

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

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**PRESENTED BY:** Ken Wilson, Vice-Provost, Faculty Relations  
Chair, Joint Committee For Chair and Professorship

**DATE OF MEETING:** June 17, 2021

**SUBJECT:** **Beef Industry Integrated Forage Management and  
Utilization Chair**

**DECISION REQUESTED:** *It is recommended:*

*That Council approve the Beef Industry Integrated Forage Management and Utilization Chair and recommend that the Board of Governors authorize the establishment of this chair effective July 1, 2021.*

**PURPOSE:**

Developed in consultation with industry and government stakeholders, the purpose of the Beef Industry Integrated Forage Management and Utilization Chair is to expand the agronomic research capacity at the University of Saskatchewan. The chair will bring together various nodes of expertise within USask and beyond to bridge disciplinary boundaries and study the interactions among soils, plants, animals, economics and ecosystems so that the full potential of forage crops can be realized.

**CONTEXT AND BACKGROUND:**

There is growing recognition of the importance of forages as an affordable high-quality feed source for the beef and dairy sectors. Forage systems are also being recognized for providing critical benefits to the agro-ecosystem ranging from nutrient cycling and carbon sequestration to biodiversity and wildlife habitat. Such benefits may have greater economic value than the crops themselves. For the full benefits of forages to be realized, industry stakeholders identified the value in an interdisciplinary approach and recognized the advantages of a USask partnership due to our strong agricultural research programs and a robust supporting infrastructure.

This Chair resulted from years of exploration with industry to develop a suitable structure and funding model that could meet industry needs while providing long-term position sustainability.

Fully funded through support from industry and governmental stakeholders, the Beef Industry Integrated Forage Management and Utilization Chair will serve as a model partnership designed to address industry needs while embracing the university's commitments to courageous curiosity, boundless collaboration and inspired communities. The establishment of the Chair will further strengthen our stakeholder relationships through increased interaction with, and dissemination of, research findings to industry partners.

Leveraging USask infrastructure as well as other research-focused institutions on campus, such as the Plant Biotechnology Institute of the National Research Council, Agriculture and Agri-food Canada (AAFC), and the Canadian Light Source, this chair will provide a coordinating hub for collaborative research activities and the pursuit of innovative solutions. Additionally, the Department of Animal and Poultry Science with its close association with the Livestock and Forage Centre of Excellence (LFCE), and the Department of Plant Sciences with the fully integrated Crop Development Centre (CDC), are international leaders in field-based research, and offer both teaching and research programs focusing on crop and animal production in the western provinces.

The chair will increase the teaching capacity of the College of Agriculture and Bioresources and address gaps related to forage management and utilization as well as other associated areas of study, further solidifying the university's leadership position related to the education and training of HQP for the agriculture sector.

#### **CONSULTATION:**

The proposal for the Integrated Forage Management and Utilization Chair was developed through extensive consultation with the Beef Cattle Research Council, as well as the Saskatchewan Cattlemen's Association and the Saskatchewan Ministry of Agriculture. These discussions were led by the Dean of the College of Agriculture and Bioresources and have been endorsed by the Head of the Department of Plant Sciences and the Head of the Department of Animal and Poultry Science. The Terms of Reference for the Chair were developed in consultation with University Relations, and the Joint Committee on Chairs and Professorships has been consulted regarding the establishment of this position.

#### **SUMMARY:**

The University of Saskatchewan's Strategic Framework - "The Weave" - highlights the need to contribute to a sustainable future by leading interdisciplinary and collaborative approaches to discovery, teaching and outreach. The Beef Industry Integrated Forage Management and Utilization Chair is an integrative research position that combines areas of basic and applied plant, soil and animal sciences, as

well as economics and environmental sciences. Furthermore, the University has identified *Agriculture: Food and Bioproducts for a Sustainable Future* as one of its six signature research areas.

The College of Agriculture and Bioresources Strategic Framework also commits to developing new approaches in order to understand our physical world and to provide pioneering knowledge, products and human capacity by engaging in activities that contribute to the development of novel and practical advances in agriculture. A key objective outlined in the framework is to continue growing our research capacity to better address contemporary and emerging research priorities by focusing on innovative solutions and inter-disciplinary activities, bringing together researchers from various departments and colleges to support innovative projects linking varied perspectives. The collaborative research activities associated with this chair will be essential in order to realize the economic and environmental benefits of forage crops.

The funding model pursued to establish this chair is in itself a novel and mutually desirable partnership involving both industry and governmental stakeholders. The committed funding will support a chair for a full career term, allowing USask to build its academic capacity while limiting financial risk. The partnership is attractive to the funders because it effectively leverages USask institutional strengths to achieve shared research and educational goals.

**ATTACHMENT:**

Beef Industry Integrated Forage Management and Utilization Terms of Reference



## **Beef Industry Integrated Forage Management and Utilization Chair**

### **Terms of Reference**

- Purpose:** To establish a continuing status faculty position at the College of Agriculture and Bioresources to expand the agronomic research capacity at the University of Saskatchewan. The position will be a joint appointment between the Department of Plant Sciences and the Department of Animal and Poultry Science.
- Contributions to the chair will be used to fund the salary and benefit costs associated with this position.
- Chair Type:** This will be a Continuing Status Chair.
- Background:** In 2012, a national assessment of the Canadian forage industry recognized that limited investment in research and development has held back varietal improvement of forages relative to other crops. At the same time, there is growing recognition of the importance of forages as an affordable high-quality feed source for the beef and dairy sectors. Forage systems are also being recognized for providing critical benefits to the agro-ecosystem ranging from nutrient cycling and carbon sequestration to biodiversity and wildlife habitat. Such benefits may have greater economic value than the crops themselves. In order for the full benefits of forages to be realized, it is critical to bridge interdisciplinary boundaries and study the interactions among soils, plants, animals, economics and ecosystems. The Beef Industry Integrated Forage Management and Utilization (Beef Industry - IFMU) Chair will bring together expertise at USask and beyond to fill the gaps in forage research and disseminate findings to industry.
- Source and Amount of Funding:** Funding for this chair will be provided from a combination of contributions from the Beef Cattle Research Council, a Division of the Canadian Cattlemen’s Association (\$2.5 million), the Saskatchewan Cattlemen’s Association (\$1 million) and the Saskatchewan Ministry of Agriculture (a minimum of \$750,000 over 5 years with potential for an additional 5-year commitment) herein after referred to as the “funders”.
- Tenability:** Both principal and earnings will be available for use.

The chair will be established as a continuing status position. Funding is anticipated to support a full faculty member career term. However, tenability will be reviewed with every new chair incumbent and the term of the chair may be amended at the discretion of the Management Committee.

**Candidate Selection:**

In accordance with the collective agreement established between the Faculty Association and the University, a Search Committee will be established and co-chaired by the Head of the Department of Plant Sciences, and the Head of the Department of Animal and Poultry Science.

The Search Committee will be supported by a Search Subcommittee, which will include representatives of each of the funders.

The Search Committee and Search Subcommittee will operate in accordance with Section 4.1 of the *Guidelines for the Establishment of Chairs and Professorships* as approved by University Council and the Board of Governors.

It is anticipated that the chair position will be filled in 2021.

The Search Committee will recommend an academic home for the chair once the candidate has been selected.

**Stakeholder Engagement in Candidate Selection**

To ensure there is an opportunity to provide input into the hiring process, a subcommittee of the Search Committee will be formed and will include at least one representative from each of the funders. These representatives will have the opportunity to comment on and suggest revisions to the job posting for the Beef Industry – IFMU Chair position and participate in the hiring process to the extent permitted by the University’s applicable hiring policies and collective agreements and applicable laws and regulations. The University shall have the final say on hiring the person to fill the Beef Industry – IFMU Chair position.

The University will engage a producer panel as part of the selection process, with participation of producers appointed by the BCRC, and SCA to participate in industry directed seminars delivered by the shortlisted applicants that are to be interviewed by the selection committee and selection subcommittee. The BCRC and SCA will facilitate these seminars through the recommendation of panel participants and assist with scheduling of events. The University shall have the final say on hiring the person to fill the Beef Industry – IFMU Chair position.

**Chair Termination**

The University agrees to promptly notify all funders if the Beef Industry – IFMU Chair resigns or the University terminates the employment of

the Beef Industry – IFMU Chair. Upon receipt of such notice, subject to remaining funding,

- a) the university will reconvene the Search Committee, Search Subcommittee, and producer panels, to the extent possible in the future, to hire a new Beef Industry – IFMU Chair incumbent, or
- b) if circumstances change such that the chair as described is no longer practical or desirable, the university will consult with the funders, as is possible given their future status, to determine an agreed upon alternate use of unspent funding that is in keeping with the original spirit and intent of the funding.

**Chairholder responsibilities:**

The chairholder is anticipated to be hired at an assistant level. However, higher level candidates may be considered if additional funding can be secured and the long-term viability of the position can be maintained. The chairholder will be responsible for expanding the current forage research capacity of the University of Saskatchewan. The position is an addition and is not a replacement of a current position.

The chairholder will:

1. Provide visionary leadership to advance world-class research related to the management and utilization of forage crops for the beef industry.
2. Serve as a leader to bring together relevant expertise to realize the agronomic value and environmental benefits of forages.
3. Participate in, and lead, graduate/undergraduate courses as assigned.
4. Provide leadership and mentorship to graduate/undergraduate students in their research and studies.
5. Develop and maintain a collaborative integrated forage management and utilization research program and actively seek and obtain research funds to support the mandate of the chair.
6. Be a liaison with external stakeholders to communicate activities of the chair and to obtain guidance on industry research needs.
7. Provide knowledge and technology transfer to cattle producers, relevant industry professionals and other

stakeholders as well as to the academic community at national and international conferences/symposiums.

8. Provide the Management Committee with an annual report on the chairholder's research and teaching activities.

It is anticipated that the position will spend their time as follows:

- 50% on research
- 20% on teaching (normally considered to be two 3 credit unit courses per academic year)
- 20% industry extension/technology transfer
- 10% administration

**Term of Chair:**

The successful Chair will be appointed into the track of a continuing status position. The chair title will be initially conferred for a five-year term, renewable based on success and accomplishments of the chair. The continuation of the Chair will be dependent on reaching a continuing status appointment.

**Management Committee:**

The Chair will be managed as per Section 5.0 of the *Guidelines for the Establishment of Chairs and Professorships*. Management Committee shall consist of the following positions (or their designates):

- Dean, College of Agriculture and Bioresources
- Provost and Vice President Academic
- Manager, Donations and Trusts
- Associate Dean, Research & Graduate Studies
- Department Head, Plant Sciences
- Department Head, Animal and Poultry Science
- Chief Operations and Finance Officer, College of Agriculture and Bioresources

Representatives of the funders will also be invited to sit on the Management Committee and will be included in committee communications.

The Dean, College of Agriculture and Bioresources will act as the chair of the Management Committee. The Dean, at their discretion, may also appoint additional members to the Management Committee as circumstances warrant, including additional industry representation as deemed necessary to support to the chair's objectives.

As per section 5 of the JCCP guidelines, the department head or dean or executive director as appropriate will conduct an annual review of

the performance of the incumbent in accordance with the university's practices for the review of equivalent positions.

The Management Committee's responsibilities shall include the following:

1. Oversee the activities of the chair to ensure they are in keeping with the chair's purpose and are integrated with the university's priorities.
2. Provide guidance to chairholder on activities to ensure progress relative to annual and long-term objectives.
3. Approve annual budgets.
4. Receive and review the annual and financial report on the activities of the chair.
5. Provide an annual financial and activity report of the chairholder with commentary as appropriate to the Joint Committee on Chairs and Professorships.
6. Provide a copy of the annual financial and activity report to chair funders. Reporting details provided in the attached appendix (Appendix A).
7. To review chairholder performance as prescribed in the University of Saskatchewan Faculty Association agreement and according to Category 5 of the Standards for Promotion and Tenure set by the College of Agriculture and Bioresources (Appendix B). If the management committee determines the incumbent's performance is not meeting the required standards, then corrective procedures will be carried out according to the collective agreement for faculty.

**Eligible Expenditures:**

Expenditures will be in alignment with Section 2.0 of the *Guidelines for the Establishment of Chairs and Professorships*, and will relate to the budget for the chair (attached).

**Excess/Insufficient Funds:**

Should there be insufficient funds to hire another incumbent, the university will consult with the funders, as is possible given their future status, to determine an agreed upon alternate use of unspent funding that is in keeping with the original spirit and intent of the funding.

**Fund Administration:**

The University shall have the further power to administer the fund as part of the University's general trust and endowment funds, in keeping with and under the University's investment and administrative guidelines and practices as may be established and changed by the University from time to time. Upon these terms of reference being approved, and under the above guidelines and practices, provision shall be made for the investment of this fund in common with other trust funds and the payment of administration fees with respect to the management of such funds, such fees to be determined by the University acting reasonably.



In the event that circumstances make the Integrated Forage Management and Utilization Chair no longer practical or desirable, the Management Committee (including the funders) will recommend to University Council and the Board of Governors of the University of Saskatchewan, changes to the Chair. These recommendations will maintain, as much as is reasonably possible, the Chair's spirit and general intent as identified in its statement of Purpose.

## Appendix A.

### Annual Report Guidelines

(Derived from the report template in the University Guidelines for Chairs and Professorships)

Name of Chair:				
Reporting Period:		Name of Chairholder:		
College:			Department:	
Summary of Research Results and Impact:				
<p>Summary of publications (authored, co-author and lead research):</p> <ul style="list-style-type: none"> <li>• Books</li> <li>• Peer-reviewed publications</li> <li>• Technical papers</li> <li>• Extension publications</li> <li>• Patent applications</li> <li>• National and International invited Conference Presentations</li> <li>• Industry engagement</li> </ul> <p>Where feasible, copies or links to all publications from the reporting period should be attached to the annual report.</p> <p>Additional comments:</p>				
Summary of extension activities highlighting industry engagement (field days, meetings, webinars, etc.).				
Summary of Highly Trained People:				
	Masters	Doctoral Students	Postdoctoral Students	Other
Supervised				
Co-supervised				
Graduated				
Overview of external research funding, indicating the type, amount and source, including project titles, collaborators and objectives.				
Other relevant information (courses/lectures/seminars).				
Summary of how the chair has enhanced the goals of the university, college and department.				
Summary of the collaborative relationships that have been developed through the chairs activities.				
Overview of the funding sources supporting the chair (including source and amount).				
Indicate if funding associated with the chair has helped leverage new funding from other sources (e.g. granting agencies, provincial sources, private sector CFI or any other sources).				
Summary of the activities of the incumbent indicating how they are consistent with the approved mandate of the chair as well as an assessment of success of the Chair Program against the objectives.				
Financial Report (including opening fund balance, expenditures, investment earnings and closing balance).				

Summary of any issues that could impact the University in achieving the objectives of the Chair Program.

Annual Reports shall be submitted on or before March 31 of each year covering a reporting period from March 1 of the previous year to the last day of February of the current year.

The funders have the right to receive, upon request, such cooperation and technical documentation that the University is reasonably able to provide to assist the funders to interpret any Annual Report.

## Appendix B.

### Standards for Promotion and Tenure – Category 5

*(Extracted from the University of Saskatchewan and College of Agriculture and Bioresources Standards for Promotion and Tenure)*

5.1a There is no one “profession” which is practiced by faculty in the College of Agriculture and Bioresources; therefore, the definition of professional practice is very discipline specific. Departments will define professional practice within the context of their particular disciplines. Notwithstanding the above, professional practice will normally be expected to include most of the following elements:

- specific identifiable clients are involved, usually but not always within the agri-food industry
- activities will usually involve the development and/or delivery of particular products, processes or services
- outputs will usually include advice and reports to clients which go beyond test results to include professional interpretation of results
- practice of the profession is grounded in a conceptual framework that is supported by contemporary literature and there must be evidence of results achieved

To be accorded recognition, the work will have been part of the assigned duties of the candidate and will have been associated with the candidate’s university position. Work for which remuneration has been received may be included in evaluating a candidate’s suitability for tenure and promotion providing all of the other conditions noted above are met.

Evaluation will be carried out according to standards of practice in any or all of the following areas, and in other areas as specified in Department Standards:

- performance of professional skills (e.g., clinical management, counselling, program design and evaluation, diagnosis, systems analysis, applied government and/or private sector technical and policy reports);
- patents obtained, new technologies or processes developed, licensed or commercialized;
- peer recognition (e.g., referrals and requests for services, provision of expert advice, testimonials from client organizations, professional association recognition);
- delivery of technical or professional services;
- completeness and accuracy of investigations, procedures, reports, case records, policy analyses, etc.;
- effectiveness as a professional role model (for students and other trainees);
- willingness to accept and perform duties out of regular working hours and in emergencies where this is an integral part of professional practice;
- adequacy and diversity of the service load where this is an integral part of professional practice;
- communication with colleagues and clients;
- evidence of the ability to organize and manage complex multi-faceted and large-scale programs;
- evidence of the ability to establish effective relationships with professional colleagues, resource persons, clients and collaborators;

- success in obtaining external funding;
- leadership in the discipline with respect to the profession.

In assembling evidence of professional practice, a broad-based consultative process is required. Following consultation with the candidate, the Department Head will request confidential, written evaluations from clients, client agencies or colleagues who are familiar with the technical and/or professional aspects of practice. Candidates may also provide letters of support (placed in the case file, see Section E). 'Standards of Practice' adopted by appropriate professional organizations may be used as a guide for evaluation of practice of the profession.

**Tenure as Assistant Professor:** There must be compelling evidence, beyond that demonstrated at appointment as Assistant Professor, that: 1) the candidate is developing a leadership role in the field of specialization with provision for further development; and, 2) the candidate is contributing to the creation and dissemination of knowledge through scholarly work initiated and completed since appointment. There must also be evidence of the promise of future development as a practitioner and scholar, including the presence of a defined professional practice and a defined program of scholarship. The candidate will have published in reputable peer-reviewed outlets, and will have experience in graduate student supervision. Evidence of the ability to obtain sufficient funding to sustain a productive program of scholarly work is required.

The quality of the candidate's professional practice and scholarly work will be assessed, using the tenure and promotion standards of the Department, by at least three senior academics drawn from comparable institutions.