AND SCHOOL UPDATES

College of Pharmacy and Nutrition

On Sunday, March 19, the college held the Twenty-fifth Annual Academic Awards Ceremony. Awards were presented to both undergraduate and graduate students. Congratulations to all of the award winners!

Pledge of Professionalism Ceremony

On Wednesday, January 25, our first year pharmacy and nutrition students held their Pledge of Professionalism Ceremony in the Health Sciences Building. Each year the first year students write these pledges, which are posted in the hallway near their classrooms.

Dr. Jane Alcorn is part of an interdisciplinary team of researchers from the U of S and the U of R that has created a potent new synthetic antibiotic that is effective in lab research against several drug-resistant pathogens. [Read the article.](#)

Dr. Jane Alcorn was also mentioned in a news release issued by U of S Communications about study of cannabis treatment for childhood epilepsy. [Read more.](#)

Dr. Jaris Swidrovich spoke with Rosanna Deerchild on CBC Radio: Unreserved about integrating Indigenous culture into the classroom and his practice. [Listen to the interview or read the article.](#)

Congratulations to **Dean Kishor Wasan** on receiving the American Association of Pharmaceutical Scientists Certificate of Appreciation for his work with the AAPS Pharmaceuticals in Global Health Focus Group.

RESEARCH FUNDING

Kate Dadachova received \$341,000 US in funding from Defense Threat Reduction Agency for the project *Investigation of Radiation Resistance Mechanisms in Melanized Fungi*.

Jim Fang was awarded a \$196,000 grant from the Agriculture Development Fund for the project *Longer-Term Effects of Saskatoon Berries in Elderly – a Placebo Controlled Study*.

Meena Sakharkar was awarded a \$121,000 grant from the Agriculture Development Fund and SaskMilk for the project *Treatment of Mastitis Infections in Dairy Cattle*.

Hassan Vatanparast was awarded a University of Saskatchewan President's SSHRC for *The Impact of Socio-Economic, Geography and Cultural Factors on Household Food Insecurity of Syrian Refugees Resettled in Rural Areas and Small Cities across Saskatchewan*.

Thomas Rotter is the nominated provincial Principal Investigator on a 1-year project titled *Interventions and Policies Influencing Primary Healthcare Professionals Managing Chronic Diseases: An Evidence Synthesis*. The project lead by Dr. Chauhan, University of Manitoba was awarded a CIHR Strategy for Patient-Oriented Research PIHCl Network – Knowledge Synthesis Grant.

College of Arts and Science

- In March, 18 college students received **Aboriginal Student Achievement Awards**: http://artsandscience.usask.ca/news/articles/918/Eighteen_arts_science_students_receive_Aboriginal_Student_Ac
Archaeology & Anthropology student **Gabriel Lamarche** tells his story: <http://news.usask.ca/articles/people/2017/meet-the-aboriginal-student-achievement-award-winners-gabriel-lamarche.php>
- **Michael Bradley** (Physics & Engineering Physics), **Yin Liu** (English) and **Susan Shantz** (Art & Art History) are the recipients of the College of Arts & Science's 2016/17 Teaching Excellence Awards: http://artsandscience.usask.ca/news/articles/908/Teaching_excellence
- In celebration of International Women's Day, the **Political Studies Department** sent three participants to **Daughters of the Vote**, an initiative dedicated to inspiring women's involvement in Canadian politics: http://artsandscience.usask.ca/news/articles/932/Daughters_of_the_vote
- Through an Aboriginal Fellowship from the **Interdisciplinary Centre for Culture and Creativity**, Marilyn Dumont participated in events on campus and in the community: http://artsandscience.usask.ca/news/articles/961/A_conversation_with_Marilyn_Dumont

- **Tasha Hubbard's** (English) film "Birth of a Family" will be showcased in the National Film Board's Celebration of Canada's Confederation.
- **Kenneth Williams** (Drama) is the new interim director of the Gordon Tootoosis Nikaniwin Theatre.
- **Dawn Dumont** (BA'95) and **Brian Gable** (BA'70) have been nominated for the 2016 National Newspaper Awards
- Recruited to the **Chemistry Department** from the Memorial Sloan Kettering Cancer Center research hospital in New York City, **Eric Price** was named Canada Research Chair in Radiochemistry: <http://news.usask.ca/articles/research/2017/price,-dadachova-join-nuclear-medicine-experts.php>
- Wildlife biologist **Jeffrey Lane** was awarded a Canadian Foundation for Innovation (CFI) award to equip a mobile laboratory with the instruments needed to learn how animals in their natural settings store and use energy.
- **Benjamin Hoy** (History) will deliver the 2017 De Brou Memorial Lecture on April 13: http://artsandscience.usask.ca/news/articles/977/American_Justice_on_Canadian_Soil
- Learn about the special events happening in the **Department of Economics**, including the Timlin Lecture: <http://artsandscience.usask.ca/economics/news/news.php>
- The college was proud to co-host a **sold-out public lecture by Nobel Laureate Dr. Art McDonald** on campus on April 1. You can watch it online: <http://artsandscience.usask.ca/deeperunderstanding/>

Read about our **featured courses and programs** – a new website: <http://artsandscience.usask.ca/news/news.php?c=14>

For more news and events please visit: <http://artsandscience.usask.ca/news/>

OFFICE OF THE VICE-PRESIDENT RESEARCH

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

SEARCHES AND REVIEWS

Search, Dean, College of Arts & Science

The search committee for the Dean, College of Arts & Science met in late March.

Search, Dean, College of Graduate Studies & Postdoctoral Studies

The search committee for the Dean, College of Graduate Studies & Research met in mid-March and candidate visits are being scheduled.

Search, Dean, College of Dentistry

The search committee for the Dean, College of Dentistry had candidates on campus in March.

Search, Executive Director, School of Environment and Sustainability

The search committee for the Executive Director, School of Environment and Sustainability met in mid-March and candidate visits are being scheduled.

Search, Vice-Provost, Indigenous Engagement

The search committee for the Vice-Provost, Indigenous Engagement will meet in the next month.

Search, Dean, College of Nursing

The search committee for the Dean, College of Nursing will meet again in early April.

Search, Executive Director, School of Public Health

The search committee for the Executive Director, School of Public Health will meet again in late April.

Search, Dean, College of Engineering

The search committee for the Dean, College of Engineering will meet in the next month.

Review, Vice-Provost, Teaching and Learning

The review committee for the Vice-Provost, Teaching and Learning met in late March. Requests for feedback are being sent out.

April 2017

RESEARCH UPDATE

NEW INITIATIVES

Provincial policy school launches science and innovation research centre

The Johnson-Shoyama Graduate School of Public Policy (JSGS), a joint venture between the universities of Saskatchewan and Regina, has launched a new research centre, the Centre for the Study of Science and Innovation Policy (CSIP), aimed at increasing understanding of the policy and governance dimensions of science and innovation. To date, CSIP has secured \$7M in grants, including private donations in excess of \$500,000, from Regina philanthropist Bev Robertson, to tackle problems of bioscience and food policy, digital governance and policy analytics, energy policy, and health innovation policy. [Read more here.](#)

U of S VIDO-InterVac helping to fight Zika virus

VIDO-InterVac at the U of S—the first place in the world to develop a swine model for the study of Zika virus infection—has secured \$700,000 for a three-year research program using that swine model to investigate how the virus causes disease and to test new drugs and vaccines for prevention. The funding was provided by Innovation Saskatchewan, Genome Prairie, through Genome Canada's emerging issues program, the Public Health Agency of Canada, and VIDO-InterVac. [More details here.](#)

Innovation Enterprise hosts AIMday™ Minerals 2017

Innovation Enterprise at U of S hosted [AIMday Minerals 2017](#), the first AIMday meeting (intentionally connecting academics and industry) in North America on March 22. Twenty industry representatives from five major mining companies met with 39 researchers to find pathways to specific research and development challenges. Focused around questions submitted by industry before the event, the event was jointly hosted by Innovation

Enterprise and the International Minerals Innovation Institute (IMII) in collaboration with the University of Regina and Saskatchewan Polytechnic.

As a result of the workshops, researchers submitted 55 applications to explore research collaboration opportunities: 17 of those applications were awarded \$1,000 each towards submitting a more developed proposal. Innovation Enterprise plans to host an AIMday periodically targeting different sectors.

U of S partners with mining industry to tackle absenteeism

U of S College of Nursing, together with the International Centre for Northern Governance and Development, are teaming up to address the province's mining industry absenteeism rates - by linking health and wellness to productivity. **Lorna Butler** (Nursing, ICNGD) and her team aim to address this issue through a research partnership with the International Mineral Innovation Institute (IMII) and Mitacs' Accelerate program.

Images of Research and Making a Difference Videos

The third annual Images of Research competition received 88 photo and image submissions across four different categories, and the Making a Difference Video competition received 12 one-minute research pitch videos. During the competition, the competition website saw more than 40,000 page views, 6200 votes, and 34,000 pageviews on the website for the Making a Difference videos. Once the votes were tallied and judging panels complete, winners were announced and feted on April 7 during an exhibition and reception. The grand prize winning photo, "Two pigs. Two nations. One health," is featured in this month's banner, above. [Click here to see the winning images and videos.](#)

April 2017

U of S hosts Sanofi Biogenius high school student science competition

U of S hosted some of Saskatchewan's most advanced high school students on April 5th as they presented their research projects and competed for cash prizes at the regional competition of the Sanofi Biogenius Canada biotechnology research competition. Students presented 1-minute "elevator speeches" to a panel of judges, toured campus, and were celebrated during a reception that evening. The winners of the competition will compete at a national competition in Toronto on May 9. [Read the details here.](#)

REPUTATIONAL SUCCESS

New Centennial Enhancement Chair

Safa Kasap (Engineering) has been named the University of Saskatchewan Centennial Enhancement Chair in Photonics, a five-year appointment, which recognizes Prof. Kasap's innovative work in studying x-ray photoconductive materials in digital mammographic detectors, his work researching detector plates made from rare-earth-metal-filled glass to accurately measure doses of radiation from microbeam radiation therapy at the Canadian Lightsource synchrotron, and his dedicated and effective teaching. The Centennial Enhancement Chair includes \$50,000 of funding. Prof. Kasap has also held a Tier 1 Canada Research Chair for multiple terms and was recently recognized by U of S with a Distinguished Professorship.

CONTRACT AND GRANT FUNDING SUCCESS

GRANTS

Canadian Cancer Society

❖ **Ron Geyer** (Pathology and Laboratory Medicine) and **Humphrey Fonge** (Medical Imaging) have been awarded \$195,968 from a Canadian Cancer Society Innovation grant / Brain Canada Foundation, for the project *Using synthetic antibody parts to construct antibody-based imaging devices: anti-EGFR molecular targeted imaging probes for diagnosing and monitoring glioblastoma.*

Gwich'in Council International

❖ **David Natcher** (Agricultural and Resource Economics) was awarded \$198,000 Gwich'in Council International for *Arctic as a food-producing region.*

Saskatchewan Cancer Agency Operating Grant

❖ **Keith Bonham** (Oncology) and **Franco Vizeacoumar** (Oncology) were awarded \$200,000 for *Identifying targets for combination therapy with Entinostat in triple negative breast cancer."*

❖ **Julie Stakiw** (Oncology) and **John DeCoteau** (Pathology and Laboratory Medicine) were awarded \$199,200 for *Role of the bone marrow microenvironment in multiple myeloma development and progression.*

❖ **Sunil Yadav** (Oncology), **Franco Vizeacoumar** (Oncology), **Andrew Freywald** (Pathology and Laboratory Medicine), and **Deborah Anderson**

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(Oncology) have been awarded \$163,350 for *Identifying EphB6-deficient breast cancer tumors for clinical trials*.

- **David Blackburn** (Pharmacy) has been awarded \$38,288 for *Adherence to oral chemotherapies among pediatric oncology patients using medication event monitoring systems (MEMS)*.

Saskatchewan Cancer Agency Post-Doctoral Fellowship

- **Deborah Anderson** (Oncology) and post-doctoral fellow **Shari Smith** have been awarded \$60,000 for *Targeting cancer progression genes upregulated in CREB3L1-deficient breast cancer cells*.
- **Franco Vizeacoumar** (Oncology) and post-doctoral fellow **Annan Sudarsan** were awarded \$83,000 for *Identifying Biomarkers and Developing Molecular Probes for Radioimmunotherapy of Breast Cancer*.

MITACS Accelerate

- **Cindy Feng** (School of Public Health), **Catherine Trask** (Canadian Centre for Health and Safety in Agriculture), and intern **Roya Gavanji** have been awarded \$45,000 for *Modeling fatal and non-fatal occupational injuries in Saskatchewan: identifying the leading risk factors*, in partnership with the Worker's Compensation Board of Saskatchewan.
- **Katherine Stewart** (Soil Science) and intern **Chelsea Voinorosky** were awarded \$30,000 for *Developing strategies for informed collaborative decision making for vegetation management on northern Rights-of-Way*, in partnership with SaskPower.

- **Maureen Reed** (School of Environment and Sustainability) and intern **Tegan Brock** were awarded \$30,000 for *Developing strategies for informed collaborative decision making for vegetation management on northern Rights-of-Way*, in partnership with SaskPower.

- **Ralph Deters** (Computer Science) with intern **Mayra Samaniego** have been awarded \$15,000 for *Building scalable business transaction and data mining systems for insurance workloads*, in partnership with Farmers of North America and FNA Strategic Agriculture Institute.

- **Michael Horsch** (Computer Science) with intern **Aydin Teyhouee** were awarded \$15,000 for *Identifying transportation mode based on smartphone sensor using machine learning tools and statistical methods*, in partnership with Ethica Data Services, Inc.

Kelsey Trail Health Region

- **Mark Eramian** (Computer Science) has been awarded \$32,344 for *3D Models of the spinal cord and nerves to study structural abnormalities in patients with muscle strength imbalance*.

NSERC Engage

- **Mary Buhr** (Agriculture and Bioresources) was awarded \$25,000 for *Identifying fertility markers in boars*, in partnership with Topigs Norsvin.
- **Francis Bui** (Electrical and Computer Engineering) was awarded \$25,000 for *Scalable big data analytics in the cloud*, in partnership with ESTI Consulting Services.

April 2017

■ **Karl-Erich Lindenschmidt** (School of Environment and Sustainability) was awarded \$24,750 for *Reinforcing river and lake ice covers to maintain their load-bearing capacity in warming climate*, in partnership with NOR-EX Ice Engineering Inc.

■ **Kerry McPhedran** (Department of Civil and Geological Engineering) was awarded \$20,950 for *Characterization of the production and depletion of iodinated and oxidative species in the AOS reactor*, in partnership with BioLargo Inc.

■ **Li Chen** (Electrical and Computer Engineering) was awarded \$25,000 for *Characterize and mitigate radiation effects in mixed signal circuits*, in partnership with Microsemi Corporation.

NSERC Engage Plus

■ **Dwight Makaroff** (Computer Science) has been awarded \$11,800 funding for the project *Packet processing on CPU and FPGA using software-defined networking*, in partnership with Vecoma Networks Inc., which contributed an additional \$12,500 and \$7,200 in-kind resources to the project.

■ CONTRACTS

Western Grains Research Foundation

■ **Curtis Pozniak** (Crop Development Centre) has received \$500,000 for *Ten Wheat Genomes*.

Saskatchewan Flax Development Commission

■ **Adil Nazarali** (Pharmacy) has received \$287,500 for *Are components of flax neuroprotective against myelin degeneration? Impact of dietary ALA in an animal model of multiple sclerosis*.

Government of Yukon

■ **John Pomeroy** (Geography and Planning) has received \$270,400 for *Yukon Hydrological Modelling MESH Streamflow Forecast*.

Genome Prairie

■ **Uladzimir Karniychuk** (VIDO-InterVac) and **Volker Gerdts** (VIDO-InterVac) have received over \$237,000 for *In vivo and ex vivo models for Zika virus infection*.

■ **Diane Knight** (Soil Science) has also been awarded \$146,000 for the project *Enhancing the long-term sustainability of pulse cultivation using system approaches*.

Saskatchewan Wheat Development Commission

■ **Ravindra Chibbar** (Plant Sciences) has received over \$196,000 for *Characterize new sources of Fusarium Head Blight (FHB) resistance and introgress it into Saskatchewan elite wheat cultivars*.

U.S. Defense Threat Reduction Agency

■ **Ekaterina Dadachova** (Pharmacy) has received \$175,000 for *Melanized fungi as discriminators for nuclear fallout radionuclides*.

INTERNATIONAL

International Research Success

Scholarship for talent-training in soil and water resources

Northwest Agriculture and Forestry University (NWAUFU) in China and U of S have secured \$1.08 million CAD from the China Scholarship Council for a *Joint Programme for Innovative Talent Training in Leading-edge Soil and Water Resources* to support 18 highly qualified personnel (HQP), including nine PhD students, six visiting PhD students, and three postdoctoral fellows to study and research at the U of S till December 2023.

The NWAUFU team is led by **Hao Feng** (Associate Director, Institute of Soil and Water Conservation & Institute of Dryland Water-Saving Agriculture). The U of S team is led by **Bingcheng Si** (Soil Science). These HQPs could potentially be hosted in the College of Agriculture and Bioresources, Global Institute for Food Security, School of Environment and Sustainability, Global Institute for Water Security, and Toxicology Centre.

Korean Institute of Energy Research awards Global Research Collaboration Project to U of S researchers

Only two projects were selected from Canada for funding under the Korea Institute of Energy Research (KIER) *Global Research Collaboration Project*. One such project, *Development of biodegradable organic solar cells based on new eco-friendly metal/cyclolinopeptide biosemiconductors*, led by **Gap Soo Chang** (Physics & Engineering Physics) and co-applicant **Martin Reaney** (Agriculture and Bioresources), has been awarded KRW 100,000,000 (approximately CAD\$118,000) for a one-year term.

International Delegations to U of S

- **Iwate University, Japan – March 9-10, 2017**
Delegates had meetings with representatives from across campus and toured the Mohyla Institute.
- **The High Commissioner of Bangladesh to Canada – March 14**
The delegation met with President Stoicheff, VP Research Karen Chad, diabetes researchers/faculty members, and representatives from the GIFS, GIWS, Ag-West Bio and Crop Development Centre. The delegation toured the Canadian Lightsource synchrotron.
- **The Ambassador of Kazakhstan to Canada – March 15**
The delegation met with representatives from the GIFS and took a tour of the U of S Plant Phenotyping and Imaging Research Centre.

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Welcome Everyone and 大家好,

On behalf of the University of Saskatchewan Students' Union (USSU), I would like to extend my warmest welcome to all University Council Members to the heart of Treaty Six Territory. This year-end report summarizes some of the major accomplishments for the the 2017 - 2018 term.

In the Operations and Finance Portfolio, VP Emmanuel Barker has dedicated this year to improving the user-accessibility of USSU student services. The USSU has also expanded its array of financial supports and resources for student program/initiative sponsorship, student financial aid, and internationalization projects. The USSU has been actively involvement with development of the Usafe Safety App as well the campus Sexual ASSault Policy. VP Barker was extremely active during the Transit negotiation advocating for students. As well, the Transit-Tracker Plasma has been installed in Upper Place Riel - all that remains is confirmation from Saskatoon Transit.

In the VP Academic Portfolio, VP Brooke Malinowski has maintained her role in commitment to student academic advocacy. The USSU streamlined the process for student academic grievances recording and processing. VP Malinoski has consistently pushed for teh development of an ombudsperson-office in collaboration with the Vice-Provost Teaching and Learning's office. As well, the USSU has partnered with the GSA to develop a Grad-Undergraduate Mentorship program. The program connects undergraduate students who are interested in pursuing graduate studies with qualified graduate students in similar fields of interest through mentorship. The USSU continued its advocacy towards Open Resources, culminating in an Open Textbooks campaign. The USSU formalized it's commitment to promoting campus leadership by developing a partnership with the Student Leadership Community of Practice (SLCoP). The USSU partnered with the SLCoP in hosting various student leadership engagement events including the annual Student Leadership Conference. VP Malinowski has also hosted a variety student-engagement based including Yoga in the Bowl and the Last Lecture Series.

Collaboration between the VP Academic Portfolio and VP Operations Finance portfolio resulted in several key initiatives. VP Barker and VP Malinowski hosted the 2017 - 2018 *USSU on Air* weekly radio show with CFCR 90.5 FM community radio. The weekly segment highlighted campus and in particular, student-oriented, events and initiatives. In December, the USSU released its *Tuition Policy* in anticipation of the finalization of 2017 - 2018 tuition fees (*for more information regarding the policy ussu.ca/usask*). The USSU has engaged in extensive

tuition consultation process throughout the 2017 - 2018 term. In their respective membership on governance committees - including Planning and Priorities, Provost Committee on Integrated Planning (PCIP), Student Forum, Teaching, Learning and Academic Resources (TLARC), and Scholarships and Awards - the USSU advocated towards the comprehensive strategies towards improving the accessibility, affordability, and prediction of University education. Student consultation followed suite, with engagements including the USSU Student Council, Student Forum, with constituency and colleges groups. VP Malinowski and VP Barker took lead in preparing the USSU UK Report following our site visit in November 2016. This report outlines the USSU Executive's recommendations for their organization in regards to internationalization of student services and campus culture.

Through the VP Student Affairs portfolio, VP Huyghebaert completed the official signing of the Sustainability Memorandum of Understanding with university President, Peter Stoicheff, on October 11th. This Memorandum strengthens the commitment of the USSU and the President's Office to greater advocacy, resources allocation, and campus engagement on issues of social, economic, and environmental sustainability. Additionally, this year's Campus Sustainability Week coincides with the inaugural year of the USSU and Office of Sustainability Fund. The new Sustainability Fund was created by the USSU Sustainability Committee in collaboration with the Office of Sustainability with the goal of providing financial support for student-led sustainability initiatives. VP Huyghebaert has also expanded the USSU's involvement in Sexual Assault Awareness with her extensive involvement in the #UsaskReact campaign - part of this year's Sexual Assault Awareness Week (SAAW). In regards to Student Housing, the USSU initiated an Ad-Hoc Committee examining the needs of student housing, especially as it pertains to the National Housing Strategy. The USSU submitted its formal input during the Strategy's consultation back in November. VP Huyghebaert maintained the USSU's commitment to student wellness through her work on the Wellness Strategy Team lobbying for student sleeping spaces and other "de-stress" facilities remain ongoing - including consultation process throughout the Murray Library Transformation Plan. In promoting campus accessibility, VP Huyghebaert organized a Student with Discussion group to examine the potential areas for advocacy regarding student services and programs. The USSU hosted the first-ever Women in Leadership Week bringing together students, faculty, staff, senior leadership, community organizers, activities community organizers, and industry representative for their overwhelming support for of Women in Leadership. The Week celebrated female leadership, achievement, and success across the community. Pertaining to Internationalization, VP Huyghebaert and the International Student Affairs Committee, contributed greatly to several key initiatives throughout the year: the USSU UK Internationalization Report, Consultation on the U of S Internationalization Blueprint, and ultimately the re-formation of the International Student Association.

In the Presidential Portfolio, the USSU strived to improve the Union's outreach and communication with key stakeholders - most importantly students across different colleges and programs. Several key initiatives include bi-weekly Face-to-Face tables came the USSU executives an opportunity to connect and receive direct feedback from students in every college. As well, bi-weekly Presidential Video Addresses provided President Fu a platform to

announce key USSU initiatives and updates. Working together with the Executive team, the USSU organized two key meetings with the Association of Constitution Presidents (AOCP) to foster stronger relationships with the student groups representing key student constituencies. In striving to improve the student experience, President Fu has collaborated with the “Usask Strong” (a newly formed student group dedicated to inspiring campus pride and community) in various Huskies related events - including kickoff events celebrating the CANWEST Wrestling Tournament, Men’s and Women’s Volleyball home game (February 11th - 12th), and the Women’s Basketball CANWEST Finals (March 11th). Along with the External Affairs Committee, President Fu kickstarted the #UsaskMatters campaign in early March. The campaign consisted of a rally, various media appearances, a live Q&A following the provincial budget, the re-emphasis of the USSU Tuition Policy Recommendation via various mediums, a petition to the Legislative Assembly, letter writing campaign, and a Town Hall hosted with the Provost. The purpose of the campaign was to educate the student body, as well as lobby the Provincial government, regarding the importance of funding post-secondary education. In expanding the Union’s involvement with the broader U of S Community, the USSU expanded its partnership with the Office of University Relations in building upon alumni-student engagement. This culminated in the most successful One-Day for Student Fundraising Campaign to date - with over 450 donors gave over \$90,000! The USSU partnered with the campaign specifically in regards to the Nasser Family Emergency Student Trust. This fund supports students who are facing unexpected financial hardship. It was established by Professor Emeritus Dr. Kay Nasser and his wife Dora. Donors provided \$20,700 to the fund on One Day for Students.

The USSU is diverse in its services and broad in scope. However everything we do ultimately leads back to the student experience. A more accessible and affordable educational experience. A more engaged and involved student body. A more empowered and inclusive campus community. It has been an immense privilege working with the campus community and I give my sincerest thanks to this community!



University of Saskatchewan - Graduate Students' Association

GSA President Ziad Ghaith April 2017 report

It is hard to believe that the academic year 2016/17 is coming to end. The GSA had a successful year in terms of advocating for graduate students' strategic needs internally and externally. We have been working hard to develop collaboration with university stockholders to raise awareness for the needs of improved engagement and representation of the graduate students in the decision-making process at the University of Saskatchewan for the ultimate benefit of our university as a research-intensive university.

I would like to take this opportunity to invite the University Council members to read through the GSA annual report (available [here](#)) for a comprehensive summary of the GSA initiatives and activities in 2016/17.

March was a very busy month for the GSA, all the big GSA events took place in March including the 3MT and Gala Award, new substantial changes in the GSA structure has been approved, and the new further the GSA had multiple meetings to ensure that the new provincial budget will not have a severe impact on the graduate population in the university.

- GSA new structure

Significant changes in GSA By-laws have been approved this year - March 13, 2017 in the GSA Special General Meeting. The GSA has created a new governance body (Board of Director) The Board is to manage the business and affairs of the GSA, approve the GSA corporate or internal

policies and procedures, and be responsible for strategic direction and planning of the GSA. The Board is composed of:

- GSA President and Vice President Operations and Finance;
- Two members of the GSA Council;
- Three graduate students elected by the general members; and
- Two alumni of University of Saskatchewan graduate programs.

The GSA has also merged four executive positions into two positions: VP Operations and Communications and VP Finance in one position, and VP Academic and Student Affairs in one position. This merge was based on a thorough review of the Graduate Students Associations structure in U15 in Canada. The goal of this merge is to enhance and ensure the GSA representation on different university important committees, to reduce the day to ensure that their work is more focused on high level planning rather than on day to day work.

- 3MT and Gala Award

The GSA has organized its annual graduate achievement week to celebrate the achievements of its members. This took place from March 28-April 1st. The GSA Achievement week is an annual week organized by the GSA and dedicated to celebrate and appreciate the academic and leadership achievements of the graduate students at the University of Saskatchewan.

This year, the GSA along with the College of Graduate and Postdoctoral Studies is organized and will organize the local 3 Minutes Thesis (3MT) competition and the academic where 60 Graduate Students from all departments in the University participate in the 3MT and showcased their innovative research work that is being done at the University of Saskatchewan in a 3-minute showdown

of straightforward yet sophisticated speeches. The achievement week concluded by a grand celebration on April 1st, 2017, where the GSA holds its prestigious annual Award Gala to appreciate the research, teaching, and leadership achievements of the graduate students and faculty members.

- **Provincial budget**

In response to the provincial budget, the GSA worked with the University of Saskatchewan Faculty Association (available [here](#)). The GSA and USFA had a joint press release which was well received by the student, community members and very well covered by the media. In the press release the GSA and USFA expressed deep concerns about the dramatic reduction in operating funds after multiple years of provincial government cut backs and claw backs is jeopardizing the quality, affordability and accessibility of advanced education in Saskatchewan. We further made a clear statement that our Universities and post-secondary institutions serve the public good, add to the economy and are cherished by the people of the province.

Many of the graduate students have expressed their deep worries about how this budget might impact their scholarships and increase the tuition. The GSA is hoping that these changes will not be a reason for further tuition increases as any such increase will negatively impact the students and it will further impoverish students

- **GSA elections**

The GSA elections for the executives and the new board of directors are ongoing. The new executives and the board members will start their term May 1st 2017.

- **ThinkGRAD**

On April 18-21 2017, the University of Saskatchewan GSA will be hosting, for the first time, the ThinkGRAD (GSAs summit). We welcome this as an opportunity to strengthen our ties with other GSA's across Canada, to learn from other graduate student leaders from across Canada and to voice the concerns of graduate students from the University of Saskatchewan. No doubt, this conference will provide us with an opportunity to discuss issues of utmost importance such as indigenization across Canada, student-supervisor relationships and university administration-GSA relations. Being the host of this conference, we plan on taking every opportunity to examine areas of concern that our graduate students are facing.

- **GSA work with USask Association of Graduate Employees**

The GSA has been working with USask Association of Graduate Employees, PSAC local 40004 to address one of the major concerns of the graduate students' employees and the low wage rate (18.51/hour) which is one of the lowest graduate wage rates in the U15 and across all Canadian Universities.

Graduate student employees represent roughly half of the total population of graduate students (half of the GSA members) voted in 2015 with vast majority in favor of unionizing. The union bargaining team entered negotiations with the University in late 2015, and over the last year and a half has made good progress on every front except the most important - appointments and wages.

The GSA and USask Association of Graduate Students research shows that graduate student wages at the University of Saskatchewan are behind virtually all other unionized TAs and RAs, and in most cases by a substantial margin. Even looking past similar-sized universities, the wage is behind

the University of Regina by between 5 and 10% (they have different rates for Masters and PhD students). The union's proposal for parity with the average paid to TAs and RAs at similar-sized universities was \$24.00/hour. The GSA considers this as a fair proposal by our peers in the union. We are aware, according to our engagement with the graduate students, that the current wage is not enough to live on, nor is it a fair exchange for the work that is done considering the annual increase of tuition and life expenses. Many students struggle with finances, and we have learned of graduate students going to the food bank to support themselves. International students who represents about 38 percent of total graduate students are the most vulnerable, as they are ineligible for many scholarships and pay more in tuition fees. The GSA is working with the union to enhance the working conditions for all graduate students' employees, and we plan to strengthen our collaboration with the union over the next year to ensure that our graduate employee members have fair working conditions.

Ziad Ghaith

President, Graduate Students' Association

**UNIVERSITY COUNCIL
GOVERNANCE COMMITTEE
REPORT FOR INFORMATION**

PRESENTED BY: Louise Racine, chair
Governance committee

DATE OF MEETING: April 20, 2017

SUBJECT: Confidentiality of Council Committee Minutes

FOR INFORMATION:

DISCUSSION SUMMARY:

The topic of the confidentiality of Council committee minutes has been discussed by Council on several occasion this year, with varying views expressed. On November 24, 2016, at the request of the coordinating committee, the governance committee considered whether the Council committee guidelines should be amended to make Council committee minutes available to Council members on request. After careful consideration, members determined that the present practice of keeping Council committee minutes confidential should continue, with excerpts of the minutes released upon request at the discretion of the chair. The committee based its decision on the perceived chilling effect on the discussion of sensitive and confidential items that would occur at meetings if committee minutes were made available.

In light of continued discussion at Council meetings, on March 30, 2017, the governance committee discussed amending the *Guidelines for Council Committees* to provide a means to appeal the decision of the committee chair. The committee determined that the vice-chair would be the appropriate position to which to direct an appeal, as the chair is an *ex officio* member of all Council standing committees. The vice-chair is not a member of any Council committees, with the exception of the coordinating committee of Council, to which the vice-chair, the chair, and all committee chairs belong.

The change is reported to Council for information. A revised copy of the guidelines has been posted on the Council website.

ATTACHMENT(S):

1. *Guidelines for Council Committees* – revisions showing in markup

UNIVERSITY COUNCIL – GUIDELINES FOR COUNCIL COMMITTEES

EXCERPT

Minutes of Council Committees

1. Each standing committee and subcommittee must keep a record of its proceedings in the form of minutes. Whenever practical, minutes should be approved at the next duly constituted meeting of the committee.
2. The record shall be open to any member of the committee, whether voting or non-voting.
3. The record is confidential, but excerpts from the minutes may be released at the discretion of the chair and will not be unreasonably withheld. If the minutes are withheld, the decision may be appealed in writing to the vice-chair of Council. The decision of the vice-chair is final.
4. Each standing committee is required to report at least annually to Council.*

**from Council Bylaws*

UNIVERSITY COUNCIL
PLANNING AND PRIORITIES COMMITTEE
REQUEST FOR INPUT

PRESENTED BY: Dirk de Boer, chair, planning and priorities committee

DATE OF MEETING: April 20, 2017

SUBJECT: Policy for Medical Faculty

COUNCIL ACTION: For input only

DISCUSSION SUMMARY:

At its meeting on March 29, the planning and priorities committee received the draft Policy for Medical Faculty as presented by Preston Smith, dean, College of Medicine. The intent to move to a new model of faculty engagement was contained in the document [*The Way Forward*](#): Implementation Plan for the College of Medicine. A new model of engagement of the community physicians who teach in the college's MD program was deemed essential by the program's accrediting bodies if the college was to regain full accreditation.

The policy is explicit about how the approximately 1,500 physicians throughout the province who provide teaching services to the M.D. program via an academic clinical funding plan are to be regarded by the university. Medical faculty are not members of the General Academic Assembly. However, each physician who teaches in the M.D. program belongs to the College of Medicine as part of the medical faculty of the college. Without the contributions of these medical faculty, the college's MD program would not exist. As stated in the policy, *"The academic contributions of medical faculty are as important to the academic mission of the university as those made by any other faculty."*

Measured consultation preceded the development of the policy with the medical faculty community and the partner organizations of the college, including the Saskatchewan Medical Association and the College of Physicians and Surgeons. The new model will regularize relationships within the college, establish relationships that are more accountable with the community physicians who comprise the medical faculty, and follows the successful model employed by other medical schools across the country.

The policy will be submitted to the Board of Governors in June for consideration of approval. Comments and feedback on the draft policy are invited from members of Council. Comments should be submitted by April 30th to Dirk de Boer at dirk.deboer@usask.ca

ATTACHMENTS:

Policy for Medical Faculty, draft version dated March 16, 2017

Policy for Medical Faculty

Responsibility: Dean, College of Medicine, Vice-Dean Faculty Engagement, College of Medicine

Authorization:

Approval Date:

Amended:

Purpose:

The purpose of this policy is to formally define the academic relationship medical faculty have with the university and establish a framework for the governance of medical faculty relations with the university. The Dean, College of Medicine, has or may delegate responsibility for implementing this policy, as well as developing and maintaining its associated procedures.

Scope of this Policy:

This policy applies to all medical faculty, regardless of external clinical income source. It does not apply to faculty in scope of the USFA.

Definitions:

Medical faculty

With a few minor exceptions as outlined in the Procedures Manual for Medical Faculty, medical faculty are defined as licensed Saskatchewan physicians (MD or equivalent), or Clinical PhDs, holding clinical appointments in their respective health regions¹ as well as academic appointments in departments or divisions within the College of Medicine, University of Saskatchewan.

Clinical/academic setting

A *clinical/academic setting* is defined as a clinical setting or academic setting or combined clinical-academic setting in which academic work is undertaken by medical faculty.

Academic Freedom

Academic freedom is defined as the freedom to examine, question, teach and learn, and the right to investigate, speculate and comment without reference to prescribed doctrine, as well as the right to criticize the University and society at large. Academic freedom does not require neutrality on the part of the individual, but makes commitment possible. Academic freedom carries with it the duty to use that freedom in a manner consistent with the scholarly obligation to base teaching and research on an honest search for knowledge.

¹ With provincial health region restructuring, jurisdictional authority for clinical appointments may rest with a provincial health authority or other legislated body

Policy:

Medical faculty appointees provide important services to their communities and patients in their clinical practices. They also deliver essential academic services to the university. While medical faculty are not employees of the university and are distinct from their faculty colleagues in other colleges, the academic contributions of medical faculty are as important to the academic mission of the university as those made by any other faculty.

This policy confirms that medical faculty are legitimate university faculty appointees with academic rights, freedoms and responsibilities similar to those held by all university faculty. With appointment to university faculty, it is recognized that medical faculty are engaged in valued academic work and have accepted the university's role in academic governance and protection of academic freedom in clinical/academic settings. Normally such settings, if primarily clinical, have university – health region affiliation agreements in place, but this policy does not require the existence of such affiliation agreements.²

This policy recognizes and confirms that university appointments for medical faculty and payment for services provided, whether clinical or academic, are two distinct and separate matters. The specific academic services provided by a medical faculty appointee and the payment for those services are contractually negotiated with the individual medical faculty appointees. The medical faculty appointment and this policy do not address payment of medical faculty, or matters of clinical governance.

This policy confirms that medical faculty appointees in good standing have a right to academic freedom. Without limiting the previous definition, the university's fundamental role in protecting the academic freedom of medical faculty appointees includes Department Heads acting as advocates on behalf of medical faculty when issues of academic freedom arise in the academic/clinical setting. The Dean or his/her delegate(s), as described in procedures associated with this policy, will promptly investigate all allegations of breach of academic freedom.

While the university confirms that medical faculty have academic freedom with respect to all academic activities and scholarly pursuits, it is recognized that medical faculty also remain subject to applicable ethical and clinical standards, guidelines, laws, regulations, rules and procedures governing the practice of medicine, whether site-specific, institutional, local, regional, provincial, or national. In addition, Medical Faculty have reciprocal obligations and responsibilities with the university and must comply with required academic guidelines as well as all applicable university policies, rules and procedures.

This policy affirms the establishment of a College of Medicine administrative and governance committee, the Academic-Clinical Relations Committee (ACRC).

² With provincial health region restructuring, historic affiliation agreements with health regions may be replaced by an equivalent agreement with the provincial health authority or other duly authorized organization(s).

Responsibilities:

The university community is responsible for recognizing medical faculty appointees as academic colleagues and partners in the university's academic mission. All university faculty and university administrative staff will facilitate collegial interactions with medical faculty. University administrators will work, as necessary, to create, revise or adapt other university rules, policies and procedures affecting medical faculty to achieve consistency with the spirit and intent of this policy.

The Dean, College of Medicine, has or may delegate responsibility for implementing and disseminating this policy and for ensuring the ACRC develops and maintains necessary associated procedures. The ACRC will provide administrative and procedural oversight for the procedures governing the relations between medical faculty and the university. The college is authorized to determine the committee's membership, roles and responsibilities.

Procedures:

The *Procedures Manual for the Policy for Medical Faculty* contains procedures governing the academic relationship medical faculty appointees have with the university and the college. The ACRC is responsible for the maintenance and administration of the procedures, as described in detail in the *Procedure Manual*, which can be found here: ([website for Procedures Manual](#)).

Contact:

Name: Keith Ogle, Vice Dean Faculty Engagement

Unit: College of Medicine, U of S

Email: medicine.facultyaffairs@usask.ca

Phone: 306-966-1378

UNIVERSITY COUNCIL
PLANNING AND PRIORITIES COMMITTEE
FOR INFORMATION ONLY

PRESENTED BY: Dirk de Boer, chair, planning and priorities committee

DATE OF MEETING: April 20, 2017

SUBJECT: **Report on the Work of the Enrolment Subcommittee**

COUNCIL ACTION: For information only

CONTEXT AND BACKGROUND:

The enrolment subcommittee was constituted in March 2015 as a joint committee of the planning and priorities committee and the academic programs committee of Council to review the report, [*Issues and Criteria when Considering Viable Enrolments at the University of Saskatchewan*](#) which was endorsed by Council in 2007. The report provides direction on when review of low enrolment courses and programs is called for and what criteria to apply to the review. The report focuses on undergraduate on-campus courses and does not apply to graduate programs, off-campus courses, or courses that are not in lecture format.

DISCUSSION SUMMARY:

The enrolment subcommittee met on four occasions in the spring of 2015 academic year and reported to Council on its terms of reference in April, 2015 as part of the planning and priorities committee [*Report on Institutional Priorities*](#) (scroll to last page). As part of its work, the subcommittee looked at a sampling of comparable U15 universities [Queen's, Dalhousie, Manitoba, Calgary, McMaster, Waterloo] and several small enrolment universities [Acadia, Mount Allison, Lethbridge] to ascertain what policies and practices inform these institutions with respect to low enrolment [i.e., are small enrolments managed locally, centrally, not at all?]. The subcommittee identified that additional time was required to further explore this question more directly as none of the universities identified had policies of this type readily available on their websites.

The enrolment subcommittee reviewed extensive enrolment data and had begun to make some observations about the nature of low enrolment programs and low enrolment courses. On May 21, 2015, members of the subcommittee met with the associate and assistant deans' academic to report on the subcommittee's work. Some of the topics discussed by the subcommittee and presented to the group were:

1. *How should the university define low enrolment? Historically, we have considered programs with 5 or fewer graduates per year or courses with 5 or fewer students enrolled to be low enrolment programs/courses. Is this the right number? The university has a great many classes at the undergraduate level with fewer than five*

students registered. In 2014, 51% of the programs offered conferred degrees to fewer than 5 students.

2. *What is the breakeven point for a course offering for a particular unit or college? That is, how many students need to be enrolled in a particular section of a course in order to cover the costs of offering that course? How can units balance offering courses that fall below the breakeven point with larger courses and is this part of the conversation when course assignments are made each year? How does the breakeven point vary among different colleges?*
3. *What proportion of our students graduate from the 10 largest programs on campus? Why are our students gravitating toward a small set of degree programs? From an institutional perspective, what is the right balance between large programs and small programs?*

The discussion with the associate and assistant deans academic communicated to the subcommittee the degree to which academic units were already actively involved in enrolment planning. The modelling tools available through the university's transparent activity-based budget system (TABBS) enabled units to directly forecast tuition revenue based on enrolment. At the same time, the implementation of the Resource Centre Management (RCM) model and envelope funding placed the responsibility for revenue and expenditures directly within the colleges and schools. As a result, the purpose of the subcommittee became less apparent. Eventually, the subcommittee discontinued its work, and the report to be submitted to Council was never written.

On February 1, 2017, the planning and priorities committee was provided with an overview of the work of the enrolment subcommittee and a copy of the report *"Issues and Criteria When Considering Viable Enrolments at the University of Saskatchewan."* Members agreed that the work of the enrolment subcommittee, although important, was work that was already being taken up throughout the university at the program, department, college, and school levels. In order to bring closure to the work of the subcommittee, the planning and priorities committee determined that a report to Council about the subcommittee's work should be made. This report fulfills that decision.

At the February 1 meeting, the planning and priorities committee also reviewed the criteria identified within the 2007 report by which to measure low enrolment courses and programs. Although much of the report is dated as circumstances have changed, the committee affirmed that these criteria continue to be relevant to colleges and schools in contemplating their academic programs and re-submits the criteria to Council for information.

ATTACHMENTS:

1. Enrolment subcommittee membership and terms of reference
2. List of criteria excerpted from the 2007 report [*Issues and Criteria when Considering Viable Enrolments at the University of Saskatchewan*](#)

ATTACHMENT 1

Excerpt from “Report on Institutional Priorities” submitted to Council by the planning and priorities committee (April 2015)

Enrolment Subcommittee – Purpose and Terms of Reference

The Enrolment Subcommittee is a joint effort of the Planning and Priorities Committee and Academic Programs Committee of University Council. The subcommittee is supported by the Institutional Planning and Assessment (IPA) office, with administrative support provided by the University Secretary’s Office.

The Enrolment Subcommittee was constituted in March 2015 to review the current enrolment policy document and make recommendations about low-enrolment programs. In 2013, the TransformUS academic programs prioritization report identified low enrolment programs as an area for further scrutiny. Since that time, the university has undergone a shift in the way resources are allocated to colleges and units. This shift includes envelope funding and the adoption of a responsibility centre management (RCM) budgeting system. This will likely impact the perception and management of small academic programs in the future.

The current [viable enrolments policy](#) was developed and passed by University Council in 2007. The Enrolment Subcommittee will use that policy document as the basis for its discussions, and it will present an updated version of this document to University Council at the conclusion of its work.

As part of its work, the subcommittee will:

1. Review the “Issues and Criteria when Considering Viable Enrolments at the University of Saskatchewan” document approved by University Council in 2007;
2. Survey enrolment and graduation information provided by IPA to decide on appropriate metrics for defining low-enrolment programs;
3. Develop principles and a process for reviewing low-enrolment programs that can be used by deans and department heads as tools to gauge the value of these programs;
4. Identify broad issues for further conversations, such as service teaching and the efficient delivery of programs within units;
5. Distinguish between graduate- and undergraduate-level programs;
6. Consider a streamlined process for the omnibus removal of programs that are currently moribund;
7. Examine how low-enrolment programs are considered and managed at a number of other post-secondary institutions;
8. Make recommendations to the Planning and Priorities Committee, the Academic Programs Committee, and other Council committees as relevant and to University Council about the consideration and management of low-enrolment programs and courses.

Subcommittee membership:

Lisa Kalynchuk, chair, Planning and Priorities Committee (PPC)

Leslie Walter, PPC

Desirée Steele, PPC

Sina Adl, Academic Programs Committee (APC)

Kevin Flynn, APC

Patti McDougall, APC

John Rigby, resource member, PPC

Troy Harkot, resource member, PPC

Sandra Calver, secretary, PPC

ATTACHMENT 2

Excerpt of pages 2 and 3 from the report “Issues and Criteria When Considering Viable Enrolments at the University of Saskatchewan” (January, 2007)

Criteria to consider as “viable”

The basic question is: “Do the accomplishments of the program justify the resources committed to it?” This question implies considering:

- **Incremental resources required:** on the resource side the fundamental question is, “What resources are being consumed by this program that would be available for other uses if the program was not offered?” Three general resource issues could be considered.
 - o Use of teaching resources: how many students are enrolled in the program or course? How does this number compare to other programs and courses across campus? The issue with enrolment is equitable and efficient use of teaching resources.
 - o Administrative and Support requirements: what administrative and support resources are devoted to a program and would become available if a particular program is discontinued?
 - o Complementarity: does the program support other programs (e.g. B.Mus & B.Mus.Ed.)?¹ Does the program use courses from, or in combination with, other program offerings on campus? The implication is that complementary programs will use fewer incremental resources than will completely standalone programs, other things being equal.
- **Program accomplishments:** on the outcome side the basic question is, “Is the program making a meaningful contribution to Society and to the overall goals of the University?” One could consider:
 - o Completeness of program offerings: some programs may be important to support a claim of providing a full line of offerings in a particular academic area. An Agricultural College is expected to have a Soil Science program for example. Similarly, an Arts College is expected to have a Philosophy program.
 - o Service teaching: some programs may have low declared enrolment but may provide a valuable and necessary role providing first and second year courses for other programs on campus. Attracting and retaining faculty in these areas may be dependent on the presence of degree program.
 - o Public Good: some small enrolment programs may result in disproportionate levels of positive outcomes and contributions to Society as a whole. Some programs may significantly promote the University of Saskatchewan’s “sense of place” within the province and country.
 - o Prestige: some small enrolment programs may result in disproportionate levels of positive publicity and prestige accruing to the Department, College, and University. The faculty in some programs may attract significant Tri-Council funding.

¹ Examples are sometimes given in this document as an aid to clarity. No comment about the viability or lack of viability of the examples is intended.

- o Quality of program including program coherence and ability to meet stated learning outcomes: although the integrated plan states that even some high quality low enrolment programs may need to be restructured, unless there is compelling grounds flowing from the above criteria, there seems little justification for continuing low quality low enrolment programs. Most programs at the University of Saskatchewan have undergone a Systematic Program Review (SPR) in this planning cycle so considerable information regarding program quality is available.

From pages 7 and 8:

Summary

The viability of low enrolment programs and courses continues to be an issue worthy of the attention of University Council. The basic question is: do the accomplishments of the program justify the resources committed to it.

Viability should, therefore, be determined by comparing the incremental resources required by low enrolment programs or courses against the accomplishments of the program. Resources can be considered from the perspective of teaching resources, administrative resources and complementarity. Accomplishments can be assessed by considering completeness of program offerings, service teaching, public good, prestige, and quality of the program.