

**AGENDA****2:30 p.m. Thursday, October 15, 2020**Via WebEx – <https://usask.webex.com/usask/j.php?MTID=m5aaef9db43e27380ec0ea7aa1ddf484a>**Please note the following steps for the October 15<sup>th</sup> meeting:**

- **Thursday October 15<sup>th</sup> from 2:30 – 4:30 pm:** We will host a virtual WebEx meeting with access to the link provided, you do not need a WebEx account to join the meeting. The virtual meeting will have access to both video and audio with everyone's microphones automatically muted (red icon). Video will be enabled for the **presenters of the Council Meeting use only**. Please be sure to turn your video off to ensure our meeting can run with no technical issues. If you are called on by the chair to speak, you will need to unmute your microphone. Please mute again once you have finished speaking.
- **Motions:** Only voting members can move or second a motion. Please use the 'Chat' function to move or second a motion so that it can be recorded in the meeting minutes. There will be a Polling feature enabled after each motion is presented. The Chair will give instructions on the voting process.
- **Questions or Comments:** If you have a question or comment after a report, please use the chat function to indicate the same. The Chair will call on the speakers in the order that they appear on the list in the chat. **Please do not type your question or comment** directly into the chat dialogue box.
- **Attendance and quorum** will be determined by the list of participants at the virtual WebEx meeting.

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 2020/21 academic year marks the 26<sup>th</sup> 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.

niyanān onīkānēwak kā māmawī apiyāhk, nikiskēhtiyinān ōma nikotwāsik kihci tipahamātowin askiy ēkwa mīna ēta āpihtowikosānak kā wīkicik. nikihcēyimānānak kahkiyaw iyiniwak ēkwa āpihtawikosānak osci ōta askīhk ēkwa kāwī ta kiskēhtamahk kiwahkohtowiniwa.

Kaa maashakoonitoochik li koonsay, ni kishkayhtaynaan aen ayaahk sur li tayrayn di li traytii sis pi iita kaa wiikichik lii Michif. Li rispay ni miiyaanaanik lii Praamyayr Naasoon pi ni waahkoomaakanuk lii Michif iita kaa maashakoonitooyaahk pi ni shoohkamoonihtaanaan ka ishi waakoohtooyaahk.

1. **Call to Order**
2. **Tributes**
  - 2.1 Tribute to Professor Emeritus, David Male, College of Engineering, presented by Professor Jim Bugg
3. **Adoption of the agenda**
4. **Chair's Opening remarks**
5. **Approval of Minutes of the meeting of September 17, 2020**
6. **Business Arising from the Minutes**
7. **Report of the President**

**8. Report of the Provost**

- Report for Information - Financial Update for 2020-21 Verbal Report – presented by Greg Fowler, Vice-President Finance and Resources
- Report for information - 2020/21 Enrolment Update Verbal Report – presented by Patti McDougall, Vice-Provost, Teaching, Learning and Student Experience

**9. PRT (Pandemic Response and Recovery Team) Verbal Report** – presented by Darcy Marciniuk, Associate Vice-President Research, PRT Chair

**10. Student Societies**

- 10.1 Report from the USSU
- 10.2 Report from the GSA

**11. Academic Programs Committee**

- 11.1 Request for Decision: Minor in International Business for the Bachelor of Commerce (B.Comm) program

*It is recommended that Council approve the minor in International Business for the Bachelor of Commerce (B.Comm) program to replace the Global Business Stream and Advanced Global Business Stream, effective May 2021.*

- 11.2 Report for Information: Name change for the Operations Management field of study to Supply Chain Management

**12. Planning and Priorities Committee**

- 12.1 Request for Decision: Centres Policy

*It is recommended that Council approve revisions to the Centres Policy (2004), with changes to take effect immediately following Board of Governors approval, anticipated December 15, 2020.*

**13. Governance Committee**

- 13.1 Request for Decision: Equity, Diversity and Inclusion Policy

*It is recommended that Council approve the Equity, Diversity, and Inclusion Policy, pending approval from the Board of Governors, effective October 15, 2020.*

- 13.2 Notice of Motion: College of Education Faculty Council Membership

*It is recommended that Council approve the membership of the College of Education's Faculty Council effective immediately, as part Part III section V.1. (A&B) of the Council Bylaws.*

- 13.3 Notice of Motion: Planning and Priorities Committee Terms of Reference

*It is recommended that Council approve the addition of the standing subcommittee on centres to the Planning and Priorities Committee (PPC) of Council's terms of reference as part two, section V of the Council bylaws, effective immediately.*

**14. Nominations Committee**

- 14.1 Request for Decision: Academic Programs Committee Nomination

*It is recommended that Council approve the nomination of Steven Seiferling as the sessional lecturer representative to the Academic Programs Committee (APC) effective immediately to June 30, 2021.*

- 14.2 Request for Decision: Promotion Appeal Panel nominations

*It is recommended that Council approve the nomination of Valerie Thompson and Susantha Gomis to the Promotions Appeals Panel effective immediately to June 30, 2022.*

**15. Research, Scholarly and Artistic Work Committee**

- 15.1 Report for Information: 2019/20 Report of Allegations and Breaches under the Responsible Conduct of Research Policy

**16. Other business**

- 16.1 Report for Information: Review of the University's "Search and Review Procedures for Senior Administrators" - presented by Chelsea Willness, University Secretary and Chief Governance Officer

**17. Question period**

**18. Adjournment**

*Next Council meeting is November 19, 2020 – Please send regrets to [michelle.kjargaard@usask.ca](mailto:michelle.kjargaard@usask.ca).  
Deadline for submission of motions to the coordinating committee: October 26, 2020*



MINUTES OF UNIVERSITY COUNCIL  
2:30pm Thursday, September 17, 2020  
Via WebEx

**1. Call to Order**

The meeting was called to order at 2:31pm.

**2. Tributes**

None.

**3. Adoption of the agenda**

(Urquhart/Bell): *That the agenda be approved as circulated.*

CARRIED.

**4. Opening remarks**

The Chair of Council, Dr. Jay Wilson, acknowledged that Council meets on Treaty 6 Territory and the Homeland of the Métis, paying respect to the First Nations and Métis ancestors of our gathering place and reaffirming our relationship with one another. He also noted that given the remote meeting modality, that members may be connecting from other locations and that we acknowledge our shared relations with the Indigenous peoples of this land.

Dr. Wilson thanked those who participated in Council orientation last week, including the new Council members and chairs, and he thanked the President and Provost for their remarks at the orientation.

He thanked Council members for their patience with the asynchronous Council meeting format that had been the case since March 2020. He assured Council that these meetings had followed applicable protocols, bylaws, and other governing documents.

The chair informed Council members of the protocols for the synchronous remote meeting.

Dr. Wilson reported that the regular monthly meetings between Council chairs and the President's Executive Committee continued to take place over the summer months. He reported that the discussion topics at the last meeting were the pandemic response, the fall enrolment and re-opening plan for research and teaching, and the Equity, Diversity, and Inclusion Policy.

**5. Approval of Minutes of the meeting of June 18, 2020**

(Walker/Card): *That the minutes be approved as circulated.*

There was one minor amendment.

CARRIED.

## **6. Business Arising from the Minutes**

None.

## **7. Report of the President**

President Stoicheff echoed the remarks of the Council chair, welcoming the new Council members and committee chairs. He emphasized the importance of the president's accountability to the governing bodies, and to Council in particular during the pandemic.

President Stoicheff also thanked the members of the crisis management and pandemic response team (PRT) for their work since March 2020. He recognized that the university's success in dealing with the pandemic and moving quickly to the remote delivery of courses was due to the hard work of faculty, staff and students. He noted that the immediate response to the COVID-19 pandemic was at first dealt with on a day-by-day basis by the Crisis Management Team, which evolved into the PRT. He committed that a verbal report from the PRT would be a standing item on the Council agenda, presented by the chair of that committee, Dr. Darcy Marciniuk. He also reiterated that the hybrid model of program delivery would continue into the winter semester. This announcement was made as early as it was to allow students and faculty to have certainty in planning for the Winter 2021 term.

He reminded Council members that the University of Saskatchewan (USask) on any given day has approximately 30 thousand people on campus, which is equivalent to the fourth largest city in the province. Proactive planning for the pandemic has assisted in the province's efforts in flattening the curve.

In other news, the president acknowledged the recent announcement of the opening of the Prince Albert (PA) campus, which he called as a tremendous step for Indigenization at this university. He emphasized that the PA campus would enable access to post-secondary education in the North for those who could not otherwise attend the Saskatoon campus. He thanked Greg Fowler, Vice President Finance and Resources, and Patti McDougall, Vice Provost Teaching, Learning, and Student Experience (VPTLSE), and others, for their work in achieving this significant milestone for the university.

The President noted that the Equity, Diversity, and Inclusion (EDI) Policy was being presented to Council. He recognized that the road to achieving true EDI will be long and challenging, but that we are moving in the right direction in alignment with the priorities expressed in the university's *Mission, Vision, and Values* statement. A strong policy will set the foundation and expectations of the university's leadership and of the campus community for ensuring EDI.

The president reported that the President's Executive Committee (PEC) is working with the University of Saskatchewan Students' Union (USSU) to develop an MOU on anti-racism and thanked the USSU for their early work on the initiative. He noted for Council that the Discrimination, Harassment, and Prevention Services would be expanded to assist with the operationalization of the EDI policy and the anti-racism MOU.

President Stoicheff welcomed Dr. Baljit Singh as the incoming Vice President Research. He thanked Dr. Karen Chad for her extraordinary service and leadership in the position.

There was a round of Q&A.

There was a question about the university's financial situation given the pandemic. The president answered that a full response to the question would be forthcoming at the October Council meeting [Table 1. action item 1].

There was another question about the status of the Kenderdine campus. The President replied that the reopening of the Kenderdine campus continues to be a top priority. The vision is being articulated and developed by faculty, staff, and stakeholders, which will enhance Indigenization, encompass research on the Boreal Forest, expand artistic works, and expand sustainability activities. There is also an architectural plan in place that pays homage to this important historical site. Funding is needed to see this vision through, which will be a priority in the upcoming comprehensive campaign.

There was a request for an update on the job losses that have occurred as a result of the pandemic, and of plans for potential future cuts. In addition, a report on planned tuition increases was requested. The President reported that no decisions have yet been made with regard to tuition, but that the university would not be seeking through next year's tuition rates to redress fully the financial losses incurred by the decision to keep this year's tuition rates the same as last year's. A report will be forthcoming as progress is made [Table 1. action item 2]

## **8. Report of the Provost**

Dr. Melissa Just, Interim Provost and Vice President Academic, delivered the report of the Provost.

Dr. Just acknowledged the recent reports of retention issues of Indigenous faculty and staff at USask. She reported that senior leadership is listening carefully to the concerns raised by some members of Indigenous community, and that meetings are underway with the President and Provost to discuss the issues with the University of Saskatchewan Faculty Association (USFA), senior leaders, groups of Indigenous faculty and staff, and other groups or individuals as needed or requested. Together they will work toward a productive and shared path forward.

The Provost recognized the significant efforts across the university to ensure that teaching and learning experiences over the summer and this semester were robust and fulfilling. She provided an overview of the enrolment numbers for the fall, noting that they were better than the conservative projections presented to the Board of Governors in March 2020.

There was a round of Q&A.

There was a question about international graduate students' potential access to on-campus learning over the next two years given the pandemic. Dr. Patti McDougall responded that extensive efforts are underway with the federal government to advocate for international students' return and access to campuses in Canada.

There was a request for an update on progress on the *University Plan: 2025*. The Provost responded that a report will be provided to Council at either the December or January meeting [Table 1. action item 3].

**9. PRT (Pandemic Response and Recovery Team) Verbal Report – Presented by Darcy Marciniuk, Associate Vice-President Research, PRT Chair**

Dr. Darcy Marciniuk, Associate Vice President, Research and Chair of the PRT gave an update on the university's response to the pandemic. He noted that this report would be a standing item on the Council agenda this year, and that the updates would take the form of verbal reports so as to provide the most up-to-date information possible.

Dr. Marciniuk reported that as of Tuesday, September 15, 2020 over 6,200 individuals had completed the COVID-19 Safety Training Course. Adherence to the mask policy has been excellent. He reminded Council members that as of September 15, 2020, that the Saskatchewan Health Authority (SHA) would be mandating self-isolation for anyone in contact with a confirmed case.

He also reported that over 730 research permits had been approved for approximately 780 students, 630 staff, and 330 faculty. 450 students are currently in the university residences. Two residence buildings are reserved in case of the need for quarantine spaces.

A major focus for the People and Resources departments has been ensuring supports for on-site safety, and additional health and wellness supports. The possibility of opening an on campus COVID-19 testing site is also being explored. All of these protocols, practices, and guidelines have been reviewed by the SHA.

There was a question about the 'blanket' prohibition on international travel, whereas some grants require work abroad. Dr. Marciniuk responded that these requests could be considered on a case-by-case basis, perhaps using the same portal for on-campus research requests.

There was another question about whether there are any people of colour on the PRT. Dr. Marciniuk responded that no, there are none on the PRT team but that there are on the Advisory Hub, which is an expanded committee of the PRT. There has also been interaction with various groups on campus to ensure respect for various perspectives.

**10. Student Societies**

**10.1 Report from the USSU**

The chair welcomed the USSU president, Autumn Larose-Smith to give the USSU report. She reported that the USSU executive focused on orientation and transition of executive leadership over the summer. The new executive is looking to the USSU's *Path Forward* strategic plan that was developed by last year's executive to guide their focus this year. She thanked PEC and the President for working the MOU to develop an anti-racism policy. She provided an update on the renegotiated UPass bus pass for students with the City of Saskatoon, which will now be on an opt-in basis. She reported that three of five of the USSU Centre coordinators have been hired back. She also reported hearing from the student community that they are satisfied with the quality of education being provided during these unprecedented times, and that there is an appreciation for the emphasis on providing safe spaces for students.

There were no questions related to the USSU report.

## 10.2 Report from the Graduate Students' Association (GSA)

The chair welcomed the President of the GSA, Humaira Inam, to present the report from the GSA.

The GSA President outlined four priorities for the coming academic year: 1) supports for mental health and wellbeing; 2) enhanced coverage for mental health support services for graduate students; 3) networking and peer support, while working with the College of Graduate and Postdoctoral Studies to celebrate graduate student successes; 4) implementation of the student-supervisor agreement that is now mandatory for all entering graduate students. The GSA will also be doing more to ensure there is a sense of community for graduate students even in this remote learning environment.

There were no questions related to the GSA report.

## 11. Academic Programs Committee (APC)

The Chair called on Dr. Susan Detmer, Chair of APC to present an item for decision.

### 11.1 Request for Decision: Academic Courses Policy and Syllabi Changes

*(DETMER/DETERS) It is recommended that Council approve the rescinding emergency "COVID-19 Declaration Regarding Syllabi Changes" and revert to the existing language in the Academic Courses Policy, effective immediately.*

There was a question about the proposed amendment to the policy vs. the need to be nimble in these uncertain times. Dr. Detmer responded that the proposal is simply to return to the policy as prescribed before the COVID-19 situation in March 2020. Given the hybrid program delivery for fall and winter, we have the opportunity to better plan for remote delivery where possible. This will give students more certainty for the year ahead. Dr. McDougall also responded that the course syllabus is a form of contract with the students. The policy stipulates that courses can still change through the semester with the approval of the people in the class and of the department and/or college.

CARRIED.

## 12. Governance Committee

### 12.1 Request for Input: Equity, Diversity and Inclusion (EDI) Policy

The Chair called on Dr. Terry Wotherspoon, Chair of the Governance Committee to present a request for input.

Dr. Wotherspoon recalled the President's introduction at the beginning of the meeting on the importance of EDI among the university's priorities. Dr. Wotherspoon mentioned that given the commitments we have made as an institution and the environment we are working and living in that this proposed EDI policy is timely. He noted that there are a number of other policies, documents, and strategies that will bring together these various commitments. The policy will be accompanied by an action plan that will spell out the commitments and present a means by

which our progress against those commitments can be assessed. He also noted the extensive consultation that was conducted in the development of the proposed policy. Cheryl Carver, Associate Vice President, People and Resources was also present to answer any questions.

There were no questions or comments at the meeting related to the proposed policy.

### **13. Nominations Committee**

#### **13.1 Request for Decision: University Review Committee nomination for 2020/21**

The Chair called on Dr. Paul Jones, Chair of the Nominations Committee to present two requests for decision.

*(JONES/LAMB) It is recommended that Council approve the nomination of Hongming Cheng to the University Review Committee (URC) effective immediately to June 30, 2023.*

The Chair of Council called for nominations from the floor three times.

CARRIED.

#### **13.2 Request for Decision: University Review Committee nomination for 2020/21 no.2**

*(JONES/LAMB) It is recommended that Council approve the nomination of Nurul Chowdhury to the University Review Committee (URC) effective immediately to June 30, 2023.*

There was a question about whether the Nominations Committee was expecting to have to fill more vacancies this year due to the additional pressures related to the pandemic. Dr. Jones responded that he could not say at this time.

The Chair of Council called for nominations from the floor three times.

CARRIED.

### **14. Coordinating Committee of Council**

#### **14.1 Report for Information: Council Report Deadlines – presented by Jay Wilson, University Council Chair.**

Dr. Wilson reminded Council that as Council Chair, he is also the chair of the Coordinating Committee. As such, he was bringing forward for information the deadlines for Council reports.

### **15. Other business**

#### **15.1 Report for Information: Annual Report of the Policy Oversight Committee 2019-20 - presented by Chelsea Willness, University Secretary and Chief Governance Officer.**

Dr. Wilson called on Dr. Chelsea Willness, University Secretary and Chief Governance Officer, to present the annual report of the Policy Oversight Committee. She highlighted the *Report of the Joint Committee for the Review of the University's Conflict of Interest Policies*. The joint committee engaged in a rigorous review of the Responsible Conduct of Research Policy, the Gift Acceptance Policy, and the Conflict of Interest Policy. The joint committee found that these policies were significantly robust and made a

recommendation to the Board of Governors that the Conflict of Interest Policy should have accompanying guidelines or procedures.

There was a question about what types of supports would be put in place for dealing with conflicts of interest or perceived conflicts of interest. Dr. Willness responded that this work is in the very early stages and that the recommendation to develop procedures was going to the Board in October.

#### 15.2 Other Business

There was no other business.

### 16. Question period

There was a question from the GSA about PRT's planned access to recreation activities and facilities. Dr. McDougall replied that reopening the fitness centre and the Library are high priorities. The goal, however, is to keep these facilities safe so that when they are opened, they can stay open. Dr. Chad London, Dean of Kinesiology, also replied that they have been in conversations with the GSA and USSU about the safest and best ways to reopen the fitness facilities.

There was a question about how many students have chosen not to return to the university this year in response to the requirement for remote learning. Dr. McDougall replied that enrolment data would be brought forward to Council in October [Table 1. action item 4]. She also noted that the timing of the announcement of hybrid program delivery arrangements for winter was intended to provide students with the ability to make choices about the full academic year without academic penalty.

There was a request to reinstitute the practice of tracking Council action items in the minutes, to which the Chair agreed.

There was a question about the university's progress on the Signature Areas of Research, and a request for a progress report to be provided to Council [Table 1. Action item 5].

There was another request to provide a report to Council on the work of the Joint Committee to Review the Search and Review Procedures. Dr. Willness responded that this report would be forthcoming at the October Council meeting [Table 1. action item 6].

### 17. Adjournment

(Gjevre): The meeting was properly adjourned at 4:34pm.

**Table 1. Action Items**

<b>Pg. and no.</b>	<b>Action item</b>	<b>Responsibility</b>	<b>Timeline</b>
p.3 s.7	1. Financial update	President	October 2020
p.3 s.7	2. Tuition rates 2021/22	Provost	TBD
p.3 s.8	3. Update on the University Plan	Provost	Dec 2020/Jan 2021
p.7 s.16	4. Report on enrolment 2020/21	VPTLSE	October 2020
p.7 s.16	5. Report on the Signature Areas	OVPR	TBD
p.7 s.16	6. Report of the Joint Committee to Review the Search and Review Procedures	University Secretary	October 2020

Appendix A: listing of members in attendance.

Next Council meeting is October 15, 2020 – Please send regrets to [Michelle.Kjargaard@usask.ca](mailto:Michelle.Kjargaard@usask.ca).

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[illegible]

## COUNCIL ATTENDANCE 2020-2021

### Attendance Summary - Non-voting participants

[illegible]



# PRESIDENT'S REPORT TO COUNCIL

## October 2020

### Hybrid approach to winter term

The university is planning for a continued hybrid approach to program delivery for winter term, which begins January 2021 through to at least the end of April 2021.

Similar to fall term, the hybrid delivery model will combine primarily remote online learning, with limited clinical, laboratory and other physical instruction only where required to meet specific teaching goals and where circumstances permit, in consultation with public health and Saskatchewan's Chief Medical Health Officer. Information on specific courses will be communicated by colleges and schools in the coming month.

This direction aligns with other post-secondary sector partners in Saskatchewan and is based on consultation with key stakeholders along with the comprehensive analysis and planning work done with current pandemic knowledge and projections by our Pandemic Response and Recovery Team (PRT). The planned direction provides the programming flexibility needed to manage the potential risks while ensuring the health and safety of our students, faculty and staff. Consistent with the approach taken in fall, academic program planning and decision-making will stem from discussions within colleges followed by a university-level confirmation to ensure coordination. A draft winter term implementation plan is available on the USask COVID-19 website for our campus community to review.

The safety and well-being of our campus communities is our number one priority, and we will continue to work closely with public health officials as we move through the pandemic. For continued campus safety, all staff currently working remotely will continue to work remotely, until further notice. This helps ensure the health and safety for those students, staff, and faculty who are required to be on campus.

I appreciate the innovation and flexibility that has been shown over the past several months as we continue to adapt to the changes brought on by the pandemic. With thoughtfulness, responsiveness and resiliency, we will continue to work with the province to adjust our plans as necessary as we remain focused on delivering our world-class academic programming and research.

## Enrolment at USask up for fall term

At the beginning of fall term, enrolment at USask was up by two per cent and on track to be the university's highest enrolment ever. As of the first day of classes, undergraduate enrolment increased significantly (2.4 per cent) with growth among both Canadian and international students. Graduate enrolment on the first day was similar to last year, with an increase in Canadian graduate students (2.5 per cent); however, international graduate student enrolment was down. Indigenous student enrolment was up (1.1 per cent) as of the first day of classes, with all of the growth at the undergraduate level. Based on these numbers, it is expected that student enrolment will exceed 26,000 by April 2021, the highest enrolment in USask history. A full analysis of our fall term enrolment numbers will take place after our census day in October.

## Dr. Baljit Singh chosen to lead USask Vice-President Research Office

Following an extensive national and international search, I am pleased to report that Dr. Baljit Singh, a highly accomplished veterinary researcher, educator and administrator, will join USask as vice-president research, effective February 1, 2021. Singh, who spent 17 years at USask, including as associate dean of research for USask's Western College of Veterinary Medicine from 2011 to 2016, is currently dean of veterinary medicine at the University of Calgary. He will succeed Dr. Karen Chad, who has served as USask vice-president research since 2008 and has agreed to stay on in the role until Jan. 31, 2021. I will find an opportunity to more fully celebrate Dr. Chad's many accomplishments in the role at a later date.

## USask faculty members honoured by the Royal Society of Canada

I am delighted to congratulate five USask faculty members who have recently been honored by the Royal Society of Canada (RSC), the national academy of distinguished scholars, scientists, artists and humanists.

- **Dr. Valerie Korinek**, history professor and vice-dean of faculty relations in the College of Arts and Science, has been named a Fellow of the RSC. She is recognized nationally and internationally as a leading cultural and gender historian, whose unconventional and bold research has challenged accepted narratives about feminism and queerness in 20th century Canada.
- **Professor Alison Norlen**, in the department of art and art history in the College of Arts and Science, has been named a Fellow of the RSC. She is widely recognized in Canada and abroad as a compelling contemporary Canadian artist, known for her massive mixed-media artworks, intricately crafted wire sculptures, and bold installations that have captivated audiences across the country and around the world.
- **Dr. Christy Morrissey**, a highly regarded international leader in avian and aquatic ecotoxicology, has been named a member of RSC's College of New Scholars, Artists and Scientists which celebrates research excellence at an early career stage. Her innovative and highly regarded research on the impacts of agricultural pesticides on wild bird populations, migratory birds, and prairie wetland ecosystems has directly influenced policy changes by governments in Canada and around the world on the safety and use of these chemicals.
- **Dr. Irena Creed**, professor in the School of Environment and Sustainability and associate vice-president research, is only the second woman to receive RSC's Bancroft Award since the awards were initiated in 1968 to honour outstanding contributions to earth sciences. Dr. Creed, whose research integrates hydrology, biogeochemistry, and ecology, is internationally recognized for providing a deeper understanding of global climate change and pollution effects on watershed functions and services they provide, such as water purification and reducing the risk of harmful algae blooms.

- **Dr. Ajay Dalai**, USask Canada Research Chair of Bio-energy and Environmentally Friendly Chemical Processing and distinguished professor in chemical and biological engineering, has been awarded RSC's Miroslaw Romanowski Medal for outstanding contributions to environmental science. Dr. Dalai is an internationally renowned chemical engineer whose leading-edge research on renewable energy, heavy oil and gas processing, and environmentally safe remediation of wastewater and waste gas streams has made a major impact on producing biofuels and synthetic gas.

## Dr. Jay Famiglietti honoured with prestigious international lifetime award

I would like to congratulate USask hydrologist, Dr. Jay Famiglietti, who has been awarded the 2020 Hydrologic Sciences Award by the American Geophysical Union (AGU) for outstanding contributions to the science of water over his career.

Dr. Famiglietti, executive director of USask's [Global Institute for Water Security](#) (GIWS), has led the development of novel remote sensing tools for hydrology and water security, particularly the capability to do remote sensing of groundwater using the NASA Gravity Recovery and Climate Experiment (GRACE) satellite mission. These satellite remote sensing techniques and advanced computer models have made it possible to document how the water cycle and freshwater resources are affected by climate change and to map how water availability is changing globally. Dr. Famiglietti, a faculty member in both the Department of Geography and Planning, and the School of Environment and Sustainability, was recruited in 2018 from the U.S. where he had been senior water scientist with NASA's Jet Propulsion Laboratory.

## USask partners with Sask. First Nation to open Northern community dental clinic

The College of Dentistry has partnered with the Big River First Nation to launch a new dental clinic, providing service to a community with limited access to oral healthcare. The clinic, which officially started taking patients on Sept. 28, is located in the Big River First Nation Health Centre. Prior to its opening, community members would have to travel to the nearest dental clinics in Shellbrook, Prince Albert or Saskatoon. The new dental clinic will offer diagnostic, treatment and preventative services. It will operate on scheduled days based on demand, with extended hours—including some evenings and weekends—for flexibility to access.

## USask, Meewasin sign MOU to better serve community

In mid-September, USask and the Meewasin Valley Authority (MVA) signed an MOU to increase strategic collaboration efforts on research, education and outreach projects between the two organizations. The MOU will strengthen our long-standing relationship with the MVA, while guiding us to be strategic and responsible about our community contributions. The formal relationship was reinforced at the MVA's first *Valley Summit* where the MOU virtual signing took place. The areas of work stated in the agreement include: business and infrastructure planning, student experience, research, community outreach and marketing, and project collaboration. The MOU establishes a working group with representation from both USask and MVA to further the collaborative efforts and complement the work already underway between the organizations.

## Provost's Report to Council

October 2020

### GENERAL REMARKS

As we meet today, the fall term is well underway. By the date of the Council meeting, our Fall Census day will have passed, and we will have data that we can compare to historical trends. At the meeting, I will invite the Vice-Provost, Teaching, Learning and Student Experience to provide us with a brief update on enrolment for fall 2020. Similarly, as discussed at the September Council meeting, the Vice-President, Finance and Resources and I will be presenting a budget update that gives a high-level summary of the university's operating budget and the financial impacts of COVID.

### CANADIAN HUB FOR APPLIED AND SOCIAL RESEARCH (CHASR)

On September 16, the University of Saskatchewan launched the Canadian Hub for Applied and Social Research (CHASR). CHASR is a new name and a new brand for the former Social Sciences Research Laboratories (SSRL) in the College of Arts and Science.

In operation since 2011, CHASR (and the former SSRL) has grown and evolved to support research beyond the core social sciences and has demonstrated its utility as more than a collection of research laboratories. Operating as a 'public utility', CHASR is available to support researchers and clients on a cost-recovery basis, commonly engaging and supporting University of Saskatchewan-based faculty, students, and staff. The unit is increasingly supporting research and researchers external to the university, including faculty from other Canadian and international post-secondary institutions, government (federal, provincial, and local), not-for-profits, and some private sector firms. CHASR supports research through access to its eight complementary research laboratories and its in-house research support specialists. CHASR is a unique University of Saskatchewan success story. The new CHASR name and brand represents the University of Saskatchewan staking its claim as the national leader in supporting applied and social research. As a national-level research support hub, CHASR anticipates increased demand for its fee-for-service research supports that include telephone and online surveys, interviews and focus groups, mapping and data visualizations, programming, and software, among many others. CHASR supported more than 500 researchers last year and engaged more than 800 undergraduate and graduate students in its work. In support of the launch, USask communications issued a [news release](#), while [Postmedia News](#) and [CBC Saskatchewan](#) profiled 2020 provincial election survey data collected in the CHASR telephone survey facility. The new CHASR website can be found at <https://chasr.usask.ca>.



## COLLEGE AND SCHOOL UPDATES

### *Edwards School of Business*

In September 2020, the Edwards School of Business held its annual Dean's Speaker Series event. The event showcases inspiring Edwards alumni from around the world who have made a stellar impact on our communities. This year's speaker was Cara Keating. She spoke about her journey from alumna (B.Comm. 1999) to the President of PepsiCo Foods Canada, where she currently leads the Canadian businesses of Frito-Lay North America and Quaker Foods North America. Students, faculty, staff, and alumni from around the world tuned in for the virtual event via WebEx.

The Edwards School of Business is also excited to announce that the Operations Management major, as part of the Bachelor of Commerce degree, has officially been renamed to Supply Chain Management. As a result, the major will be more robust, with the number of credits shifting from 18 to 21. New elective courses will also be available to choose from, including Logistics Management, Project Management and Business Analytics. In addition, the name change aligns closer to industry opportunities available for professional designations such as Project Management Professional (PMP) and Supply Chain Management Professional (SCMP).

### *Western College of Veterinary Medicine*

- **Interprovincial agreement renewed:** The Governments of Manitoba, British Columbia and Saskatchewan have renewed their financial commitment to the WCVM, providing more than \$134 million to the veterinary college for the next five years (2020 to 2025). The agreement provides stable funding for the regional veterinary college so it can continue delivering veterinary education, clinical service, and research to all of Western Canada. It also allows the WCVM to continue meeting critical accreditation standards for veterinary schools.
- **New curriculum rolled out:** The WCVM Class of 2024 is the first group of veterinary students to use the college's renewed curriculum for its Doctor of Veterinary Medicine (DVM) program. Developed by a team of WCVM faculty members, the updated curriculum will deliver a more integrated and coordinated learning experience and be more clinically relevant throughout the four-year program. The renewed curriculum also incorporates competency-based veterinary education (CBVE), which has become a requirement for all accredited veterinary colleges around the world, and the use of simulation technology in all four years of the program.
- **Advisory council annual meeting:** The WCVM recently hosted the annual meeting of the WCVM Advisory Council, whose members represent the provincial partners, provincial veterinary medical associations, western Canadian universities, and the University of Saskatchewan. The council members met virtually on Friday, Sept. 18, to review the college's operations and achievements in the past 12 months, along with its future plans. The meeting's highlights included discussions about the college's renewed Interprovincial Agreement (IPA) and an update from VIDO-InterVac director and CEO Dr. Volker Gerdt about his research team's development of a SARS-CoV-2 vaccine. WCVM acting dean Dr. Gillian Muir also gave a progress report on several major projects, including the veterinary program's curriculum renewal, the college's overall response to COVID-19, and large-scale research initiatives in beef health and antimicrobial resistance.

Room 110, 1 Campus Drive  
University of Saskatchewan  
Saskatoon, Saskatchewan  
S7N 5A3



Telephone: (306) 966-6960  
Fax: (306) 966-6978  
E-mail: [contactus@ussu.ca](mailto:contactus@ussu.ca)  
Website: [www.ussu.ca](http://www.ussu.ca)

Thursday October 15th, 2020

With the leaves changing color and classes beginning, we reminisce of the times where the bowl was filled with students eager to be on campus. The year has started to ramp up for the executives who are all excited to be a part of the many University of Saskatchewan committee meetings as well as engaging the undergraduate student body. The University of Saskatchewan's Students Council has been gathering virtually for the weekly meetings on Thursdays and has elected the students at large to populate the USSU committees. During the month of September we also had the opportunity to discuss the Equity, Diversity, and Inclusion Policy as part of the University's consultation process. Our work continues with the Anti Racism MOU and had the opportunity to meet with Peter Stoicheff to work on the second draft. We have also created our Campus Groups Office to better support the over 100 different students groups ratified with the USSU and hosted Campus Clubs week which offered a number of training opportunities for student leaders. Our senior managers have been working very hard to ensure that students are able to receive their transit passes and maintaining the business of the USSU.

With the help of Martin Gaal, PhD, Lecturer Department of Political Studies we are planning a Mayoral Candidates forum for undergraduate students which will be hosted on October 20th via Zoom. We have also released a call out for students to ask the Provincial Party leaders questions and will be quizzing them on their answers in relation to post secondary education. The USSU executive has also been working with The Undergraduates of Canadian Research-Intensive Universities (UCRU) to plan our national lobby week and continue to advocate for students on a federal level. We look forward to developing relationships with our elected officials to continue our advocacy efforts on a municipal, provincial and federal level.

The Executive took some time to get coffee at Louis Loft (which is now open from 9am to 4pm) and sign some thank you letters for the students who won prizes during our Welcome Week events. We encourage you to grab a coffee and a bite to eat at saskatoons "Best Place To Eat on Campus" - Planet S

With respect,  
Jamie Bell  
Kiefer Roberts  
Jory McKay  
Autumn LaRose-Smith



University of Saskatchewan Graduate Students' Association

### **University Council Report, October 2020**

The GSA continues its efforts to advocate for the needs and concerns of our members and to look for opportunities to create initiatives that will benefit the academic and social experience of our students at the University of Saskatchewan. The GSA is working on the following items:

#### **1. Activities to Support Mental Health and Wellbeing**

Part of the GSA's mission is to promote and create activities that support graduate students and associated members' mental and emotional well-being. We normally offer several events and activities that promote mental health and cater to the needs of our diverse member's on-campus throughout the year. Due to COVID-19 we have been working on transferring this over to a virtual platform. As an example of this, we will have virtual yoga classes in conjunction with the Recreation Centre every Wednesday this fall term, which will allow graduate students to de-stress from the comfort of their home. Additionally, the GSA will be hosting a series of seminars, in collaboration with other partners on campus, aimed at bringing awareness to various mental health topics. More information will be shared as the collaboration process unfolds. We are continuing to work on other mental health activities that will support our students and members by working with CGPS, and we hope to see that come to fruition in the near future.

#### **2. Student Engagement**

As the GSA is no longer holding regular social activities on campus for this term, we have established social events, such as bi-weekly virtual coffee chats on Thursdays, which will allow

graduate students to network and connect with other students and share their academic experiences while developing a sense of community. More social and professional events are being discussed and/or planned and will be shared at a closer date. Additionally, the GSA understands the financial challenges that students are facing, caused by COVID-19, as such the GSA will be holding a seminar on “financial management” with collaboration from the Edwards School of Business, where students will have the opportunity to interact and engage in discussion and get tips/advice on how to manage finances during these uncertain times.

Additionally, the GSA is constantly informing new graduate students to complete the student-supervisor agreement within the first year of their program and encourages continuing graduate students to make use of the student-supervisor agreement as well.

### **3. Fall 2020 Bursary**

In collaboration with CGPS, the GSA provides the Need-based bursaries for graduate students who are in need and show exceptional academic performance and community engagement. The call for applications for the Fall GSA bursaries is currently open and will remain open until October 31, 2020.

As we move forward, the GSA looks forward to continuing work with our partners on campus and find new ways to interact with our graduate students and campus community. We are always open to meetings and discussions. Should you have any questions, please do not hesitate to contact me.

Humaira Inam

*President*

*Graduate Students' Association*

UNIVERSITY COUNCIL  
ACADEMIC PROGRAMS COMMITTEE  
REQUEST FOR DECISION

---

**PRESENTED BY:** Susan Detmer, chair, Academic Programs Committee

**DATE OF MEETING:** October 15, 2020

**SUBJECT:** **Minor in International Business for the Bachelor of Commerce (B.Comm) program**

**DECISION REQUESTED:**

*It is recommended:  
That Council approve the minor in International Business for the Bachelor of Commerce (B.Comm) program to replace the Global Business Stream and Advanced Global Business Stream, effective May 2021.*

**PURPOSE:**

University Council has the authority to approve new fields of study, including minors.

**CONTEXT AND BACKGROUND:**

As part of the curricular renewal project underway within the Edwards School of Business, the college seeks to introduce a minor in International Business. This minor will replace the existing Global Business Stream and the Advanced Global Business Stream, which were costly for the college to deliver.

In reviewing the curricula of 15 Canadian business programs, 13 of those programs offer a major in International Business. The Edwards School of Business is not prepared at this point to support a major in International Business, but wants to ensure that USask students are provided with the opportunity for this area of study. The college also sees a minor as a good stepping stone towards a major and a good way to gauge interest and engagement with the area of study.

Students seeking to enroll in the minor must be enrolled in the B.Comm program and must complete the requirements to be awarded the minor. The minor will be reflected on the student transcript and parchment.

Students will be required to take COMM 340: Introduction to International Business, choose two courses from a list of COMM and non-COMM elective options, and will be required to take 9 cu while participating in an Edwards-approved International study abroad term or course. Students will be able to apply for travel bursaries and awards for the Study Aboard portion of the program.

**CONSULTATION:**

The Academic Programs Committee reviewed the proposal for this minor at its September 9, 2020 meeting. The committee raised concerns about how students would meet the study abroad requirements, given the current global pandemic. The proponents indicated that the minor will not be available for students to enroll in until September 2021 and that students would be able to complete the study abroad requirements at any point during their time in program. Further, the Edwards School of Business has been discussing possibilities for virtual study abroad programs. The Academic Programs Committee voted to recommend that Council approve this minor.

**ATTACHMENTS:**

- 1. Proposal for Academic or Curricular Change – International Business Minor**



UNIVERSITY OF  
SASKATCHEWAN

Proposal for Academic  
or Curricular Change

## PROPOSAL IDENTIFICATION

**Title of proposal:** International Business Minor

Field(s) of Specialization: International Business Minor

College: Edwards School of Business

Contact person(s) (name, telephone, fax, e-mail):

Vicky Parohl

306-966-7362

parohl@edwards.usask.ca

Proposed date of implementation: September 2021

## Proposal Document

### 1. Academic justification:

The new minor in International Business will replace the existing Global Business Stream and the Advanced Global Business Stream. The existing streams create an administrative and financial burden in the college as they require the facilitation and hiring of external FITT instructors. Students will get transcript and parchment recognition with the minor. Further, the new minor requires students to participate in a study abroad program.

Internationalization is central to the mission of the University of Saskatchewan. Providing programming in International Business helps to prepare Edwards students to work in the global economy. This program specifically addresses the University's goal of Internationalizing learning experiences by not only exposing students to topics related to international business, but by requiring them to participate in a study abroad program.

In a review of 15 Canadian business programs, 13 of those programs offered a *major* in International Business. A minor in International Business is the first step in providing a major in this area in the future.

## **2. Admissions**

Students must be enrolled in the Bachelor of Commerce program. Students who complete the requirements will be awarded with the minor.

## **3. Description of the program**

The International Business minor provides business students with an opportunity to increase their awareness of the international business environment and better prepare them for a career in global business.

Students will be required to take COMM 340: Introduction to International Business, choose two courses from a list of COMM and non-COMM elective options, and will be required to take 9 cu while participating in an Edwards-approved International study abroad term or course.

The courses a student takes at the University of Saskatchewan will provide them with an introduction to international business, political studies, and economics issues. With a focus on a global context, students will learn to apply their skills and understandings in non-traditional/non-Canadian contexts. In participating in a study abroad program, students will need to adapt to change in an international landscape – not only educationally, but socially and culturally as well.

Program demand will be monitored on an ongoing basis. Should there be sufficient demand and an appetite for further programming in this area, a major in International Business may be explored in the future.

## **4. Consultation**

The College of Arts and Science and the departments of Political Studies and Economics were consulted. Please see attached letters of support.

## **5. Budget**

As this program is replacing the existing Global Business Stream and Advanced Global Business stream there are no new budgetary or teaching implications. In fact, the School will save on the administrative burden of the program as well as the cost of delivering FITT workshops.

Students will be able to apply for travel bursaries and awards for the Study Abroad portion of the program. (Not a new cost – these are already available to students).

There is no minimum number of students required for this program to be successful, as all these course and program options are already available to Edwards students. Maximum enrolment is dependent on the number of study abroad seats the School has available; however, we have high demand from our partner institutions and do not foresee this being an issue.

### **College Statement**

The motion to introduce the proposed Minor in International Business to replace the existing Global Business and Advanced Global Business Streams was approved by Faculty Council on Monday, June 15, 2020.

**Consultation Forms** At the online portal, attach the following forms, as required

#### Required for all submissions:

- Consultation with the Registrar form

### **CATALOGUE ENTRY**

The International Business minor provides business students with an opportunity to increase their awareness of the international business environment and better prepare them for a career in international business. Students who, in conjunction with a Bachelor of Commerce degree in a different subject, take 18 credit units or more of the course requirements below, will receive a minor in International Business.

The minor average in International Business will be calculated using the grades earned in all courses eligible to be included in the minor program requirements. Students must complete 9 credit units using courses offered by the University of Saskatchewan to meet the Residency requirement. Students will be required to complete 9 credit units with an international partner institution while on a study abroad term or partaking in a summer program.

Students interested in pursuing the International Business minor should meet with an advisor in the Edwards School of Business to discuss program requirements and funding opportunities for study abroad.

#### **Requirement**

- **COMM 340.3** Introduction to International Business

**University of Saskatchewan Electives – Choose 6 credit units from the following**

- COMM 456.3 International Marketing
- COMM 466.3 International Business Finance
- COMM 485.3
- COMM 495.3 Supply Chain Management
- COMM 498.3 Special Topics (Global Strategy & Organizational Design)
- ECON 254.3 International Trading System \*
- ECON 256.3 International Monetary System \*
- ECON 270.3 Development in Non Industrialized Countries \*
- ECON 354.3 International Trade and Commercial Policy \*
- ECON 356.3 International Monetary Economics \*
- ECON 376.3 Energy Economics \*
- IS 110.3 Global Issues
- IS 201.3 Global Citizenship Cultures and Coexistence
- IS 401.3 International Cooperation and Conflict \*
- IS 402.3 International Development \*
- One of IS 200.3 \*, IS 211.3 Introduction to International Studies Development \*, or IS 212.3 International Studies and Conflict
- POLS 245.3 Politics of Africa \*
- POLS 341.3 Asian Government and Politics \*
- POLS 349.3 Politics of Canadian Diversity \*
- POLS 362.3 Global Political Economy \*
- POLS 375.3 Canadian Foreign Policy in the Global Era \*
- POLS 446.3 Development Challenges and Prospects \*
- POLS 471.3 Globalization and Challenges

**\* Prerequisites Apply**

**International Requirement – 9 Credit Units**

- COMM 498.3 – Edwards International Study Tour
- Course(s) taken while studying internationally through an approved Edwards summer program
- Course(s) taken while partaking in a U of S study abroad team with an approved Edwards partner institution

**GLOBAL BUSINESS/ADVANCED GLOBAL BUSINESS STREAMS**

*Add the following note to the top of the GBS/AGBS page:*

As of September 2021, no new students will be admitted to the Global Business Stream or Advanced Global Business Stream. Students interested in pursuing courses in international business should refer to the Edwards School of Business' Global Business Minor



**Program(s) to be deleted: Global Business and Advanced Global Business Streams**

**Effective date of termination: No longer admitting new students as of September 1, 2021**

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**1. List reasons for termination and describe the background leading to this decision.**

- The Global and Advanced Global Business Streams are being replaced by a new International Business Minor
- 

**2. Technical information.**

**2.1 Courses offered in the program and faculty resources required for these courses.**

- COMM 456.3 International Marketing
- COMM 466.3 International Business Finance
- COMM 485.3
- COMM 495.3 Supply Chain Management
- COMM 498.3 Special Topics (Global Strategy & Organizational Design)
- ECON 254.3 International Trading System \*
- ECON 256.3 International Monetary System \*
- ECON 270.3 Development in Non Industrialized Countries \*
- ECON 354.3 International Trade and Commercial Policy \*
- ECON 356.3 International Monetary Economics \*
- ECON 376.3 Energy Economics \*
- IS 110.3 Global Issues
- IS 201.3 Global Citizenship Cultures and Coexistence
- IS 401.3 International Cooperation and Conflict \*
- IS 402.3 International Development \*
- One of IS 200.3 \*, IS 211.3 Introduction to International Studies Development \*, or IS 212.3 International Studies and Conflict
- POLS 245.3 Politics of Africa \*
- POLS 341.3 Asian Government and Politics \*
- POLS 349.3 Politics of Canadian Diversity \*
- POLS 362.3 Global Political Economy \*
- POLS 375.3 Canadian Foreign Policy in the Global Era \*
- POLS 446.3 Development Challenges and Prospects \*
- POLS 471.3 Globalization and Challenges

**2.2 Other resources (staff, technology, physical resources, etc) used for this program.**

- FITT workshop facilitators

**2.3 Courses to be deleted, if any.**

- NONE

- 2.4 Number of students presently enrolled.
- 97 students are currently enrolled in various stages of the program
- 2.5 Number of students enrolled and graduated over the last five years.
- In 2017/18 we had 9 students complete the AGBS and 6 complete the GBS
  - In 2018/19 we had 13 students complete the AGBS and 12 complete the GBS
- 

### **3. Impact of the termination.**

#### Internal

- 3.1 What if any impact will this termination have on undergraduate and graduate students? How will they be advised to complete their programs?
- Students currently enrolled in the program will have the opportunity to finish the requirements of the GBS/AGBS or transfer to the new International Business Minor. As soon as the minor is approved Edwards advisors will reach out to students to either encourage them to finish FITT requirements in 20/21 or switch to the minor in 21. Edwards will continue to provide opportunities to participate in FITT workshops during the 20/21 year. After this time, students not interested in switching to the minor can still complete FITT workshops, they would just need to pay out of pocket. Funding may be available for students through co-curricular funding or the Hanlon fund.
- 3.2 What impact will this termination have on faculty and teaching assignments?
- N/A
- 3.3 Will this termination affect other programs, departments or colleges?
- While the streams do include several courses from other colleges, we anticipate that demand will remain the same (or increase) with the introduction of the International Business Minor (which includes the same courses). Colleges and departments have been consulted as a part of the proposal for a new minor in International Business.
- 3.4 If courses are also to be deleted, will these deletions affect any other programs?
- N/A
- 3.5 Is it likely, or appropriate, that another department or college will develop a program to replace this one?
- Edwards has proposed an International Business Minor to replace this program
- 3.6 Is it likely, or appropriate, that another department or college will develop courses to replace the ones deleted?
- N/A

3.7 Describe any impact on research projects.

- N/A

3.8 Will this deletion affect resource areas such as library resources, physical facilities, and information technology?

- N/A

3.9 Describe the budgetary implications of this deletion.

- The School will save on the cost of facilitating the FITT workshops

#### External

3.10 Describe any external impact (e.g. university reputation, accreditation, other institutions, high schools, community organizations, professional bodies).

- We will no longer be hiring FITT to facilitate workshops in the School.

3.11 Is it likely or appropriate that another educational institution will offer this program if it is deleted at the University of Saskatchewan?

- N/A

#### Other

3.12 Are there any other relevant impacts or considerations?

- N/A

3.13 Please provide any statements or opinions received about this termination.

- Please see documentation for addition of new minor in International Business

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#### **(Optional)**

**4. Additional information.** *Programs which have not undergone recent formal reviews should provide additional relevant information about quality, demand, efficiency, unique features, and relevance to the province.*



UNIVERSITY OF SASKATCHEWAN

## College of Arts and Science

OFFICE OF THE DEAN  
ARTSANDSCIENCE.USASK.CA

August 7, 2020

From: Dr. Gordon DesBrisay, Vice-Dean Academic, College of Arts and Science

Attn: College of Graduate and Postdoctoral Studies; University Council

Re: Letter of Support for the proposed International Business Minor in the Edwards School of Business

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Dear Colleagues,

I write on behalf of the College of Arts and Science to express our full support for the new International Business Minor proposed by the Edwards School of Business.

A majority of the elective courses comprising the Minor – International Studies, Political Studies, and Economics courses – are offered by our college. As the correspondence included in this package shows, the two departments concerned, Economics and Political Studies, are entirely supportive of the initiative. Our college offers a Global Studies Certificate that involves many of the same classes, and we are pleased to see that the Edwards initiative will not impinge upon students' ability to pursue that certificate, as well.

The proposed International Business Minor is an exciting collaborative and interdisciplinary venture that promises to serve students well, and we wish the Edwards School of Business every success with it.

Yours sincerely,



## Memorandum

**To:** Noreen Mahoney, Associate Dean Student & Degree Programs, Edwards School of Business  
**From:** Joel Bruneau, Department Head, Department of Economics, College of Arts and Science  
**Date:** June 23, 2020  
**Re:** Support for the proposed minor in International Business by Edwards School of Business

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The Department of Economics wholly endorses the proposed Minor in International Business put forward by the Edwards School of Business. The minor lists the following classes from Economics:

- ECON 254.3 International Trading System
- ECON 256.3 International Monetary System
- ECON 270.3 Development in Non Industrialized Countries
- ECON 354.3 International Trade and Commercial Policy
- ECON 356.3 International Monetary Economics
- ECON 376.3 Energy Economics

The courses listed all have significant focus on international markets, trade, finance, and/or development and are well suited to a Minor in International Business.

Sincerely,

**Dr. Joel Bruneau** | Associate Professor and Head  
Department of Economics, University of Saskatchewan  
9 Campus Drive, Saskatoon, SK, S7N 5A5, Canada  
Office: Arts 820 | Tel: 306.966.5198  
Email: [joel.bruneau@usask.ca](mailto:joel.bruneau@usask.ca)

**Cc:** Dr. Mobinul Huq, Undergraduate Chair, Department of Economics, College of Arts and Science



UNIVERSITY OF SASKATCHEWAN

College of  
Arts and Science

DEPARTMENT OF POLITICAL STUDIES  
ARTSANDSCIENCE.USASK.CA

283C Arts Building, 9 Campus Drive

Saskatoon SK S7N 5A5 Canada

Telephone: 306-966-1666

Facsimile: 306-966-5250

Email: [political.studies@usask.ca](mailto:political.studies@usask.ca)

Web: [artsandscience.usask.ca/politicalstudies](http://artsandscience.usask.ca/politicalstudies)

June 26, 2020

To Whom it May Concern,

I am writing to indicate the Department of Political Studies' support for the inclusion of the requested classes in the proposed minor in International Business to be offered by the Edwards School of Business.

The requested courses are POLS 245.3, 341.3, 349.3, 362.3, 375.3, 446.3 and 471.3. In addition, courses from the International Studies program (an interdisciplinary degree that is housed in Political Studies) are requested for inclusion, which we also support (IS 110.3, 201.3, 401.3, 402.3 and one of IS 200.3, 211.3 or 212.3).

Each of these courses, in their own way, touch on the intersections of government, civil society and the economy in comparative and international perspective.

Edwards students pursuing the minor in International Business would be well-served in having their elective options include the requested POLS and IS classes.

Please let me know of any concerns or questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Neil Hibbert'.

Neil Hibbert, PhD  
Acting Department Head  
Department of Political Studies  
University of Saskatchewan

**UNIVERSITY COUNCIL  
ACADEMIC PROGRAMS COMMITTEE  
REPORT FOR INFORMATION**

---

**PRESENTED BY:** Susan Detmer, Chair, Academic Programs Committee

**DATE OF MEETING:** October 15, 2020

**SUBJECT:** **Name change for the Operations Management field of study to Supply Chain Management**

**COUNCIL ACTION:** **For Information Only**

**SUMMARY:**

At its September 9, 2020 meeting, the academic programs committee approved the following motions:

*That the Academic Programs Committee approve the name change for the Operations Management field of study for the Bachelor of Commerce program to Supply Chain Management, effective September 2021.*

The proposal to change the name of the existing Operations Management field of study to Supply Chain Management came from the current curriculum renewal work occurring in the Edwards School of Business. This change will ensure that the name of the major is more recognized and better aligned with what students learn in the program. Further, the new name for the major aligns with the professional designation that students are working towards (Supply Chain Management Professional – SCMP).

The committee appreciated the work that Edwards School of Business is doing to ensure that their offerings are current and recognized in the field.

**ATTACHMENTS:**

- **Request for Change of Name – Operations Management field of study to Supply Chain Management field of study**



**UNIVERSITY OF  
SASKATCHEWAN**

## **Request for Change of Name**

This Request form and attachments will be the basis for decision-making about this change.

Submitted by:

Date

College

College approval date

Proposed effective date of the change

### **1. Proposed change of name**

***From:***

***To:***

**College**



**Department**



**Program name**



**Degree name**



**Name of Field of Specialization (major, minor, concentration, etc)**



**Course label (alphabetic)**



**Building**



**Street**



**Other**

## **2. Documentation**

### **Rationale**

Provide a rationale for the change and describe the background leading to this decision.

### **Impact of the change**

Please describe any potential impact of this change, including any of the following areas if relevant:

- impact on students
- impact on faculty
- impact on staff
- impact on alumni
- effect on other programs, departments, colleges, centres
- impact on university-wide systems (e.g. SiRIUS, UniFi, PAWS, U-Friend, Library, About US, etc.)
- resource areas such as library resources, physical facilities, and information technology
- external impact (e.g. reputation, accreditation, other institutions, high schools, community organizations, professional bodies).

Please attach any statements or opinions received about this change.

☐

Attachments

### Costs

Please describe whether this change will result in any additional costs for the university (ie, repainting signs, technical changes in SiRIUS, PAWS, financial services, etc.)

### Consultation

Please describe any consultation undertaken with other university offices, such as Student and Enrolment Services, Institutional Strategy and Analytics, Institutional Planning and Assessment, Financial Services, Facilities Management, Office of the University Secretary, Information Technology Services, etc. Please attach any memos or emails received about this consultation

☐

Attachments

## **3. Review and Approval Authority**

All changes of names for academic entities must be requested by the responsible college, following internal approval by its own approval procedures.

After submission of the Request by the College, the following approval procedures are used, and must be initiated by the College:

- **Changes of course labels** are approved by the Registrar in consultation with the college offering the courses. Any disputes arising over course label changes will be referred to the Academic Programs Committee for resolution. Course label changes are to be distributed for information through the Course Challenge system.
- **Changes of names for colleges and departments** are approved by University Council (following recommendation by the Planning & Priorities Committee) and by the Board of Governors, if the name is honorific.
- **Changes of names for degrees or a degree-level programs** are approved by University Council
- **Changes of names for fields of specialization** are approved by the Academic Programs Committee of Council.
- **Changes of names for buildings, streets and other physical entities** are approved by the Board of Governors (following recommendation by the Naming Committee).

If you have any questions about this form or these procedures, please contact the Office of the University Secretary or email [university.secretary@usask.ca](mailto:university.secretary@usask.ca)

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## Edwards School of Business - Changes to Supply Chain Management (OM) Major Requirements

The following curricular changes were approved by the Edwards School of Business Faculty Council on Monday, June 15, 2020 and are now submitted to the Academic Programs Committee for approval.

- **Increase SCM major requirements to 21cu (replacing 3 cu of Free Senior Elective courses), including COMM 491.3, and COMM 495.3 as required courses, and 15cu of the following SCM electives: COMM 311.3 (Business Analytics), COMM 393.3, COMM 395.3, COMM 493.3, COMM 494.3, COMM 497.3 (Project Management), COMM 4xx.3 Logistics Management (for information)**

Rationale: The main consequence of this change is to remove several non-OM/SCM courses (such as business law, entrepreneurial finance, etc.) from counting as OM/SCM electives. The purpose is to require a deeper knowledge of SCM from our graduating students and better align with the requirements of SCMP affiliation. This change brings the number of SCM courses up to 21 cu from 18 cu

***Changes are as per changes to SCM major requirements as well as changes to core submitted to UCC in August 2020:***

Supply Chain Management (SCM) requirements will be in effect for students entering the SCM major in the 2021-22 academic year. Students currently in the Operations Management major will be allowed to complete the major requirements for the academic year in which they were admitted.

### **Year 3 (30 credit units)**

#### **Core Requirements (9cu)**

- **COMM 304.3** Introduction to Business Law
- **COMM 306.3** Ethics and Strategic Decision Making
- ~~COMM 307.3~~ Management Information Systems
- **COMM 347.3** Indigenous Business in Canada

#### **Supply Chain Management Requirements (9 cu)**

Supply Chain Management (SCM) requirements will be in effect for students entering the SCM major in the 2021-22 academic year. Students currently in the Operations Management major will be allowed to complete the major requirements for the academic year in which they were admitted.

- ~~COMM 393.3~~ Spreadsheet Modeling for Business Decisions
- ~~COMM 395.3~~ Business Forecasting

**Choose 3 credit units from the following:**

#### **Supply Chain Management Major Electives**

- ~~COMM 304.3~~ Introduction to Business Law
- ~~COMM 321.3~~ Corporate Financial Reporting I
- ~~COMM 329.3~~ Personal Finance
- ~~COMM 346.3~~ Technology Commercialization
- ~~COMM 357.3~~ Marketing Research
- ~~COMM 368.3~~ Entrepreneurial Finance and Venture Capital
- **COMM 311.3** Business Analytics
- **COMM 393.3** Spreadsheet Modeling for Business Decisions
- **COMM 395.3** Business Forecasting
- **COMM 493.3** Total Quality Management

- COMM 494.3
- **COMM 496.3** Project Management
- **COMM 497.3** Logistics Management

**Choose 6 credit units from the following:**

— 100-level non-Commerce electives

**Choose 3 credit units from the following:**

- Any level non-Commerce elective OR
- 300 level or higher non-COMM

**Choose 9 credit units from the following:**

- free senior electives (200 level or higher non-COMM or 300 level or higher COMM)

**Year 4 (30 credit units)**

**Core Requirements (6 cu)**

- **COMM 401.3** Business Strategy
- **COMM 447.3** Entrepreneurship & Venture Development

**Supply Chain Management Requirements (12 cu)**

Supply Chain Management (SCM) requirements will be in effect for students entering the SCM major in the 2021-22 academic year. Students currently in the Operations Management major will be allowed to complete the major requirements for the academic year in which they were admitted.

- **COMM 491.3** Purchasing and Supply Management
- ~~COMM 493.3~~ Total Quality Management
- **COMM 495.3** Supply Chain Management

**Choose 6 credit units from the following:**

**Supply Chain Management Major Electives**

- ~~COMM 304.3~~ Introduction to Business Law
- ~~COMM 321.3~~ Corporate Financial Reporting I
- ~~COMM 329.3~~ Personal Finance
- ~~COMM 346.3~~ Technology Commercialization
- ~~COMM 357.3~~ Marketing Research
- ~~COMM 368.3~~ Entrepreneurial Finance and Venture Capital
- **COMM 311.3** Business Analytics
- **COMM 393.3** Spreadsheet Modeling for Business Decisions
- **COMM 395.3** Business Forecasting
- **COMM 493.3** Total Quality Management
- ~~COMM 494.3~~
- **COMM 496.3** Project Management
- **COMM 497.3** Logistics Management

**Choose 15-12 credit units from the following:**

- free senior electives (200 level or higher non-COMM or 300 level or higher COMM)

**UNIVERSITY COUNCIL  
COMMITTEE NAME  
REQUEST FOR DECISION**

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**PRESENTED BY:** Darrell Mouseau, Chair, Planning & Priorities Committee

**DATE OF MEETING:** 15 October 2020

**SUBJECT:** Centres Policy

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

*That Council approve revisions to the Centres Policy (2004), with changes to take effect immediately following Board of Governors approval, anticipated December 15, 2020.*

**PURPOSE:**

The university encourages pursuit of inter- and multi-disciplinary activities to enhance the academic interests of the university and its faculty in the pursuit of research, teaching, scholarly and artistic work, and to meet the needs of the community at large. Centres and research collaboratives provide mechanisms to support and enable such inter- and multi-disciplinary pursuits. The *Centres Policy* sets out definitions and principles for the creation, monitoring and review, and closure of centres and research collaboratives.

**DISCUSSION SUMMARY:**

The university's first foray into the systematic management of research centres occurred in 1997 with the development of the *Policy on Centres*, subsequently revised in 2004. Significant changes in the university and national research environment (e.g. increasing emphasis on multi- and inter-disciplinary research; expanding opportunities for external partnership, new interdisciplinary schools) and a decade and a half of administrative experience with the current *Centres Policy*, necessitated a review of and subsequent revision to the current policy.

Revisions to the *Centres Policy* (and associated *Guidelines*) have been developed through an extensive, iterative consultation and development process. Initially informed by a review of strategies employed at U15 research institutions and best practice literature (*Re-examining the University's Approach to Centres: USask Discussion Paper*), consultations occurred over 2019 and 2020. They included iterative feedback from: the *Subcommittee on Centres*; the *Research, Scholarly and Artistic Work Committee (RSAW)*; *Policy Oversight Committee*; the *Planning and Priorities Committee*

(P&P); the Associate Deans Research Forum; the Centres Forum as well as consultations with Information and Communications Technology; the Library; and Contracts and Legal Services.

Five substantive revisions are recommended to the 2004 policy:

### **(1) Change to centre typology**

The 2004 *Centres Policy* established a classification system based on reporting lines and breadth or focus of activities. Centres were categorized as A, B, C or D. This classification system has proven unsatisfactory (e.g. fuzzy distinction particularly between A and B centres; confusion around reporting lines).

The proposed revisions eliminate the four categories while emphasizing the need for clear lines of accountability. In addition, the proposed revisions introduce the concept of *research collaboratives* to provide a mechanism to recognize multi-disciplinary research groups that may require institutional support and would benefit from institutional profile but are not at a stage where they require the formal structure of a centre.

#### Policy / Guideline reference

Policy – 1.0 Definition of Centres and Research Collaboratives

### **(2) Effective approval processes**

In approving new centres, the university seeks to balance thoughtful review (management of risk) and responsiveness to emergent opportunities. Current approval processes require months to a year to navigate as proponents receive and benefit from iterative feedback from various committees (e.g. RSAW, P&P, Centre Subcommittee) prior to final approval from Council. These timelines limit the institution's ability to respond nimbly to emergent opportunities and can create strain on relationships with external partners.

Modelled after positive experiences at the universities of McGill and Queens, the proposed policy revisions create an option for the provisional approval of centres. Intended for emergent opportunities, this expediated approval process allows for a two-year provisional status to be granted to a centre. Provisional status is revoked if proponents do not submit an update on progress at one year and/or a full centre application within two years.

Associated guidelines outline the approval processes related to provisional status (new), research collaboratives (new) and centres (revised to improve clarity and capture relevant information).

#### Policy / Guideline reference

Policy – 3.0 Establishment of Research Centres and Collaboratives

4.0. Provisional approval of Centres

Guidelines - Establishment of a Provisional Centre  
Establishment of a Research Collaborative  
Establishment of a Centre

**(3) Introduction of terms**

Under current USask policy new centres are approved without term and become permanent structures with the USask environment. Adoption of limited terms for new centres represents good practice in the management of such entities. The revised policy proposes a typical 5-year term but allows proponents to propose an alternative length that best reflects the business needs of the centre. Centres may be renewed for one or more terms conditional on positive reviews.

Policy / Guideline reference

Policy – 8.0 Terms and Renewals of Centres and Collaboratives

**(4) Introduction of reporting and review requirements**

Building off the recommendations of the USask Task Force on the Management of Centre (2007 report), the proposed policy introduces annual reporting and review requirements as good practices supporting the ongoing vitality and relevance of the centre. In recommending annual reporting and periodic review, the Task Force sought attempted to address concerns, still relevant in 2020, for greater clarity on the relationship of centres to the university (via oversight, engagement in planning, resourcing), financial commitments to and of centres, and impact of activity.

Recognizing the tremendous variation in size, scope and management of centres, the revised policy introduces minimum requirements for reporting (annual) and review (minimum every 5 years). The nature of these reports is to be determined by the individual (dean, executive director or vice-president) to whom the centre reports in consultation with the centre director and, as appropriate, the centre advisory/governance structures, thus ensuring that reporting and review requirements are appropriate to centre activities and capitalize on reporting/review requirements already in place and required by centre governance boards.

Policy / Guideline reference

Policy – 7.0 Reporting  
12.0. Implementation and Transition

**(5) Creation of a mechanism for disestablishment**

Lacking in the 2004 policy, the revised policy and associated guidelines detail the circumstances under which a centre and/or research collaborative may be terminated. The policy recognizes five instances in which closure of the centre or research collaborative may be appropriate: inactivity; decision of the majority of the membership; failure of a provisionally approved centre to complete approval process; unsatisfactory review; or evidence of fundamental performance problems.

The associated guidelines outline protocols which will ensure that in event of closure, actions have been undertaken to appropriately review and dispose of assets and liabilities (including consideration of personnel, contractual obligations, and partnerships) and that a strategy has been established for both internal and external parties to communicate closure of the centre and/or collaborative.

Policy / Guideline reference

Policy –	7.0 Reporting
	10.0 Phase-out and termination of Centres and Collaboratives
Guidelines -	Closure of a Centre or Research Collaborative

**FURTHER ACTION REQUIRED:**

The *Centres Policy* requires approval by both University Council and the Board of Governors. Upon approval by Council, the *Centres Policy* will be presented to the Board for approval.

Following approval by USask's governing bodies, the policy and guidelines will be posted on the University Secretary's website and notice of changes will be provided to all centre directors and the dean/executive director/vice-president to whom they report.

Implementation of review and reporting requirements will be supported by materials being developed through parallel and complementary work being undertaken by the Office of the Vice-President Research to detail best practices associated with centre management, including but not limited to review and reporting.

**ATTACHMENT:**

1. Centres Policy
2. Guidelines for the Establishment of a Provisional Centre
3. Guidelines for the Establishment of a Research Collaborative
4. Guidelines for the Establishment of a Centre
5. Guidelines for the Closure of a Centre or Research Collaborative

## Centres Policy

**Responsibility:** Vice-President, Finance and Resources / Vice-President, Research / Provost and Vice-President Academic

**Authorization:** Board of Governors, University Council

**Approval Date(s):**

### Purpose

The university encourages the establishment of centres and inter- and multi-disciplinary clusters (collaboratives) to enhance the academic interests of the university and its faculty in the pursuit of research, teaching, scholarly and artistic work, and to meet the needs of the community at large. For purposes of orderly functioning, this policy sets out definitions and principles for the creation, monitoring and review, and closure of centres and research collaboratives.

### Policy

**Preamble:** Centres and research collaboratives are intended to strengthen, coordinate or facilitate research, scholarly and artistic work purposes or activities not readily undertaken within the university's departmental and unit structures, and are intended to offer new areas of activity consistent with the university's strategic direction and priorities. The university values the strengths and contributions of existing centres and clusters, and seeks to ensure their ongoing success.

To this end and in keeping with good governance, the university has a responsibility to establish appropriate mechanisms to give assurance of relevance and continued viability in a changing environment, and to acknowledge the high demands for accountability and transparency. The existing policy on centres, developed in 1997 and updated in 2004, has been revised to facilitate the creation of centres and interdisciplinary collaboratives, protect their integrity, and improve essential communication and accountability within the university. These objectives and terms are fully consistent with the establishment and management of similar entities at other universities in Canada and the United States.

The university recognizes creation of centres and research collaboratives as indicative of the vitality, creativity and inventiveness of the academic community, and supports such enterprise to the fullest extent possible. For the purposes of orderly functioning this policy sets out definitions and principles for the creation, monitoring and review, and closure of centres and research collaboratives. Companion guidelines to assist in streamlining the processes involved will be developed to support and assist all University of Saskatchewan centres and collaboratives.

## 1.0 Definition of Centres and Research Collaboratives

- 1.1. The university recognizes and hosts a variety of inter- and multi-disciplinary entities, variously known as centres, institutes, units, organizations, networks, groups, clusters or programs, including incorporated entities.

- 1.2 For purposes of this policy, a **centre** is a formally structured organization which is not a division, department, school or college, but which is established within or in conjunction with the University of Saskatchewan, for the pursuit or support of scholarly, artistic, scientific, or technological objectives; teaching; or outreach.

Centres may be created solely within the university, or more commonly may be the result of a partnership between the university and external organizations, including other universities, governments, industry, and public good organizations. The governance structure of these entities is constituted to safeguard principles of academic freedom and integrity, and provide clear processes for management of conflict of interest such as provided by university policies related to the responsible conduct of research. Centres report to designated Dean(s)/School Executive Director(s) (henceforth referred to as Executive Director) or an appropriate Vice-President (usually the Vice-President Research.)

- 1.3 In exceptional circumstances, centres may be established as incorporated and legally distinct from the university. These centres may be either a cooperative relationship involving the sharing of resources, or a landlord-tenant relationship, reflecting the academic interest of the university in the centre's activities and recognizing the university's community obligation to promote the greatest community use of its facilities and resources. These centres report through an appropriate Dean(s)/Executive Director(s) or Vice-President to the Board of Governors of the university.
- 1.4 **Research collaboratives** are multi-disciplinary research groups that may require institutional support. They are established to meet an emergent need, to incubate new collaborations, or provide profile to a research group. They are not at a stage where they require the formal structure of a centre. Collaboratives report directly to their Dean(s)/Executive Director(s) and may establish and dissolve in a short period of time through a college approval process.
- 1.5 Both entities undertake activities that include, but are not necessarily limited to 1) performing disciplinary or multi-disciplinary research, teaching, scholarly or artistic activity; 2) offering new curricular and extra-curricular educational opportunities; 3) demonstrating or stimulating research, scholarly, artistic or business opportunities; and 4) providing outreach activities.
- 1.6 The policy on centres is not applicable to networks, platforms, laboratories or other entities known as “centres” whose role it is to support the activities of the university.

## **2.0 Accountability**

- 2.1 Each Centre must have a clear line of accountability to one or more Dean/Executive Director or Vice-President.
- 2.2 Separately incorporated centres also report through the appropriate Vice-President to the Board of Governors of the university.
- 2.3 Research Collaboratives report directly to their Dean(s)/Executive Director(s).

### **3.0 Establishment of Centres and Research Collaboratives**

- 3.1 Guidelines for the establishment of centres and research collaboratives, including application instructions, will be set out in the *Guidelines for the Establishment of Centres* and *Guidelines for the Research Collaboratives*. These guidelines will outline the financial, governance and management requirements of centres and research collaboratives.
- 3.2 At the time of establishment and/or renewal centres and research collaboratives must set out targets against which success can be assessed during a review process.
- 3.3 The establishment of new centres requires the Planning and Priorities Committee to review applications and make a recommendation to Council for approval. In the case of centres seeking incorporation, the committee will also make a recommendation to the Board of Governors for approval.
- 3.4 Research collaboratives will be established through college approval process. The Dean/Executive Director will provide a recommendation to the Vice-President Research for the establishment of a research collaborative as outlined in the *Guidelines for the Establishment of Research Collaboratives*.

### **4.0 Provisional Approval of Centres**

- 4.1 Provisional approval may be given to centres when emergent opportunities call for a quick institutional response. This fast-tracked approval process lacks the robust process normally seen with the approval of centres and will only be given for a 2-year term. Prior to the end of the 2-year term, the centre must submit a full application to receive full approval. The provisional status will remain in effect during the approval process.
- 4.2. Procedures for provisional approval of centres will be outlined in the *Guidelines for the Establishment of Provisional Centres*.
- 4.3 Entities granted provisional centre status are required to submit a progress report at the end of their first year. The report must detail activities undertaken and progress made on development of the centre application. A centre's provisional status will be revoked if a report is not received.

### **5.0 Financing**

- 5.1 Approval of centres should be based on, at minimum, a 5-year commitment of financial support by government, community, industry and/or the university that is appropriate to cover the direct and indirect costs associated with the centres operations.
- 5.2 The financial viability of a centre should not be based solely on a short-term grant or contract.
- 5.3 The responsible Dean(s)/Executive Director(s) or Vice-President of a centre should be aware of its budget plans, and in seeking additional donations the centre should be aware of and be consistent with the university's fundraising plan, coordinating fundraising needs with the university.

## **6.0 Management**

- 6.1 All university centres must have a management structure (e.g. advisory board and/or a named executive officer). The scale of the management structure will be dependent on the scope and activities of the centre and may range from a single individual to a highly structured board.
- 6.2 All university centres and collaboratives must adhere to university policies, procedures and guidelines including but not limited to communication, branding, intellectual property management, fund raising and research administration.

## **7.0 Reporting**

- 7.1 Centres and research collaboratives will provide annual reports to the responsible Dean(s)/Executive Director(s) or Vice-President.
- 7.2 The nature of the report will be determined by the responsible Dean(s)/Executive Director(s) or Vice-President in consultation with the Centre Director and, as appropriate, centre governance entities and will include activities and accomplishments, finances and budget/business plan for the coming year. Efforts should be undertaken to align with existing reporting practices to stakeholders and centre advisory boards.
- 7.3 Failure to provide the annual report for two consecutive years will result in automatic closure of the centre or research collaborative.

## **8.0 Terms and Renewal of Centres and Collaboratives**

- 8.1 Research collaboratives will be established for an initial 2-year. They will report annually to the Dean(s)/Executive Director(s) on their activities, and may be renewed for additional year(s) at the Dean's/Executive Director's discretion.
- 8.2 The initial term of centre will not normally exceed five years. On the recommendation of the accountable Dean(s)/Executive Director(s) or Vice-President, an alternative term length or structure may be proposed to better address the business needs of the centre.
- 8.3 On the recommendation of the accountable Dean(s)/Executive Director(s) or Vice-President, centres may be renewed for one or more terms.
- 8.4 Reviews provide opportunities for centres to assess progress, and confirm or refine their vision, goals and activities. The responsible Dean(s)/Executive Director(s) or Vice-President will ensure that all centres under their purview undergo a strategic and operational review at minimum every five years. The review will be in a form appropriate to the centre activities, as determined by the Dean(s)/Executive Director(s) or Vice-President to whom it reports in consultation with the Centre Director and, as appropriate other centre governance entities.
- 8.5 Following review, the responsible Dean(s)/Executive Director(s) or Vice-President may recommend: renewal or extension of the centre's term; changes to the scope, mandate or structure of a centre; transition of the centre to a different type of entity; or termination of the centre.

8.6 A positive review is necessary for the renewal of another term.

## **9.0 Strategic Planning**

9.1 Each centre and research collaborative will be involved in strategic planning through the unit through which it reports.

## **10.0 Phase-out and Termination of Centres and Collaboratives**

10.1 Closure of a centre will occur if annual reports are not submitted for two consecutive years, an unsatisfactory review takes place and efforts to address shortfalls are not-effective, a majority of centre members recommend disestablishment, or if a “provisionally-approved” centre fails to submit a centre application.

10.2 Outside of the normal renewal cycle, the university may revoke the designation of a centre or research collaborative in response to fundamental performance problems, including reporting deficiencies, financial exigencies, and non-compliance with regulations or other reasons.

10.3 Guidelines for the closure of centres will be set out in the *Guidelines for the Closure of Centres and Research Collaboratives*. The Guidelines will establish expectations for review and disposition of assets and liabilities including consideration of personnel, contractual obligations, and partnerships.

10.4 The decision to close a centre will be reported to Council, or as appropriate the Board, for information only.

## **11.0 Standing Subcommittee of the Planning and Priorities Committee on Centres**

11.1 The mandate of the Standing Subcommittee on Centres is:.

- To facilitate and oversee the establishment of new centres
- To monitor adherence to the Policy
- To develop and review the Policy and Guidelines
- To oversee the disestablishment of centres
- To maintain a list of active centres

11.2 Membership on this Subcommittee will be drawn from the Planning and Priorities, and Research, Scholarly and Artistic Work, Committees of Council, the Offices of the three Vice-Presidents, centre directors, and will be supported by the University Secretary's Office. The Subcommittee will report to Council through the Planning and Priorities Committee.

## **12.0 Implementation and Transition**

12.1 Upon approval of this policy, it will become effective immediately with respect to proposals for new centres.

12.2 Existing centres will require a transitional period to ensure they are able to meet any new requirements, including annual reports and term renewals.

### **13.0 Guidelines**

- 13.1 Guidelines shall be developed by the Standing Subcommittee on Centres to facilitate the implementation of this Policy.

#### Contact Information

**Contact Person:** University Secretary

## GUIDELINES FOR THE ESTABLISHMENT OF A PROVISIONAL CENTRE

(September 2020)

### A. CONTEXT

These *Guidelines for the Establishment of a Provisional Centre* supplement the university's centres policy, which was approved by University Council on XXXXX.

Provisional approval may be given to centres when emergent opportunities call for a quick institutional response.

Provisional status may be granted for a maximum 2-year term. Prior to the end of the 2-year term, the centre must submit a full application to receive full approval.

### B. AUTHORITY TO APPROVE

The Planning and Priorities Committee has the authority to approval establishment of a provisional centre. The decision will reported to Council for information.

### C. PROCESS

1. A short (3-page maximum) proposal for provisional establishment of a centre will be submitted to the Subcommittee containing the following information:
  - Proposed centre name
  - Name of interim Director
  - Objectives and goals of the new centre
  - Rationale/necessity for seeking provisional status
  - Preliminary memberships
  - External partners
  - Proposed governance model
  - Anticipated and secured financial and other resources
  - Proposed timeline for submitting the required documentation for obtaining formal approval
2. Submission of the proposal will be accompanied by a letter of support from the Dean(s)/Executive Director(s) or Vice-President to whom the centre will report. The letter must guarantee financial support to enable development of the centre.
3. Decision of the committee will be reported to Council for information.
4. A report on progress must be submitted to the Subcommittee one year after approval is provided.
5. Prior to the end of the 2-year term, the centre must submit a full application to receive full approval.

## GUIDELINES FOR THE ESTABLISHMENT OF A RESEARCH COLLABORATIVE

(September 2020)

### A. CONTEXT

These *Guidelines for the Establishment of a Research Collaborative* supplement the university's centres policy, which was approved by University Council on XXXXX.

**Research Collaboratives** are multi-disciplinary research groups that are established to meet an emergent need, to incubate new collaborations, or provide profile to a group of researchers, but are not at a stage where they require the formal structure of a centre. Collaboratives report directly to their Dean(s)/Executive Director(s).

### B. AUTHORITY TO APPROVE

Research Collaboratives will be established through college approval process. The Dean/Executive Director will provide a recommendation to the Vice-President Research for the establishment of a Research Collaborative.

### C. PROCESS

1. A short (3-page maximum) proposal to establishment of a research Collaborative will be submitted to the Dean(s)/Executive Director(s) of the college/school to which it will report.
2. The proposal will contain the following information:
  - Proposed collaborative name
  - Name of lead
  - Objectives, goals and deliverables
  - Rationale/need including
    - fit with college and university priorities
    - contribution to USask priorities related to: Indigenization; Equity, Diversity & Inclusion; and Sustainability
  - Membership
  - External partners (if applicable)
  - Anticipated and secured financial and other resources
3. The Dean/Executive Director will facilitate college approval as appropriate.
4. Decision to establish will be forwarded to the Vice-President Research along with a letter of approval from the Dean /Executive Director including commitment to all needed financial resources.

## **GUIDELINES FOR THE ESTABLISHMENT OF A CENTRE**

(Revised: September 2020)

### **1. CONTEXT**

These *Guidelines for the Establishment of a Centre* supplement the university's centres policy, which was approved by University Council on XXXXX.

These *Guidelines* describe the processes for proposal and approval of centres. They are intended to enable due diligence related to review of a proposed centre, its ability to contribute to the priorities of the university, and its viability for a minimum of a five-year term.

### **B. AUTHORITY TO APPROVE**

The Planning and Priorities Committee is responsible for reviewing all proposals for centres and then forwarding a recommendation for establishment to Council.

Centres established as legally incorporated entities must also be approved by Board of Governors. The Planning & Priorities Committee will forward a recommendation to this body as appropriate.

### **C. PROCESS FOR SUBMISSION**

Individuals wishing to establish a centre are encouraged to contact the University Secretary's office early in the process. This office is available to provide guidance throughout the proposal development and approval process.

Proposals to establish a centre will be submitted to the Subcommittee on Centres via the University Secretary and will include the following information:

1. Overview of centre.
  - Name of the proposed centre
  - Brief description of mission/vision of the centre
2. Rationale for the centre.
  - What unique niche at USask will the centre address that cannot be accomplished through existing administrative structures?
  - How will department/colleges/schools on campus contribute to and benefit from the centre?
  - What role is the centre expected to play in the national/international research environment? Are there comparable centres?
3. Research and Academic goals.
  - Describe the major foci and activities of the proposed centre
4. Contribution to USask commitments related to: Indigenization; Equity, Diversity & Inclusion; and Sustainability
  - How will the centre further USask commitments related to the 3 above areas?

5. Assessment.

- Identify key performance metrics that will be used to evaluate the success of the centre. Where possible, baseline measurements and multi-year targets should be included.
- Indicate how a centre will be evaluated after five years.
- If an alternative length or structure of term is being proposed, please provide details and a rationale for the alternative approach.

6. List of Proposed Members.

- Provide the name and contact information of the proposed Director
- List other members of the centre, grouped according to category of membership, if applicable (e.g. associate, external community)

7. Governance.

- Describe the centre's governance structure including responsibilities and roles of the centre's committees and/or advisory board
- Describe, as appropriate, criteria for and categories of members, responsibilities of membership, and voting procedures
- Who is accountable for the centre (e.g. to whom will it report)

8. Finances and Resources.

- Most Centres are established for a five-year period with possibility of ongoing renewal. Please provide a 5-year projection of resources and expenditures of the centre.
- Please detail all cash and in-kind sources of support and indicated whether they are expected or secured
- Provide details on the operating costs of the centre including human resource, general operating and other costs
- Attach a letter from the Capital Planning unit indicating the space requirements for the centre have been reviewed and addressed
- Attach a letter from Information and Communications Technology indicating that any ICT needs of the centre have been reviewed and captured in the operating budget

9. Consultation.

- List all stakeholders consulted during the development of the proposal
- Append any letters of support that have been received

10. Endorsement

- Provide a letter of endorsement from the Dean(s)/Executive Director(s) or Vice-President to whom the centre will report.

## **D. CONTACT FOR SUPPORT AND SUBMISSION**

Comments, questions, or concerns related to the university's Centres Policy and these Guidelines for the Establishment of a Centre or Research Cluster can be directed to:

Jacquie Thomarat  
Associate Secretary Academic Governance

Office of the University Secretary  
University of Saskatchewan  
Phone: 306-966-2561  
Email: [Jacquie.thomarat@usask.ca](mailto:Jacquie.thomarat@usask.ca)

## GUIDELINES FOR THE CLOSURE OF A CENTRE OR RESEARCH COLLABORATIVE

(September 2020)

### A. CONTEXT

These *Guidelines for the Closure of a Centre or Research Collaborative* supplement the university's centres policy, which was approved by University Council on XXXXX.

Centres and research collaboratives are valued entities within the university environment, enabling inter- and/or multi-disciplinary research, scholarly and artistic work and/or activities not readily undertaken within the university's departmental and unit structures. They are intended to offer areas of activity consistent with the university's strategic direction and priorities.

The university recognizes five instances in which closure of the centre or research collaborative may be appropriate:

- A centre or collaborative ceases to be active as demonstrated by failure to submit an annual report for two consecutive years;
- A majority of centre or collaborative members recommend disestablishment;
- A “provisionally-approved” centre fails to submit a 1 year progress report or a centre application (within 2 years);
- A centre receives an unsatisfactory review at the end of a 5-year term and efforts to address deficiencies are not successful; or
- There is evidence of fundamental performance problems within the centre or collaborative, including reporting deficiencies, financial exigencies, and non-compliance with regulations or other reasons.

The protocol outlined below is intended to ensure that in event of closure, actions have been undertaken to ensure appropriate review and disposition of assets and liabilities (including consideration of personnel, contractual obligations, and partnerships) and that a strategy has been established for both internal and external parties to communicate closure of the centre and/or collaborative.

### B. CLOSURE OF CENTRE

#### **Approval to close a centre**

**University centres** vary immensely in size and scope. They range from small, highly-focused entities engaging a small number of faculty and stakeholders and with limited resources, to complex enterprises engaging a large number of stakeholders and faculty, with significant physical and personnel resources.

Given this range, the Planning and Priorities Committee, in conjunction with the authority to whom the centre reports (Dean, Vice-President, President), will determine the appropriate approval process for the closure of the centre.

In most cases, approval will be granted by the Planning and Priorities Committee, and decision will be reported for information to Council. However, depending on the size and scope of the centre and the

reputational or other risks associated with its closure, the committee may require that Council and/or Board approve the closure.

### **Process to close a centre**

#### **1. Submission of a *Notice of Intent* to close a centre.**

A brief, confidential written notice will be provided to the Subcommittee on Centres by the authority to whom the centre reports. The notice provides an opportunity to ensure an appropriate process in place to oversee closure.

The notice will provide:

- The name of the centre
- Reason why closure is being recommended (please see above reasons)
- Anticipated date for closure
- The individual, and/or team, charged with overseeing closure including communications, management of financial and human resources, and stakeholder relations
- Anticipated impact of centre closure including high-level overview of stakeholders and physical and human resources
- High-level outline of the communication strategy to internal and external stakeholders

#### **2. Feedback to individual(s) requesting closure.**

The Subcommittee will provide feedback on the plan with goal of ensuring a smooth process. It will also indicate the approval process to be followed: e.g. final approval at Subcommittee, Council or Board level.

#### **3. Request to close centre.**

The authority to which the centre reports will submit to the Subcommittee on Centres a report of closure outlining the following;

- A. Name of centre
- B. Date of closure
- C. Rationale for closure
- D. Individual and team overseeing closure activities
- E. Finances:
  - a. Briefly describe process undertaken to review and close all funds associated with centre including disposition/management of surpluses/deficit.
  - b. Provide confirmation that no financial liabilities remain.
- F. Human Resources:
  - a. Describe process undertaken to manage centre personnel including steps taken to re-locate and/or provide appropriate notice and layoff.
- G. Space and Physical Resources:
  - a. Briefly describe process to review and dispose of all physical resources associated with centre.
- H. Communications and Stakeholder relations:

- a. Identify actions taken to date to inform/engage internal and external stakeholders. Please be specific in terms of key stakeholders consulted.
  - b. Outline any outstanding concerns related to the centre closure. This is to enable ongoing risk management.
  - c. Describe communication plan following official closure.
4. The Subcommittee on Centres will review and forward for either information or final approval (see #2) a recommendation for closure to the appropriate governing bodies.

## **C. CLOSURE OF A RESEARCH COLLABORATIVE**

### **Approval to close a research collaborative**

**Research collaboratives** are multi-disciplinary research groups that may require institutional support. They are established to meet an emergent need, to incubate new collaborations, or provide profile to a research group.

Research collaboratives report directly to their Dean(s) and are established through college/school processes.

### **Process to close a research collaborative**

1. Notice to close a collaborative and a short rationale will be submitted to the Vice-President Research
2. Request to Close Collaborative

The authority to which the centre reports will ensure completion of a report of closure outlining the following;

- I. Name of Collaborative
- J. Date of closure
- K. Rationale for closure
- L. Individual and team overseeing closure activities
- M. Finances:
  - a. Briefly describe process undertaken to review and close all funds associated with collaborative including disposition/management of surpluses/deficit
  - b. Provide confirmation that no financial liabilities remain.
- N. Human Resources:
  - a. Describe process undertaken to manage collaborative personnel including steps taken re-locate and/or provide appropriate notice and layoff.
- O. Space and Physical Resources:
  - a. Briefly describe process to review and dispose of all physical resources associated with collaborative.
- P. Communications and Stakeholder relations:
  - a. Identify actions taken to date to inform/engage internal and external stakeholders. Please be specific in terms of key stakeholders consulted.
  - b. Outline any outstanding concerns to enable ongoing risk management.
  - c. Describe communication plan following official closure.

3. Decision will be reported for information to college faculty, the Subcommittee on Centres and the Vice-President Research

**UNIVERSITY COUNCIL  
GOVERNANCE COMMITTEE  
REQUEST FOR DECISION**

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**PRESENTED BY:** Terry Wotherspoon, chair, governance committee

**DATE OF MEETING:** October 15, 2020

**SUBJECT:** Equity, Diversity, and Inclusion Policy

**DECISION REQUESTED:**

*It is recommended:*

*That Council approve the Equity, Diversity, and Inclusion Policy, pending approval from the Board of Governors, effective October 15, 2020.*

**PURPOSE:**

Commitments to principles of equity, diversity, and inclusion are among our institution's top priorities. In alignment with the University's Mission, Vision, and Values and the University Plan 2025 an Equity, Diversity, and Inclusion (EDI) Policy will articulate our efforts as an institution to increase our accountability to and prioritization of EDI, setting clear expectations by and for our leadership and our university community. The EDI policy is a clear statement of position and a call to action, and it reinforces that our commitment to EDI is an individual and collective responsibility.

Our current related policy "Employment Equity" has not seen review since 2001, and has proven to be outdated in current social, political and legal contexts. Recent social movements and global outcry with respect to social injustices and systemic inequities in our society and in businesses and organizations exemplify the need for clear statements of commitment to equity, diversity and inclusion. This EDI Policy approval will replace the current "Employment Equity" policy.

The scope of this policy encompasses all members of the university community, including students, researchers, post-doctoral fellows, staff, faculty, institutional leadership, members of governing bodies, all persons participating in university businesses or activities (e.g. visitor, service provider, contractor, volunteer, etc.). External stakeholders engaged with the university may be impacted by the operationalization of this policy.

We have many other policies, procedures, and institutional plans that will operationalize this work and reinforce measures already in place to address

complaints and concerns. The EDI Policy will complement the EDI Strategy and Action Plan and other important work with respect to EDI and will be a cornerstone for future initiatives and strategies.

#### **CONSULTATION:**

On behalf of the President, People and Resources led the development of this policy, while collaborating with the advisory and working groups of the EDI Strategy and Action Plan, to ensure there is clarity and purpose between the policy and the strategy and action plan. Research included external review of policies from organizations and institutions in Canada, the United States, Australia and New Zealand, who have similar equity groups and goals. Extensive consultation was undertaken; feedback and input were solicited and received from over 20 interested groups and parties on campus, including senior leadership and management teams, specialized EDI-centric committees groups and specialists, committees of Council, student government and interest groups, human resources professionals and our unions and associations.

#### **IMPLEMENTATION STEPS AND TIMELINE:**

An implementation plan has been established and will follow formal approval of the policy, in alignment with and in consideration of other formal institutional EDI initiatives, such as the EDI Strategy and Action Plan. Key elements of this implementation plan include stakeholder communication and education and establishment of supports to leaders.

#### **DISCUSSION SUMMARY:**

As an institution we are shifting beyond compliance (employment equity) and embracing EDI as key to excellence. The University is increasingly being held accountable to promoting, incorporating, and prioritizing EDI by our university community, the communities we serve, and our external stakeholders. The EDI Policy is a clear statement of position and a call to action, and it reinforces that our commitment to EDI is an individual and collective responsibility.

#### **UPDATES SINCE REQUEST FOR INPUT:**

No material updates to the policy have been made since the policy was presented for input September 17, 2020. In response to feedback, the following changes were incorporated:

- Removing reference to indigenization and reconciliation, recognizing these as concepts related to but outside the scope of this policy;
- Adding “seeking balance between inclusive practices and healthy academic discourse” in the policy commitment statements.

The related documents section was reformatted and changes made for clarity around purpose of related documents.

**FURTHER ACTION REQUIRED:**

The EDI Policy will be presented to the Board of Governors on October 6, 2020 for consideration and approval, and to Senate on October 17, 2020 for information.

If approved, the EDI policy will be posted on the University Secretariat website. Further work will continue on the EDI Strategy and Action Plan and updates will be provided to Council.

**ATTACHMENTS:**

Attachment 1: Equity, Diversity, and Inclusion Policy

Attachment 2: EDI Policy Stakeholder Consultation Map

Reference: [Link to Employment Equity policy on USask website](#)

## University of Saskatchewan Policy Template

<b>Title of Policy:</b>	Equity, Diversity, and Inclusion Policy
<b>Category:</b>	Leave this blank; a category will be assigned
<b>Number:</b>	Leave this blank; a number will be assigned
<b>Responsibility:</b>	President
<b>Approval:</b>	The university secretary, on the advice of the Policy Oversight Committee, will identify the appropriate approval body (ies) e.g. Board of Governors, Council, Senate, PEC
<b>Date:</b>	Date initially approved; date(s) re-formatted or revised

### Purpose:

To reaffirm our commitment to equity, diversity, and inclusion. To create and nurture a diverse and inclusive university community (*defined under "Scope of this Policy" below*) that encompasses our legal, moral, and ethical responsibilities.

### Principles:

This policy is in place to support the university community in bringing to life the principles of diversity, equality, human dignity, and manācihitowin and reflecting them back in our daily interactions and decisions. The university believes equity, diversity, inclusion, and a sense of belonging strengthen the community and enhance excellence, innovation, and creativity in all domains.

### Definitions:

**Equity:** taking the range of human attributes and qualities into account and providing each individual with what they need to be successful.

**Equality:** providing each individual with the same or similar opportunities and ensuring fairness in processes and outcomes so that each individual has an equal opportunity to make the most of their abilities.

**Diversity:** the range of human differences, including diverse talents, perspectives, backgrounds, worldviews, ways of knowing, skills, and abilities.

**Manācihitowin:** a Cree/Michif phrase that translates to 'let us respect each other'.

**Inclusion:** ongoing practice of embracing equity, diversity, and manācihitowin and taking action to create a supportive and welcoming environment.

**Belonging:** when each individual is supported, respected, and valued for their identity and unique traits that make them different from each other. Belonging is feeling part of a collective that is co-created by diverse individuals in the university community.

**Human Dignity:** right to be safe, valued, respected, and treated ethically.

### **Scope of this Policy:**

This policy applies to all members of the university community, including students, researchers, post-doctoral fellows, staff, faculty, institutional leadership, members of governing bodies, all persons participating in university businesses or activities (e.g. visitor, service provider, contractor, volunteer).

It is recognized that the university has other policies in place that may relate to equity, diversity, inclusion, and belonging. This policy is intended to complement and build on our existing policy frameworks. This policy should be used and read in conjunction with other such policies and corresponding procedures. Some key policies include:

- [Discrimination and Harassment Prevention Policy](#)
- [Regulations on Student Academic Misconduct](#)
- [Standard of Student Conduct in Non-academic Matters](#)

See [Related Documents](#).

### **Policy:**

This policy conveys the university's commitment to:

- the principles of diversity, equality, and human dignity
- the values of fairness and equitable treatment, inclusiveness, respect, collegiality, and integrity, honesty, and ethical behavior
- the importance of a sense of belonging
- the importance of seeking balance between inclusive practices and healthy academic discourse
- diversity as one of the foundations of excellence in teaching and learning, engagement, research, and discovery

The University of Saskatchewan exemplifies its commitment to this policy through its mission, vision, and values, strategic plan, and equity, diversity, and inclusion plan.

### **Responsibilities:**

All members of the university community share the responsibility for creating a supportive and inclusive environment. The university community is accountable to:

- Foster a culture that embraces equity, diversity, inclusion, and belonging.
- Acknowledge and address the biases, underlying beliefs and values, assumptions, and stereotypes that inhibit opportunity in work and learning environments.
- Welcome, embrace, and foster positive, informed and inclusive attitudes towards each other.
- Provide environments that are free of discrimination and harassment, and inclusive of all individuals.
- Ensure the inclusion of perspectives and voices of underrepresented groups in decision-making.

College and Units are accountable to:

- Critically review college/unit structures, systems, procedures, and processes to address disadvantage and underrepresentation.

- Develop research, curriculum, and practices that support equity, diversity, inclusion, and belonging and have a positive impact in the broader community.
- Critically review college/unit sanctioned documents, publications, and other works to ensure the use of inclusive and non-discriminatory language and images that reflect social and cultural diversity.
- Provide physical and virtual environments that are accessible, including but not limited to the equipment and resources within them.
- Create and sustain a welcoming environment in their college/unit that reflects social and cultural diversity through signage, art, ceremonial spaces, language, and inclusive cultural practices and protocols.

Institutional Leadership are accountable to:

- Model the way for the university by demonstrating commitment and action toward a more equitable, diverse, and inclusive community.
- Critically review institutional structures, systems, policies and procedures, and processes to address disadvantage and underrepresentation.
- Critically review university sanctioned documents, publications, and other works to ensure the use of inclusive and non-discriminatory language and images that reflect social and cultural diversity.
- Provide physical and virtual environments that are accessible, including but not limited to the equipment and resources within them.
- Create and sustain a welcoming environment in common spaces that reflects social and cultural diversity through signage, art, ceremonial spaces, language, and inclusive cultural practices and protocols.

### **Compliance:**

Demonstrating commitment and action toward a more equitable, diverse, and inclusive community requires reflection and active learning. As such, application of this policy will focus on providing the education, resources, and support to meet the accountabilities as outlined. All members of the university community are expected to understand equity, diversity, and inclusion and are responsible for the implementation of such within their scope of influence and authority.

The University of Saskatchewan and members of the university community are required to comply with all relevant legislation related to human rights and employment equity.

Formal complaints will be resolved through application of the appropriate university policy, regulations, guidelines, or collective bargaining agreements.

See [Related Documents](#).

### **Related Documents:**

Supporting documentation:

- Equity, Diversity, and Inclusion Strategy and Action Plan (in progress)

Complementary policies and procedures:

- Living Our Values Policy (in progress)
- Anti-Racism Policy (in progress)
- [Safe Disclosure Policy](#)

- [Regulations on Student Academic Misconduct](#)
- [Standard of Student Conduct in Non-academic Matters](#)
- [University Learning Charter](#)
- [Students with Disabilities: Academic Accommodation and Access Policy](#)
- [Employment Practices Policy](#)
- [Employee Assistance Program Policy](#)
- [Health and Safety Policy](#)
- [Violence Prevention Policy](#)
- [Sexual Assault Prevention Policy](#)
- [Discrimination and Harassment Prevention Policy](#)
- [Naming of University Assets Policy](#)
- The University's employment handbooks and collective bargaining agreements

Relevant legislation:

- *Universal Declaration of Human Rights*
- *Canadian Charter of Rights and Freedoms*
- *Canadian Human Rights Act*
- *Employment Equity Act*
- *The Saskatchewan Employment Act*
- *The Saskatchewan Human Rights Code*

**Contact:**

If you have questions about this policy, please contact:

Contact Person: Associate Vice-President, People and Resources

Email: [diversity@usask.ca](mailto:diversity@usask.ca)

## Equity, Diversity, and Inclusion Policy - Key Stakeholder Plan

As of September 22, 2020

Stakeholder identification criteria:

- Will the person or their organization be directly or indirectly affected by this policy?
- Does the person or their organization hold a position from which they can influence the policy's success?
- Does the person have an impact on the success of the policy through the resources they contribute (material, personnel, funding)?
- Does the person or their organization have any special skills or capabilities the policy will require?

Stakeholder	Purpose of Consultation/ Intended outcome	Approach	Tools/Info Needed	Lead
President & Chief of Staff, President's Office	<ul style="list-style-type: none"> <li>• Inform of work underway</li> <li>• Update on progress to date</li> </ul>	Meeting		Cheryl Carver
EDI Project Advisory Group	<ul style="list-style-type: none"> <li>• Consultation and feedback</li> <li>• Further input on strategy and action plan direction</li> </ul>	Meeting	Presentation/ draft document	Dana Carriere
EDI Champions	<ul style="list-style-type: none"> <li>• Consultation and feedback</li> <li>• Further input on strategy and plan direction</li> </ul>	Meeting	Presentation/ draft document	Dana Carriere
PEC	<ul style="list-style-type: none"> <li>• Update on process and progress to date</li> <li>• Consultation and feedback</li> </ul>	Meeting	Presentation/ draft document	Cheryl Carver
People and Resources Leadership Team Senior HR SBAs	<ul style="list-style-type: none"> <li>• Consultation and feedback</li> <li>• <b><i>Advice on employment implications</i></b></li> </ul>	Meeting	Presentation/ draft document	Dana Carriere/ Ashley Cates
Deans Council	<ul style="list-style-type: none"> <li>• Consultation and feedback</li> </ul>	Meeting	Presentation/ draft document	Cheryl Carver
EDI Centric groups/organizations: Gwenna Moss Centre for Teaching and Learning	<ul style="list-style-type: none"> <li>• Consultation and feedback</li> </ul>	Meeting	Presentation/ draft document	Dana Carriere/ Ashley Cates

College of Medicine Strategic Research Initiatives People and Resources				
VP Research Executive Centre Directors	<ul style="list-style-type: none"> <li>Consultation and feedback</li> </ul>	Meeting	Presentation/ draft document	Dana Carriere/ Ashley Cates
POC/University Secretary	<ul style="list-style-type: none"> <li>Advise on path to ensure appropriate consultation and ultimately approval of policy</li> <li>Consultation and feedback</li> </ul>	Meeting	Presentation/ draft document	Cheryl Carver
Office of the Vice- Provost Indigenous Engagement	<ul style="list-style-type: none"> <li>Ensure alignment of policy with portfolio goals and priorities</li> <li>Consultation and feedback</li> </ul>	Meeting	Presentation/ draft document	Dana Carriere/ Ashley Cates
Vice-Provost Teaching, Learning & Student Experience Team	<ul style="list-style-type: none"> <li>Consultation and feedback</li> </ul>	Meeting	Presentation/ draft document	Dana Carriere/ Ashley Cates
Vice-Provost, Faculty Relations Team	<ul style="list-style-type: none"> <li>Inform of process and progress to date</li> <li>Consultation and feedback</li> <li><b><i>Advice on faculty relations implications</i></b></li> </ul>	Meeting	Presentation/ draft document	Dana Carriere/ Ashley Cates
Student Groups: USSU GSA	<ul style="list-style-type: none"> <li>Consultation and feedback</li> </ul>	Meeting	Presentation/ draft document	Dana Carriere/ Ashley Cates
Unions	<ul style="list-style-type: none"> <li>Consultation and feedback</li> </ul>	Meeting	Presentation/ draft document	Colin Weimer Ana Crespo Martin
Council Committees <ul style="list-style-type: none"> <li>APC</li> <li>TLARC</li> <li>RSAW</li> <li>PPC</li> <li>Governance Committee</li> </ul>	<ul style="list-style-type: none"> <li>Consultation and feedback</li> </ul>	Meeting	Presentation/ draft document	Cheryl Carver, Dana Carriere/ Ashley Cates

<i>Board of Governors</i>	<ul style="list-style-type: none"> <li>• <i>Approval (October 2020)</i></li> </ul>		<i>Presentation</i>	<i>President (Cheryl Carver)</i>
<i>University Council</i>	<ul style="list-style-type: none"> <li>• <i>Input (September 2020)</i></li> <li>• <i>Approval (October 2020)</i></li> </ul>		<i>Presentation/ draft document</i>	
<i>Senate</i>	<ul style="list-style-type: none"> <li>• <i>Endorsement (October 2020)</i></li> </ul>		<i>Presentation</i>	

*Consultation Underway*

**UNIVERSITY COUNCIL  
GOVERNANCE COMMITTEE  
NOTICE OF MOTION**

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**PRESENTED BY:** Terry Wotherspoon, chair, Governance Committee

**DATE OF MEETING:** October 15, 2020

**SUBJECT:** College of Education Faculty Council Membership

**NOTICE OF MOTION:**

*It is recommended that Council approve the membership of the College of Education's Faculty Council effective immediately, as part Part III section V.1. (A&B) of the Council Bylaws.*

**PURPOSE:**

Faculty councils of colleges and schools have the authority to approve their own bylaws, with the exception of changes to the membership of their Faculty Council. These changes require approval by University Council as the membership of faculty councils are in University Council's Bylaws. As changes to Council's Bylaws require a 30-day notice, the change to the membership is first presented as a notice of motion.

**DISCUSSION SUMMARY:**

On September 8, 2020, Dr. Amin Mousavi, chair of the Governance Committee in the College of Education, and Dr. David Burgess, associate dean in the College of Education attended a meeting of the Governance Committee of University Council. They presented the newly approved Faculty Council Bylaws to the committee and provided an overview and rationale for the proposed revisions to the college's Faculty Council membership. At its meeting on June 12, 2020, the College of Education Faculty Council passed a motion to adopt the new Bylaws, including the new membership. On October 6, the Governance Committee of Council voted in favour of recommending to Council that the proposed changes to the Faculty Council membership in the College of Education be adopted.

The entirety of the Constitution and Bylaws are provided only for context, not for approval. Only the Faculty Council membership will be presented for approval.

**NEXT STEPS:**

A request for decision to adopt the new membership of the College of Education Faculty Council will be presented to Council on November 19, 2020.

**ATTACHMENT(S):**

1. College of Education Faculty Council Bylaws
2. College of Education Faculty Council proposed membership changes



UNIVERSITY OF SASKATCHEWAN  
**College of Education**  
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## **College of Education Faculty Council Bylaws**

Adopted June 12, 2020

## **College of Education Faculty Council Bylaws**

### **Preamble**

These bylaws describe and set forth procedures relating to the governance of the Faculty Council of the College of Education and are subject to the bylaws, policies and regulations of the University Council, which establishes the Faculty Council under *The University of Saskatchewan Act, 1995*, S.S. 1995, c. U-6.1. To the extent that any previous resolution of the Faculty Council or its predecessors or any committee of that Council is inconsistent with this bylaw, this bylaw has precedence.

### **Part One: Faculty Council Terms of Reference**

#### **1. Membership of Faculty Council**

The membership of the Faculty Council of the College of Education currently described in Part Three, Section V. 1. B. of the University Council's Bylaws and Regulations. At the time of the last revision of these bylaws, the membership consisted of:

- (a) The President of the University\*
- (b) The Provost and Vice-president Academic
- (c) Vice-president Research\*
- (d) The Vice-president Finance and Resources\*
- (e) The Vice-president University Advancement\*
- (f) The Vice-provost Teaching and Learning\*
- (g) The Associate Vice-president Student and Enrolment Services\*
- (h) The Associate Vice-president Information and Communications Technology\*
- (i) The Associate Vice-president University Relations\*
- (j) The Dean of the College or school or, in the case of a school that is not part of a college, the Executive Director of the school
- (k) The Dean of Graduate Studies and Research
- (l) The Dean, University Library or designate\*
- (m) The University Secretary \*
- (n) The Registrar\*
- (o) Such other persons as the University Council may, from time to time, appoint in a voting or non-voting capacity;
- (p) Such other persons as the Faculty Council may, from time to time appoint in a non-voting capacity\*
- (q) Those Professors, Associate Professors, and Assistant Professors who, for administrative purposes, are assigned to the Dean of the College of Education.

(r) Dean of Arts and Sciences (or nominee) and the Vice Deans of Arts and Science (or nominees); Dean of Agriculture and Bioresources (or nominee); Dean of Kinesiology (or nominee); Education Head Librarian (or nominee) \*

(s) The President or delegate of each student association in the College of Education (Education Students Society, ITEP Student Society (or named designate); SUNTEP Student Society (or named designate) and GSA (Graduate Student Association)

(t) Director (or designates) of the Indian Teacher Education Program (ITEP), one Program Head (or designate) of the *Saskatchewan Urban Native Teacher Education Program (SUNTEP) Saskatoon*; one Program Head (or designate) of the *Saskatchewan Urban Native Teacher Education Program (SUNTEP) Prince Albert*; Chair of Education (or designates) of the Aurora College and one representative of contracting Colleges not listed above.

u) All those Professors, Associate Professors, Assistant Professors, Lecturers, Instructors, and Special Lecturers deemed as faculty members of the College of Education.

\* Denotes non-voting membership

## **2. Roles and Responsibilities of the Faculty Council**

The Faculty Council of the College of Education, subject to the provisions of the Act, the Bylaws of the University Council and the general control of the University Council, shall have charge of matters of scholarship and discipline.

Among the duties delegated by the University Council to the Faculty Councils are the following:

- i. To make recommendations to the University Council concerning the requirements for admission to programs offered by the college or school;
- ii. To establish and report to the University Council on the number of students who may be admitted to a college or program of study and to report to the University Council on the number of students admitted each year;
- iii. To make recommendations to the University Council concerning addition, deletion or modification of courses and programs of study, and concerning the requirements for successful completion of such programs;
- iv. To establish and publish rules and methods for the progression and graduation of students and for their suspension or requirement to withdraw permanently for failure to meet the requirements for progression;
- v. Subject to the University Council's examination regulations, to establish and publish rules and standards with respect to the assessment and examination of students in courses and programs offered by the college or the school;
- vi. To make decisions concerning progression of students and concerning their suspension or requirement to withdraw, in accordance with the rules approved by the Faculty Council, and to hear appeals of such decisions;
- vii. To approve candidates for degrees, diplomas and certificates;
- viii. To approve candidates for scholarships, prizes, and other awards and honours;

- ix. To establish a mechanism for appointing hearing boards to hear allegations of academic misconduct as provided for under the University Council's regulations governing academic misconduct; and
- x. To consider appeals from students in accordance with the University Council's regulations governing student appeals in academic matters.

### **3. Faculty Council Regulations**

#### **A. Constitutional Powers and Duties**

The Faculty Council of the College of Education is established under the authority of the University of Saskatchewan Council, whose powers and duties are in turn established by the *University of Saskatchewan Act 1995*. Under *Part Three* of the University Council's *Bylaws*, the Faculty Council of each college or school, subject to the provisions of the University Act, the Bylaws of the University Council and the general control of the University Council, shall have charge of matters of scholarship and discipline. The duties delegated by University Council to the Faculty Councils are laid out in *Part Three, Section V, Subsection 2* of the University Council *Bylaws*.

#### **B. Duties, Terms of Office and Election of Officers College of Education Faculty Council**

1. The officers of the Faculty Council shall be the Chair, the Vice-Chair, and the Executive Support.
2. The Chair shall be elected by voting members of the Faculty Council. The term of office for the Chair shall be two years, renewable for one term of two additional years.
3. Processes for the election of Chair and Vice-Chair of the Education Faculty Council follow.

#### **C. Election of the Chair and Vice Chair of Faculty Council**

- (a) Twenty days prior to the conclusion of the term of the current Chair of the Faculty Council, the Nominations Committee shall inform all members of the Faculty Council that nominations for the position of Chair are being requested and shall provide a nomination form for this purpose. The criteria for nominees are as follows:
  - i. tenured faculty member in the College of Education;
  - ii. knowledgeable of Faculty Council policies and procedures.
- (b) A Faculty Council member shall be nominated for the position of Chair when the nomination form referred to in (a) containing the consent of the nominee is endorsed by two members of the Faculty Council and returned to the Nominations Committee on or before the date specified by the Nominations Committee. The nomination form will contain a brief description of the nominee, indicating the nominee's qualifications and experience relevant to the criteria.
- (c) Five days prior to the date of the election, the Nominations Committee shall provide to all voting members of the Faculty Council a ballot setting out the names of the nominees and the brief description of each nominee referred to in (b). Information accompanying the ballot shall indicate that the ballot is to be returned to the Nominations Committee on or before the date specified.
- (d) The results of the balloting shall be reported by the Chair of the Nominations Committee to the next meeting of the Faculty Council. The Chair of the Nominations

Committee shall rule on any election irregularities. The Chair's decision on matters of election irregularities shall be final; the Chair of the Nominations Committee shall make a report of such election irregularities and decisions pertaining thereto to the Faculty Council at its next meeting.

(e) In the event that two or more nominees with the most votes receive the same number of votes (i.e., a tie), the Chair of the Nominations Committee shall select the incoming Chair by lot.

(f) In the event that no nominations are received by the deadline for nominations for Chair, a second call for nominations shall be sent. If the second call for nominations does not elicit a nomination, then the Nominations Committee shall nominate a member of Faculty Council who fits the criteria (a member of Faculty Council who is a tenured member, and knowledgeable of policies and procedures) to serve as Chair for a one-year term, and a call for nominations for Chair will go out the following year.

(g) Subject to 2 above, the Chair of the Faculty Council may be removed by a vote of 2/3 of the voting members of the Faculty Council. A Chair of Faculty Council shall be eligible for re-election to this position in the third year following the completion of his or her term for an additional two year term.

(h) The Nominations Committee shall choose the first runner-up among those nominated for Chair to serve as Vice-Chair for a period of two years. When the nomination process yields only one nomination, that nominee shall be acclaimed Chair for a period of two years. Furthermore, and under such circumstances where the position of Vice-Chair is vacant, the Chair of Faculty Policy and Planning Committee, or another standing committee of Faculty Council (but not including the Governance Committee) will be named by the Nominations Committee as Vice-Chair until such time as that member no longer sits as Chair of the Faculty Policy and Planning Committee, or the next election for Chair of Faculty Council takes place, whichever is shorter.

#### **D. Duties of the Chair**

The Chair shall be responsible for the following:

1. To preside at all meetings of the Faculty Council, to preserve order and decorum and, subject to appeal, to decide all questions of order and other questions as provided in these bylaws;
2. To prepare a draft agenda, with the support of the Executive Support assigned to Faculty Council, for each meeting of the Faculty Council and to present it for approval at the meeting;
3. In accordance with the University Council's Bylaws, to transmit to the University Council for consideration and review all matters which belong to the care of the University Council or which from their nature concern more than one college or school;
4. To ensure the maintenance of an ongoing archive of the official proceedings and all approved agendas and minutes of Faculty Council meetings, including a catalogue of all motions made by Faculty Council; and (e) As the spokesperson for Faculty Council, to explain the decisions, activities, and procedures of Faculty Council;
5. The Chair may seek the guidance and assistance of the Governance Committee with respect to matters of procedure;

6. The Vice-Chair shall be selected in accordance with procedures outlines in items 2 and 3 above;
7. In the Chair's disability or absence, the Vice-Chair shall have all the powers and perform all the duties of the Chair. The Vice-Chair will preside at meetings in place of the Chair if the Chair declares a conflict of interest in any matter;
8. The Executive Support acts as the delegate of the University Secretary under University Council's Bylaws Part Three, Section V.1.E. Under the general direction of the Chair, the Executive Support shall be responsible for the following:
  - a. To assist the Chair in the preparation of agenda and minutes;
  - b. To arrange for the distribution of notice of meetings, agendas, and minutes to all members of the Faculty Council;
  - c. To keep records of attendance at all meeting; and
  - d. To keep records and maintain an ongoing catalogue of all motions, resolutions, and other decisions taken at meetings and, further, to destroy audio recordings made after official minutes have been approved by Faculty Council.

#### **E. Procedures and Voting**

1. Meetings shall be presided over by the Chair or, in the absence or disability of the Chair, the Vice Chair, or, in the absence or disability of both, by any other member of the Faculty Council as agreed to by the majority of members at the meeting.
2. The agenda will be approved at the beginning of each meeting. Notice of any substantive motions to be voted upon by the Faculty Council will be included in advance in the agenda material. A 'substantive motion' refers to any motion dealing with a substantive matter which requires consideration by members of the Faculty Council prior to the meeting at which the motion is presented. Whether or not a motion falls within this definition will be determined by the Chair. This requirement may be suspended upon vote of 2/3 of the members present and voting at a meeting.
3. Notwithstanding Section E(4) and F(2), the convocation lists of degrees, certificates, honours and distinctions and the recommendations of convocation awards need not be included in advance in the agenda material but may be circulated at the meeting at which these items are considered.
4. Except as provided elsewhere in these bylaws, all questions legitimately before Faculty Council shall be decided by a majority of votes of the members present. The Chair shall not vote on a motion before Faculty Council except when there is an equal number of voting members supporting and opposing the motion.
5. Voting will normally be by show of hands. A procedural motion to require a written vote must be seconded and approved by majority.
6. In matters requiring an urgent decision, and at the call of the Chair, a motion may be put to the members electronically. Electronic approval of a two-thirds majority of the voting members of Faculty Council to any motion will be deemed to have the same force and effect as a motion adopted by a vote of the members at a meeting duly convened, and will be recorded in the minutes of the next regular meeting.

7. Any member may have his or her vote or absenteeism from vote recorded for the minutes on request. The number voting for or against a motion shall be entered on the minutes at the call of any one member.
8. For procedures not covered in these bylaws, Faculty Council adopts the rules of order contained in *Procedures for Meetings and Organizations, Third Edition* by Kerr and King, 1996.

**F. Standing and Ad Hoc Committees**

1. Faculty Council may establish standing and *ad hoc* committees to facilitate its work and, subject to the approval of University Council and without jeopardizing Council's authority, may delegate decisions to its standing committees.
2. Unless a motion of Faculty Council passed in accordance with a delegation by the University Council specifically provides otherwise, all recommendations of committees will be brought to Faculty Council for consideration.
3. All standing committees and *ad hoc* committees will meet and report to Faculty Council at least once each academic year. Responsibility for calling committee meetings rests with the Chair of the committee.
4. Standing committees may create subcommittees, including subcommittees composed of persons who are not members of Faculty Council.
5. There is no requirement that committees be composed entirely of Faculty Council members.
6. All standing and *ad hoc* committees will have written terms of reference outlining their composition and accountabilities. Each committee should regularly review its own terms of reference, and may recommend changes to Faculty Council as required. The membership and terms of reference of standing committees of the Faculty Council as well as other committees of the College of Education are specified in Part Two of these bylaws.
7. The term of office for the Chair and members of standing committees is as outlined in the respective terms of reference.
8. Term of office for chairs and members of standing committees will begin July 1 unless otherwise determined by the Chair of Faculty Council. The term of student members will normally begin on September 1.
9. A vacancy will be declared in the case of a committee member who will be absent from the campus or otherwise unavailable to attend meetings for a period of six consecutive months or more.
10. In the case of a vacancy on a committee between meetings of the Faculty Council, the Faculty Council delegates authority to fill the vacancy to the Chair of Faculty Council in accordance with the membership requirements of the committee, for the balance of the academic year.
11. The Chair of Faculty Council is an *ex officio* non-voting member of all standing committees.

12. An *ex officio* member of a committee may designate an individual to serve in her or his place with the same powers as the designator. Such designations shall last for a 12-month period of time and are subject to renewal. In the event that the individual is unable to complete the full term, another individual may be designated in his or her place. To initiate the designation, the *ex officio* member will inform the Chair of the Faculty Council and the Chair of the committee involved. During the period of designation, the *ex officio* member who initiated the designation may attend meetings of the Faculty Council with a voice but no vote.
13. Committees may appoint a vice chair. In the absence of the chair, and where a vice chair has been appointed, the vice chair will preside. In the absence of both the chair and vice chair, the committee may appoint a member to chair the meeting.
14. The quorum for all standing committees is as outlined in the terms of reference for that committee.
15. Matters decided by the committee shall be decided by a majority vote of those present and eligible to vote. The committee chair shall have the deciding vote in the case of a tie.
16. Committees shall ensure that minutes are taken at meetings; these minutes shall be made available through the internal, secure college website to all members of the Faculty Council.
17. The Dean may seek the advice or assistance of a committee of Faculty Council with respect to particular items of business. The advice and assistance shall not contradict or conflict with policies of the Faculty Council, and the committee shall report to Faculty Council on the general nature of the advice given.

#### **G. Records**

1. Council bylaws require that “each Faculty Council shall keep a record of its proceedings and this record shall be open to any member of the Faculty Council. A copy of the proceedings shall, upon request, be furnished by its Secretary to the Chair of the University Council and/or to the President of the University.”
2. Wherever practical, draft minutes, including a record of all motions and resolutions, from all regular and special meetings shall be circulated to all members with the agenda material for the next meeting, and will be presented for adoption at that meeting.
3. Subject to section 4, the record of all general and special meetings shall, once adopted, be signed by the presiding Chair and the Recording Secretary of the meeting and kept in the College Dean’s Office where it shall be available for inspection by any member of the Faculty Council.
4. Records of motions from closed sessions may be deemed confidential by the Chair and the related portion of the minutes may remain confidential at the discretion of the Chair. In such cases the non-confidential portion of the minutes will reflect the fact that a confidential section has been removed. Both the non-confidential and the confidential portion of the minutes are considered to constitute the official record of the meeting and will be preserved for the official archive.

#### **H. Independence and Conflict of Interest**

1. Members of the Faculty Council and its committees will have as their principal concern the welfare of the college and of the university. They will exercise independent judgment and may not act as agents of any person or organization. [taken from Council Bylaws, Part Two, Section V.1].
2. There are no restrictions on the right of a member of Faculty Council to participate in debate and to vote on any matter that comes before the Faculty Council. However, if a member of Faculty Council has a conflict of interest in any matter under consideration, the member shall disclose his or her interest when speaking on the matter in Faculty Council proceedings, and the disclosure will be recorded in the minutes.
3. A member of a committee of the Faculty Council will disclose and identify a conflict of interest (including a perceived conflict of interest), and will abstain from voting in committee proceedings on matters on which he or she has a conflict of interest. When appropriate, the member will withdraw from all committee deliberations with respect to the matter. The minutes will reflect the disclosure and any abstention or withdrawal.
4. The Chair or a member of a committee is entitled to raise the question whether another member has a conflict of interest or perceived conflict of interest on a matter before the committee, and to ask such a member to withdraw from the deliberations of the committee and/or to refrain from voting on a matter before the committee.

## **Part Two: Standing Committee Terms of Reference**

### **A. Governance Committee**

#### ***Roles and Responsibilities***

- i. The role of the Governance Committee is to review the bylaws and policies of Faculty Council and recommend revisions to the Bylaws, including but not limited to the following:
  - a) Appointment and election of members;
  - b) Duties, terms of office, and election of officers;
  - c) Meetings;
  - d) Procedures and voting;
  - e) Standing Committees and other committees of Faculty Council;
  - f) Records;
  - g) Independence and conflict of interest;
  - h) Amendments.
- ii. Review the membership, powers, and duties of committees of Faculty Council and recommend revisions to the membership, powers and duties of committees;
- iii. Recommend to Faculty Council regulations and procedures for council and council committees; and
- iv. Provide advice to the Chair of Faculty Council on the role of the chair.

#### ***Composition***

- i. One faculty representative from each of the department[s] (Curriculum Studies, Educational Administration, Educational Foundations, and Educational Psychology and Special Education of the College of Education appointed by the department [in consultation with members of the department] for a three-year term) (voting);
- ii. The Chair or Vice Chair of Faculty Council (Ex-officio; non-voting);
- iii. One Director or designate from ITEP [as outlined in the University Council Bylaws (Part III. Sec V. 1B [Faculty Council of the College of Education] (s)) (voting);
- iv. One Program Head or designate from the SUNTEPs (Saskatoon or Prince Albert) [as outlined in the University Council Bylaws (Part III. Sec V. 1B [Faculty Council of the College of Education] (s)) (voting); and
- v. Dean of the College or designate (Ex –officio; voting).

#### ***Procedures***

- i. The Chair shall be elected from Faculty by the committee on an annual basis.
- ii. Quorum shall be 5 voting members, of which 4 must be composed of those outlined under Composition points i, iii and iv.
- iii. The committee shall meet as required.

## **B. Faculty Policy and Planning Committee**

### ***Roles and Responsibilities***

The role of the Faculty Policy and Planning Committee is to:

- i. Receive, consider, and then recommend proposals to the College of Education Faculty Council for enhancing academic policy and planning, including mission statements, goals, and strategic objectives, where appropriate;
- ii. Recommend policy, program, and structural development to the College of Education Faculty Council for addressing academic needs, challenges, demands, and opportunities;
- iii. Recommend to the College of Education Faculty Council the establishment of ad hoc committees that will research and report on policy development, and program or structural development; and
- iv. Recommend to the College of Education Faculty Council the establishment of ad hoc committees that will provide support for professional learning in key strategic initiatives including, but not limited to:
  - Academic freedom and responsibilities of faculty;
  - Experimentation in new areas of development in instruction;
  - Indigenization and reconciliation.

### ***Composition***

- i. One faculty representative from each of the department[s] of (Curriculum Studies, Educational Administration, Educational Foundations, and Educational Psychology [and Special Education]) of the College of Education (appointed by the department [in consultation with members of the department] for a three-year term) (voting);
- ii. The chair or vice chair of Faculty Council (Ex-officio; non-voting);
- iii. One Director or designate from ITEP [as outlined in the University Council Bylaws (Part III. Sec V. 1B [Faculty Council of the College of Education] (s)) (voting);
- iv. One Program head or designate from the SUNTEPs (Saskatoon or Prince Albert) [as outlined in the University Council Bylaws (Part III. Sec V. 1B [Faculty Council of the College of Education] (s)) (voting);
- v. One representative from each of the Student Groups (Education Students' Society, SUNTEP Students' Society, ITEP Students' Society, Education Graduate Students' Society) [as outlined in the University Council Bylaws (Part III. Sec V. 1B [Faculty Council of the College of Education] (r)) (voting); and
- vi. Dean of the College or designate (Ex –officio; voting).

### ***Procedures***

- i. The Chair shall be elected from faculty, by the Committee, on an annual basis.
- ii. Quorum shall be 5 voting members, of which 4 must be composed of those outlined under Composition points i, iii and iv.

## **C. Undergraduate Program Committee**

### ***Preamble***

The Undergraduate Program Committee employs representative democracy processes to bring recommendations to Faculty Council regarding all aspects of undergraduate programs in the College of Education. The purpose of this committee is to consult, develop, and make recommendations regarding the design of undergraduate programs and to monitor all aspects of implementation.

### ***Roles and Responsibilities***

The role of the Undergraduate Program Committee is to:

- i. Ensure that learning outcomes of all courses and practica contribute to the achievement of said goals.
- ii. Initiate periodic evaluations of the teacher education program ensuring that information is gathered from teacher candidates, staff and faculty and through collaborative consultations with appropriate internal and external bodies including: Colleges of the University of Saskatchewan, ITEP, SUNTEP, the Faculty of Education, University of Regina, First Nations University of Canada, the Ministry of Education, the Saskatchewan Professional Teachers Regulatory Board, the Saskatchewan Teachers' Federation, and other educational partners.
- iii. Initiate and review proposals for undergraduate program changes and, in collaborative transparent consultation with appropriate internal and external bodies, make recommendations to Faculty Council of the College of Education for open discussion and decision-making.
- iv. Review proposals for new and revised courses and, in collaborative transparent consultation with appropriate internal and external bodies, make recommendations to Faculty Council of the College of Education for open discussion and decision-making.
  - New and revised course proposals shall be submitted by appropriate department.
  - A Special Topics course can be taught a maximum of two times. For further offerings, a new course proposal must be approved by the department and then submitted to the Undergraduate Programs Committee for approval.
- v. In consultation with appropriate internal and external bodies, develop and review college policies and regulations concerning the undergraduate teacher education program including admission standards, degree requirements, and Student Teaching and Extended Practicum policies and requirements and make recommendations to Faculty Council of the College of Education for open discussion and decision-making.

### ***Composition***

The Undergraduate Programs Committee is composed of the following members:

- i. The Associate Dean, Undergraduate Programs, Research, & Partnerships;
- ii. One member from the Undergraduate Program Office;
- iii. One faculty representative from each of the four Departments of the College of Education appointed by the Department Head in consultation with the department members for a three year term;

- iv. Three (3) teacher candidates (one designated by the Education Students' Society, one designated by the ITEP Student Council, and one designated by the SUNTEP Student Representative Council);
- v. The Program Head or Directors of ITEP, SUNTEP-Saskatoon, SUNTEP-Prince Albert or her/his designate [as outlined in the University Council Bylaws (Part III. Sec V. 1B [Faculty Council of the College of Education] (s)); and
- vi. A representative from the STF.

### ***Procedures***

- i. Members of the committee shall elect the chairperson. A designate shall be appointed by the chairperson to act in this capacity in the event of her/his absence from a meeting. Each member of the committee shall have a vote.
- ii. There will be one vote provided to the collective of students representing ESS, ITEP and SUNTEP student societies. Each of the remaining members of the committee shall have one vote.
- iii. Quorum shall be 50% plus 1. Although all students will be invited to attend meetings, only one student will be counted for the purpose of quorum.
- iv. Members of any UPC standing or ad hoc committees can be drawn from appropriate external and internal bodies at the discretion of the Undergraduate Program Committee.

## **D. Student Affairs and Academic Standards Committee**

### ***Preamble***

The Student Affairs and Academic Standards Committee is responsible for matters involving the welfare of teacher candidates, especially the monitoring of standards of academic achievement and professionalism and ensuring the just and fair treatment of teacher candidates in the College of Education.

### ***Roles and Responsibilities***

The role of the Student Affairs and Academic Standards Committee is to:

- i. Consider and rule upon requests not handled by the Associate Dean Undergraduate Programs, Research and Partnerships and initiated by a teacher candidate, the Associate Dean Undergraduate Studies, Research and Partnerships, a faculty member, a Program Head or Director of a TEP program, or a program counsellor for a modification of a teacher candidates program that will impact certification;
- ii. Review the standing of all teacher candidates at the end of the academic year in accordance with approved promotion and convocation standards;
- iii. Consider applications for Deferred Examinations not dealt with by the Associate Dean Undergraduate Programs, Research and Partnerships, as provided for by section 3.e and for Supplemental Examinations as provided by section 3.f of the "University Council and College Regulations on Examinations and Student, Grievances, Appeals and Discipline Regulations;"
- iv. Consider applications for Special Deferred and Special Supplemental Examinations not handled by the Associate Dean Undergraduate Programs, Research and Partnerships for which a date has been agreed to by the instructor;

- v. Consider a request by a teacher candidate for an award of a pass (P) standing for a course in lieu of writing a deferred examination, providing the teacher candidate has obtained a grade of at least 70% in term work in the course in question and provided that the instructor of the course recommends Aegrotat standing;
- vi. Consider a request by a teacher candidate for an award of a Faculty Pass if he or she is in the final year of the B.Ed. program and has failed in only one course with a grade greater than 30% and has a C.W.A. (cumulative weighted average) of at least 70%;
- vii. Consider requests by teacher candidates for exemption from all or part of Field Experience or the Extended Practicum;
- viii. Determine the eligibility of teacher candidates who have either a W, WF, or F assigned for the Extended Practicum after the second attempt who are requesting permission to repeat the Extended Practicum. The Committee will specify the conditions associated with the request to attempt a third Field Experience or Extended Practicum experience. Students who receive a W, WF, or F after a third attempt at a Field Experience or Extended Practicum experience will be ineligible to complete the Bachelor of Education program.
- ix. Act as the College Committee on Academic Dishonesty to deal with allegations of academic dishonesty and other academic offenses as outlined in the University Council and College Regulations on examinations, student grievances, appeals and discipline. The committee is used only when all other paths to resolution have been exhausted (i.e. informal resolution, resolution with instructor, department, etc.).
- x. Require or advise a teacher candidate to discontinue his or her studies in the College of Education for unprofessional conduct or for reasons other than academic performance;
- xi. Consider requests from Faculty for exemptions from final examinations;
- xii. Consider requests for Retroactive Withdrawals from coursework;
- xiii. Consider requests for extensions of program;
- xiv. Consider requests for course retentions past the 8 year expiry period;
- xv. Refer appeals of previous decisions with the presentation of new documentation, evidence or information to the Dean or the Dean's designate;
- xvi. Invite or require teacher candidates or other persons to appear before the committee when needed;
- xvii. Strike an Awards subcommittee responsible for
- xviii. Reviewing the terms of reference of bursaries, scholarships and awards to ensure that they are consistent with the aims of the College of Education and current economic and social conditions;
  - a. Approving the disbursement of College administered undergraduate bursaries, scholarships and awards.
  - b. Submitting an annual report to SAASC acknowledging award recipients.

### ***Composition***

- i. Associate Dean, Undergraduate Studies, Research, and Partnerships (ex-officio- voting);

- ii. One faculty representative from each of the four Departments of the College of Education appointed by the Department Head in consultation with the department members for a three year term;
- iii. Three (3) teacher candidates (one designated by the Education Students' Society, one designated by the ITEP Student Council, and one designated by the SUNTEP Student Representative Council); and
- iv. The Program Head or Director of ITEP, SUNTEP-Saskatoon, SUNTEP-Prince Albert and or her/his designate [as outlined in the University Council Bylaws (Part III. Sec V. 1B [Faculty Council of the College of Education] (s))].

#### ***Procedures***

- i. Members of the committee shall elect the chairperson. A designate shall be appointed by the chairperson to act in this capacity in the event of her/his absence from a meeting.
- ii. There will be one vote provided to the collective of students representing ESS, ITEP and SUNTEP student societies. Each of the remaining members of the committee shall have a vote.
- iii. Quorum shall be 5 voting members.

### **E. Nominations Committee**

#### ***Roles and Responsibilities***

The role of the Nominations Committee is to:

- i. Nominate candidates for election as Chair and Vice-Chair of Faculty when the Chair or Vice-Chair vacates or at the end of their terms;
- ii. Appoint persons to standing committees, sub-committees, and ad hoc committees as required in the case of a vacancy or an unfilled position. Such action shall be reported at the next meeting of Faculty Council; and
- iii. Nominate candidates for election as members of any other committee or body that requires representation from the Faculty Council.

#### ***Composition***

- i. One faculty representative from each of the department[s] (Curriculum Studies, Educational Administration, Educational Foundations, and Educational Psychology [and Special Education]) of the College of Education (appointed by the department [in consultation with members of the department] for a three-year term) (voting);
- ii. The chair or vice chair of Faculty Council (Ex-officio; non-voting);
- iii. One Director or designate from ITEP [as outlined in the University Council Bylaws (Part III. Sec V. 1B [Faculty Council of the College of Education] (s)) (voting); and
- iv. One Program Head or designate from the SUNTEPs (Saskatoon or Prince Albert) [as outlined in the University Council Bylaws (Part III. Sec V. 1B [Faculty Council of the College of Education] (s)) (voting).

#### ***Procedures***

- i. The Chair shall be elected by the Committee.

- ii. Quorum shall be three voting members of the Committee.
- iii. The Committee shall meet as required.

## Faculty Council of the College of Education

## 1. Membership of the Faculty Councils

A. In addition to those members listed in (B) below as members of Faculty Councils of each college and school, the Faculty Council of all colleges and schools shall include the following (\*denotes non-voting members):

- (a) The President of the University\*
- (b) The Provost and Vice-President, Academic\*
- (c) The Vice-President, Research\*
- (d) The Vice-President, Finance and Resources\*
- (e) The Vice-President, University Relations\*
- (f) The Vice-Provost, Teaching, Learning, and Student Experience\*
- (g) The Vice-Provost, Indigenous Engagement\*
- (h) Chief Information Officer and Associate Vice-President Information and Communications Technology\*
- (i) The dean of the college, or the executive director of the school, when the school is not encompassed within a college
- (j) The Dean of the College of Graduate and Postdoctoral Studies or designate
- (k) The Dean of the University Library or designate\*
- (l) The University Secretary or designate\*
- (m) The University Registrar or designate\*
- (n) Such other persons as University Council may, from time to time, appoint in a voting or non-voting capacity;
- (o) Such other persons as the Faculty Council may, from time to time appoint in a non-voting capacity\*

## College of Education Proposed Bylaws

## 1. Membership of Faculty Council

The membership of the Faculty Council of the College of Education currently described in Part Three, Section V. 1. B. of the University Council's Bylaws and Regulations. At the time of the last revision of these bylaws, the membership consisted of:

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

(p) Those Professors, Associate Professors, and Assistant Professors who, for administrative purposes, are assigned to the Dean of the College of Education;

(q) Dean of Arts and Science (or nominee) and the vice-deans of Arts and Science (or nominees); Dean of Agriculture and Bioresources (or nominee); Dean of Kinesiology (or nominee); Education Head Librarian (or nominee); as non voting members.

(r) Five undergraduate students comprised of the president of the Education Students Society and two named ESS officers (or named designates); the president of the SUNTEP student society (or named designate); the president of the ITEP student society (or named designate); and three education 33 graduate students named by the Education Graduate Student Association, to have noting privileges on all matters at meetings of the Faculty Council.

(s) Directors (or designates) of the Indian Teacher Education Program (ITEP), Northern Teacher Education Program (NORTEP), and Northwest Territories Teacher Education Program (NWTEP); Coordinator (or designates) of the Saskatchewan Urban Native Teacher Education Program (SUNTEP) Prince Albert and SUNTEP Saskatoon, to have voting privileges on all matters at meetings of the Faculty Council.

(q) Those Professors, Associate Professors, and Assistant Professors who, for administrative purposes, are assigned to the Dean of the College of Education.

(r) Dean of Arts and Sciences (or nominee) and the Vice Deans of Arts and Science (or nominees); Dean of Agriculture and Bioresources (or nominee); Dean of Kinesiology (or nominee); Education Head Librarian (or nominee) \*

(s) The President or delegate of each student association in the College of Education (Education Students Society, ITEP Student Society (or named designate); SUNTEP Student Society (or named designate) and GSA (Graduate Student Association)

(t) Director (or designates) of the Indian Teacher Education Program (ITEP), one Program Head (or designate) of the *Saskatchewan Urban Native Teacher Education Program (SUNTEP) Saskatoon*; one Program Head (or designate) of the *Saskatchewan Urban Native Teacher Education Program (SUNTEP) Prince Albert*; Chair of Education (or designates) of the Aurora College and one representative of contracting Colleges not listed above.

u) All those Professors, Associate Professors, Assistant Professors, Lecturers, Instructors, and Special Lecturers deemed as faculty members of the College of Education.

\* Denotes non-voting membership

**UNIVERSITY COUNCIL  
GOVERNANCE COMMITTEE  
NOTICE OF MOTION**

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**PRESENTED BY:** Terry Wotherspoon, chair, Governance Committee of Council

**DATE OF MEETING:** October 15, 2020

**SUBJECT:** Planning and Priorities Committee Terms of Reference

**NOTICE OF MOTION:**

*(Wotherspoon/Larre): It is recommended that Council approve the addition of the standing subcommittee on centres to the Planning and Priorities Committee (PPC) of Council's terms of reference as part two, section V of the Council bylaws, effective immediately.*

**PURPOSE:**

In conjunction with updates to the University of Saskatchewan's Centres Policy which will be considered by Council on October 15, 2020, it is recommended that PPC's terms of reference be amended to reflect the existence of the Standing Subcommittee on Centres.

**DISCUSSION SUMMARY:**

This PPC subcommittee on centres has been operational since at least 2004, when the Centres Policy was originally approved. However, PPC's terms of reference do not reflect its existence or mandate under the authority of Council or the policy itself.

This proposal was considered by PPC on September 23, 2020 and presented to the governance committee on October 6, 2020.

**FURTHER ACTION REQUIRED:**

University Council's bylaws will be updated to reflect the revision to PPC's terms of reference.

**ATTACHMENT:**

1. Proposed amendment to PPC's terms of reference

PROPOSED REVISIONS TO THE PLANNING AND PRIORITIES COMMITTEE  
TERMS OF REFERENCE

**Membership**

Eleven members of the General Academic Assembly, at least six of whom will be elected members of Council, normally one of whom will be chair. At least one member from the General Academic Assembly with some expertise in financial analysis will be nominated.

One dean appointed by Council

One undergraduate student appointed by the USSU

One graduate student appointed by the GSA

One sessional lecturer

**Ex Officio Members**

Provost & Vice-President, Academic or designate

Vice-President, Finance & Resources or designate

Vice-President, Research or designate

Vice-Provost, Indigenous Engagement

President (non-voting member)

Chair of Council (non-voting member)

**Resource Personnel (Non-voting members)**

Associate Provost, Institutional Planning and Assessment

Director of Resource Allocation and Planning

Director of Assessment and Analytics

Chief Information Officer and Associate Vice-president Information and  
Communications Technology

Executive Director, International – Office of the Vice President Research

Vice-Provost, Indigenous Engagement

**Administrative Support**

Office of the University Secretary

**The Planning and Priorities Committee is responsible for:**

- 1) Conducting and reporting to Council on university-wide planning and review activities in consultation with the Provost and Vice-President Academic.
- 2) Evaluating college and unit plans and reporting the conclusions of those evaluations to Council.
- 3) Recommending to Council on academic priorities for the University.
- 4) Recommending to Council on outreach and engagement priorities for the University.
- 5) Seeking advice from other Council committees to facilitate university-wide academic planning.
- 6) Recommending to Council on the establishment, disestablishment or amalgamation of any college, school, department or any unit responsible for the administration of an academic program, with the advice of the academic programs committee.

- 7) Recommending to Council on the establishment, disestablishment, or review of any institute or centre at the University in accordance with the Centres Policy and with the advice of the Research, Scholarly and Artistic Works committee.
- 8) Balancing academic and fiscal concerns in forming its recommendations.
- 9) Providing advice to the President on budgetary implications of government funding requests and reporting to Council.
- 10) Considering the main elements of the comprehensive budget and financial reports and reporting to Council.
- 11) Advising the academic programs committee on the fit with University priorities and the general budgetary appropriateness of proposals for new academic programs and program deletions.
- 12) Integrating and recommending to Council on matters referred to it from other Council committees.
- 13) Advising the President and senior executive on operating and capital budgetary matters, including infrastructure and space allocation issues, referred from time to time by the President, providing the advice is not inconsistent with the policies of Council. The planning and priorities committee will report to Council on the general nature of the advice and, where practicable, obtain the guidance of Council. However, the committee need not disclose to Council matters the disclosure of which would be contrary to the interests of the University.
- 13) Designating individuals to act as representatives of the committee on any other bodies, when requested, where such representation is deemed by the committee to be beneficial.
- 14) Proactively supporting equity, diversity, and inclusion in all processes and matters coming before the committee.

**Centres Subcommittee** [Proposed addition to the PPC Terms of Reference]

The mandate of the Planning and Priorities Committee (PPC) Standing Subcommittee on Centres is:

- To facilitate the creation of new centres
- To monitor adherence to the Centres Policy
- To develop and review the Centres Policy and Guidelines
- To oversee the establishment and disestablishment of centres
- To maintain a list of active centres
- To report on and bring recommendations on these issues to PPC

Membership on this Subcommittee will be drawn from the Academic Programs, Planning and Priorities, and Research, Scholarly and Artistic Works Committees of Council, the offices of the provost, vice-president finance, and vice-president research, centre directors, and will be supported by the University Secretary's Office.

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

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**PRESENTED BY:** Paul Jones, Chair,  
Nominations Committee of Council

**DATE OF MEETING:** October 15, 2020

**SUBJECT:** **Academic Programs Committee Nomination**

**DECISION REQUESTED:**  
*(Jones/Lamb): It is recommended that Council approve the nomination of Steven Seiferling as the sessional lecturer representative to the Academic Programs Committee (APC) effective immediately to June 30, 2021.*

**DISCUSSION SUMMARY:**

To fill a vacancy for the sessional lecturer position on APC, Steven Seiferling is nominated.

**ATTACHED:** APC membership for 2020/21

## ACADEMIC PROGRAMS COMMITTEE

- Reviews and approves curriculum changes from all college; recommends major curriculum changes to Council; oversees policies relating to students and academic programs.
- Membership comprises 11 members of the GAA, at least 5 of whom will be elected members of Council; at least 1 member from the GAA is to have some expertise in financial analysis; 1 sessional lecturer

### Council Members

Susan Detmer (Chair)-Exec	Veterinary Pathology	2023
Ryan Brook	Animal and Poultry Science	2021
Kevin Flynn	English	2023
Matthew Neufeld	History	2021
Reza Fotouhi	Mechanical Engineering	2022
Petros Papagerakis	Dentistry	2023
Ralph Deters	Computer Science	2023

### General Academic Assembly Members

Carin Holroyd	Political Studies	2023
Karen Lawson	Psychology	2022
Alison Oates (Vice-chair)-Exec	Kinesiology	2022
Jeremy Rayner	Johnson Shoyama Graduate School of Public Policy	2021

### Sessional Lecturer

Steven Seiferling	Edwards School of Business	2021
Leslie Martin	Edwards School of Business	2021

### Other Members (voting)

Patti McDougall-Exec	(Provost Designate) Vice-Provost, Teaching, Learning, and Student Experience (ex officio)	
Russell Isinger-Exec	University Registrar (ex officio)	
Terry Summers	(VP Finance designate) Controller	
Kiefer Roberts	USSU designate	2021
Carmen Marquez	GSA designate	2021

### Resource Members

Alison Pickrell	Assistant Vice-Provost, Strategic Enrolment Management	
Dena McMartin	Associate Provost, Institutional Planning and Assessment	
Amanda Storey-Exec	Committee Secretary – Office of the University Secretary	

UNIVERSITY COUNCIL  
NOMINATIONS COMMITTEE  
REQUEST FOR DECISION

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**PRESENTED BY:** Paul Jones, Chair,  
Nominations Committee of Council

**DATE OF MEETING:** October 15, 2020

**SUBJECT:** Promotion Appeal Panel nominations

**DECISION REQUESTED:**  
(Jones/Lamb): *It is recommended that Council approve the nomination of Valerie Thompson and Susantha Gomis to the Promotions Appeals Panel effective immediately to June 30, 2022.*

**DISCUSSION SUMMARY:**

To fill two remaining positions on the Promotions Appeals Panel it is recommended that Valerie Thompson from the Department of Psychology, and Susantha Gomis from the Department of Veterinary Pathology be appointed to the panel.

**ATTACHED:** Promotions Appeals Panel membership 2020/21

Promotions Appeal Panel Membership 2020/21

From this roster, the members are chosen for Promotion Appeal Committees (promotion appeals), Sabbatical Leave Appeal Committee (sabbatical appeals), and for the President's Review Committee (salary review appeals). This panel is mandated by Collective Agreement (16.3.5.1):

**16.3.5.1 Appeal Panel.** An Appeal Panel of forty-eight employees drawn from the membership of the General Academic Assembly shall be named by the Nominations Committee of Council and approved by Council, with length of term specified so as to ensure a reasonable turnover of membership. Additional members may be chosen, if necessary, to staff appeal committees. Membership shall be restricted to tenured faculty who are not members of the University Review Committee and who have not served on the University Review Committee in the previous three years. The following criteria shall govern the selection of the Panel:

- a) The Nominations Committee of Council shall strive to achieve a gender balance based on the overall membership of the General Academic Assembly;
- b) The Nominations Committee of Council shall strive to achieve representation from a wide range of disciplinary areas based on the faculty complement in each College.

Members of the Appeal Panel shall not serve on more than one of the committees hearing appeals promotion (Article 16.3.5), sabbatical leaves (Article 20.3) or salary review (Article 17.3.5).

**16.3.5.2 Promotions Appeal Panel.** The Promotions Appeals Panel shall consist of those members of the Appeal Panel who hold the rank of Professor.

**To June 30, 2021**

Sabine Banniza	Plant Sciences
Angela Bowen	Nursing
Neil Chilton	Biology
Ken Coates	Johnson-Shoyama School of Public Policy
Ekaterina Dadachova	Pharmacy and Nutrition
Ralph Deters	Computer Science
Anh Dinh	Electrical and Computer Engineering
Stephen Foley	Chemistry
John Gordon	Medicine
Leslie Howe	Philosophy
David Mykota	Education Psychology and Special Education
Emer O'Hagan	Philosophy
Rob Pywell	Physics and Engineering Physics
Nazmi Sari	Economics
Jim Waldram	Anthropology and Archaeology
Chris Zhang	Mechanical Engineering

**To June 30, 2022**

Sina Adl	Soil Science
Angela Bedard-Haughn	Soil Science
Phil Chilibeck	Kinesiology
Dirk De Boer	Geography and Planning
Roy Dobson	Pharmacy and Nutrition
Tamara Larre	Law
Bram Noble	Geography and Planning
Mark Oliver	Psychology

Jaswant Singh  
Chris Soteros  
Lisa Vargo  
Ryan Walker  
Phil Woods  
Valerie Thompson  
Susantha Gomis

Veterinary Biomedical Sciences  
Mathematics and Statistics  
English  
Geography and Planning  
Nursing  
Department of Psychology  
Department of Veterinary Pathology

**To June 30, 2023**

Kirsten Bett  
Bev Brenna  
Egan Chernoff  
Valery Chirkov  
John Gjevre  
Donna Goodridge  
Jim Handy  
Janet Hill  
Emily Jenkins  
Vikram Misra  
Ingrid Pickering  
Jerzy Spzuner  
Verna St. Denis  
Karen Tanino  
Stephen Urquhart  
Keith Walker  
Alex Wilson

Plant Sciences  
Curriculum Studies  
Curriculum Studies  
Psychology  
Medicine  
Nursing  
History  
Veterinary Microbiology  
Veterinary Microbiology  
Veterinary Microbiology  
Geological Sciences  
Mechanical Engineering  
Educational Foundations  
Plant Sciences  
Chemistry  
Education Administration  
Education Foundations

**UNIVERSITY COUNCIL  
RESEARCH, SCHOLARLY, AND ARTISTIC WORK COMMITTEE  
REPORT FOR INFORMATION**

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**PRESENTED BY:** Marjorie Delbaere; chair, Research, Scholarly and Artistic Work Committee

**DATE OF MEETING:** October 15, 2020

**SUBJECT:** **2019/20 Report of Allegations and Breaches under the Responsible Conduct of Research Policy**

**COUNCIL ACTION:** **For Information Only**

**SUMMARY:**

The Tri-Agency Framework on Responsible Conduct of Research mandates annual reporting on the total number of allegations received involving Agency funding, the number of confirmed breaches and the nature of those breaches. Previously breaches of the Responsible Conduct of Research Policy were reported through the annual report of the Vice-President Research to RSAW, but starting in 2019 they have been reported separately.

The attached report outlines the number of breaches and allegations under the Responsible Conduct of Research Policy for the period of July 1, 2019-June 30, 2020. RSAW reviewed this report at its meeting September 17, 2020.

**ATTACHMENTS:**

1. Responsible Conduct of Research Policy: 2019/20 Report on Allegations and Breaches
2. Responsible Conduct of Research - Allegations, investigations & Breaches 2013 to 2020

## **Responsible Conduct of Research Policy: 2019/20 Report on Allegations and Breaches**

The Responsible Conduct of Research (RCR) Policy, requires an annual report to be provided to Council documenting the numbers of allegations received, the numbers of those proceeding to a hearing, and the numbers and nature of findings of a breach of this policy.

From July 1, 2019 to June 30, 2020, the Associate Vice-President Research received twelve (12) new allegations of breaches of the Responsible Conduct of Research (RCR) Policy, one (1) investigation from 2018 was concluded with a finding of no Breach and one (1) ongoing RCR investigation is currently in litigation (ongoing since 2012).

• one allegation was dismissed as it had already been the subject of a previous investigation.  
Of the 12 new allegations:

- two allegations were resolved during the Inquiry stage;
  - one was closed due to insufficient evidence and one was resolved informally
- five breaches were confirmed by acknowledgment of the respondent;
- one breach was confirmed by hearing board;
- three investigations are ongoing.

The confirmed breaches include (some cases include multiple breaches):

- failure to comply with relevant policies (ethics) for the conduct of research (2 cases),
- misrepresentation in a funding application (2 cases),
- plagiarism (1 case)
- falsification of data (1 case)
- Fabrication of data (1 case).

The Outcomes/Discipline include:

- Ethics education - failure to comply with relevant policies (ethics) for the conduct of research.
- Withdrawal of funding applications, RCR Education, and oversight of grant applications for 1 year for misrepresentation in a funding application.
- Restrictions on activities, and salary impacts - plagiarism.
- Resignation, retraction of publications, placement of documentation in USask employee file to inform future hiring – fabrication and falsification.

Complainants submitting allegations included:

- Students - 4 cases,
- Faculty members - 2 cases,
- Administrative offices -2 cases,
- Ethics -2 cases,
- Post Doc -1 case,
- Research Associate -1 case
- outside the University – 2 cases

Respondents to the allegations included:

- Faculty members - 12 cases,
- Post Doc – 2 cases
- Group of student, faculty member and adjunct faculty – 1 case.

Responsible Conduct of Research - Allegations, investigations & Breaches 2013 to 2020							
Time Period	New Allegations Received	Breaches Acknowledged*	Cases Investigated	No Breach	Allegation Type	# of cases involving breaches	
06/2013 to 06/2014	3	N/A	3	1	3 plagiarism 1 redundant publication	2	1 ongoing
06/2014 to 06/2015	3	N/A	3	Not reported	3 plagiarism 1 redundant publication	Not reported	1 ongoing
06/2015 to 06/2016	9	N/A	2	7 plus 1 from previous year	Not reported	0	2 in progress, 1 ongoing
06/2016 to 06/2017	1	N/A	1	0	Not reported	0	1 ongoing
06/2017 to 06/2018	6	N/A	2	2	Not reported	0	1 ongoing
06/2018 to 06/2019	4	N/A	3	3	Not reported	0	1 in progress, 1 ongoing
06/2019 to 06/2020	12	5	1	1 from previous year	failure to comply with relevant policies (ethics) for the conduct of research (2), misrepresentation in a funding application (2), plagiarism (1), falsification of data (1), Fabrication of data (1).	6	3 in progress, 1 ongoing

Data extracted from RSAW Committee Annual Reports to Council; June 2013 to June 2019.

\*Acknowledgement of a Breach not offered as an outcome prior to 2019.

**UNIVERSITY COUNCIL  
REPORT FOR INFORMATION**

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**PRESENTED BY:** Chelsea Willness, University Secretary and Chief Governance Officer

**DATE OF MEETING:** October 15, 2020

**SUBJECT:** **Review of the University's "Search and Review Procedures for Senior Administrators"**

**COUNCIL ACTION:** For Information Only

**DECISION PROCESS:**

On March 23, 2020, the recommendations of the joint committee to review the Search and Review Procedures for Senior Administrators were approved by the Board of Governors. The joint committee was constituted per required procedures and according to the Memorandum of Agreement No. 2 to the Collective Bargaining Agreement with the U of S Faculty Association (attachment 1).

**SUMMARY:**

The joint committee consisted of three members of the General Academic Assembly, as approved by Council, and three members chosen by the Board. The committee was comprised of the following individuals:

Linda McMullen – GAA Appointee  
Ingrid Pickering – GAA Appointee  
Dale Ward – GAA appointee  
Cheryl Carver – Board of Governors appointee  
Jim Germida – Board of Governors appointee  
Grant Isaac – Board of Governors appointee  
Keith Willoughby – Chair  
Beth Bilson – Committee Secretary  
Lori Auchstaetter – Recording Secretary

The committee met on these dates:

2017: January 30, September 5, November 30

2018: January 31, March 1, April 4, May 10, June 13, September 12, Nov. 27

2019: March 11, June 26

Early on in its process, the committee decided to: regard the process as a revision of the existing procedures rather than starting from scratch; and, to reorganize the documents to separate the policy from the procedures and guidelines.

The committee proposed the following changes in the existing procedures, which were accepted by the Board of Governors:

- A. In order to improve understanding and accessibility, the committee recommended that the document be separated into policy, procedures and guidelines sections.
- B. The document should more lucidly clarify the roles of the committee chairs and committees, as well as the president.
- C. In the case of reviews, some of the procedures should be changed to incorporate the option of a public presentation by the incumbent and (in extreme cases) to permit the summarizing of individual input.
- D. The document should more clearly incorporate language regarding diversity and inclusion.
- E. The document should tie the procedures to the University's Mission, Vision and Values statement.
- F. The composition of particular committees should be updated to reflect changed administrative titles.

The committee also identified issues for a future committee to address, including:

- A. The composition of the search and review committees for vice-deans in the College of Medicine (which should await completion of changes to the faculty council bylaws).
- B. The format for the search and review committees for the executive directors of the Global Institute for Food Security, the Global Institute for Water Security, and VIDO-InterVac.
- C. The search procedures and transparency as it relates to "interim" candidates for senior administrative positions.
- D. The limitation for senior administrators to only serve two terms.
- E. The taxing treatment endured by senior administrators during the review process, particularly for female deans.
- F. Committee composition by category.

In addition, feedback from University Council leadership was received by the Board of Governors to the effect that for future reviews of the procedures, more robust, timely, and direct consultation with Council is desired. Also, that terms of reference for the committee that reviews the Search & Review Procedures should be developed in advance of the commencement of the work. The Board also accepted the additional consideration(s) that normally incumbents may be reappointed for only one additional term (i.e., a total of two terms) except in exceptional circumstances, and that verbatim feedback be summarized prior to it being received by an incumbent under review.

#### **ATTACHMENTS:**

1. Letter of Understanding (MOA #2) between the University of Saskatchewan and the University of Saskatchewan Faculty Association
2. Policy for Search and Review for Senior Administrators
3. Procedures for Search and Review for Senior Administrators
4. Guidelines for Search and Review for Senior Administrators

ATTACHMENT 1: SEARCH & REVIEW PROCEDURES: Letter of understanding (MOA #2) between the University of Saskatchewan and the University of Saskatchewan Faculty Association

In the interest of promoting harmonious relations and recognizing that the appointment and reappointment of senior Administrative officers has an impact on the working conditions of the Faculty, the University of Saskatchewan and the University of Saskatchewan Faculty Association agree that the following represents their understanding with respect to the appointment and reappointment of senior administrative officers of the University:

1. The University of Saskatchewan agrees that the search procedures outlined in the policy documents issued by the Board of Governors in 1997, and as amended from time to time, shall be interpreted to include Deans (including the Dean, University Library), Associate Deans (including the Associate Dean, University Library), the Associate Vice-President Human Resources, the Associate Vice-President Information and Communications Technology, the Associate Vice-President Student and Enrolment Services, the Vice-Provost, the Vice-President Finance and Resources, the Vice-President Research, the Provost and Vice-President Academic, the President and additional positions as deemed appropriate by the Joint Committee.
2. From time to time, a Joint Committee of the Board of Governors and Council will be established to review the search procedures in respect of the appointment and reappointment of the senior administrative officers noted above, and will report their findings and any proposed amendments to the Board of Governors. The appropriate number of faculty or Council members on the search committees and the appropriate methods for selection of faculty or Council members will be included in the review.
3. The Joint Committee shall be comprised of three (3) members appointed by the Board, and three (3) members drawn from the membership of the General Academic Assembly named by the Nominations Committee of Council and approved by Council, and an independent Chair appointed by the Board of Governors from a list of names put forward by the Joint Committee. The list shall be approved by a majority of the members of the Committee, including at least a majority of the Council appointees, and a majority of the Board appointees.
4. The University agrees to make the policy available on the University web site. Print copies of the policy shall also be available, upon request.
5. The University restates its commitment to follow the policies issued by the Board of Governors and to allow the full range and extent of consultation envisioned by these policies.

Robert E. Gander

\_\_\_\_\_  
Signing for the Association  
Dated August 26, 2003

Mark Evered

\_\_\_\_\_  
Signing for the University

## ATTACHMENT 2: POLICY FOR SEARCH &amp; REVIEW OF SENIOR ADMINISTRATORS

**Title of Policy: Search and Review for Senior Administrators**

<b>Category:</b>	Leave this blank; a category will be assigned
<b>Number:</b>	Leave this blank; a number will be assigned
<b>Responsibility:</b>	Indicate the senior administrative position responsible for the policy (the sponsor)
<b>Approval:</b>	<b>Board of Governors</b>
<b>Date:</b>	Date initially approved; date(s) re-formatted or revised

**Purpose:**

The search for senior administrators is one of the highest priorities of the university. Searches must be well-planned and commence in a timely manner to permit the consideration of a wide range of qualified candidates, to provide for a smooth transition between leaders, and to ensure continued momentum towards the university's commitments and strategic goals.

The review of incumbents in senior administrative positions provides an opportunity to assess the effectiveness of their leadership and their capacity to make an ongoing contribution to the achievement of the university's strategic goals. The review may result either in a recommendation that the incumbent be reappointed, or a recommendation that the incumbent not be reappointed and a search undertaken.

This policy, and the accompanying procedures and guidelines, are intended to assist the search and review process in maintaining excellent administrative leadership in all parts of the university.

**Scope of this Policy:**

This policy applies to the search and review processes for associate deans, associate directors of schools, vice-deans, deans (including the dean of the University Library), executive directors of schools and selected centres, vice-provosts, associate provosts, assistant provosts, associate vice-presidents, vice presidents and the president. The specific positions covered by this policy are listed in Appendix B.

The following criteria are applied to determine which senior positions should be subject to these provisions:

1. Centrality of the position to the academic mission of the university. The closer the responsibilities of the position lie to the centre of the university's academic mission the more imperative it is that the position is subject to the procedures.
2. The academic decision making authority vested in the position. If the incumbent in a position has the direct authority to decide academic outcomes and directions, the position should be subject to these provisions. Conversely, if the incumbent in a position primarily provides

support and technical expertise, the position should not be subject to these procedures.

3. The level of academic experience required by the position. If a position clearly requires academic experience in teaching and research, then careful consideration should be given to including it within the scope of these procedures. If a position clearly does not require academic experience in teaching and research (notwithstanding the possibility that an incumbent may have such experience), the position probably should not be subject to these procedures.
4. The level of technical expertise required by the position. If a position has highly technical requirements, such that members of a search or review committee may not realistically be able to assess the quality or performance of a candidate or incumbent, the position should not be subject to these procedures.

### **Principles:**

#### **Principles for Search Committees**

The following principles apply to search committees:

##### **Transparency**

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

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

##### **Accountability**

Search committees (except the search committee for the president) report to the Board of Governors through the president. The report will provide a rationale for the committee's recommendation and include the majority and minority views (if any) held by committee members. The president will indicate to the Board concurrence or non-concurrence with the recommendation of the search committee.

The search committee for the president reports directly to the Board of Governors. The report will provide a rationale for the committee's recommendation and include the majority and minority views (if any) held by committee members.

##### **Confidentiality**

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

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

### **Representation**

Those constituencies most directly affected by the position should be represented in the search process subject to reasonable limits on the size of the search committee, and the committee should be representative of and embody the diversity of our larger community. The composition of search committees for the positions within the scope of this policy is set out in Appendix A.

### **Consultation**

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

### **Timeliness**

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

### **Respect**

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

### **Equity, Diversity and Inclusion**

The Mission, Vision and Values statement adopted by the university in 2016 identifies as a guiding principle of all university activity diversity, equality, and human dignity, and further names inclusiveness as a pervading value. In this context, search and review committees have a positive obligation to attend to considerations of diversity and inclusion in their work. One element of this obligation is to take into account the significance attached to Indigenization and reconciliation in the university's articulated priorities.

In identifying and considering candidates, the committee has a positive obligation to take into account the importance of increasing the diversity and inclusiveness of the university's administrative ranks.

The university is committed to taking action to provide equity of access and opportunity in accordance with the principles of different ways of knowing, learning, and being; and diversity, equity, and human dignity. As such, the search committee will conduct its work in accordance with employment equity policies. The search committee will conduct its work to ensure that equity group candidates and candidates from other protected groups are given fair consideration.

In identifying and considering all candidates, the committee will ensure it takes into account the importance of increasing the diversity and inclusiveness of the university's administrative ranks.

Equity relates specifically to four identified groups (persons with a disability, visible minority persons, women, and Indigenous people). In addition, the search committee will ensure that it

does not discriminate on the basis of other grounds protected under human rights legislation including, but not limited to sexual orientation, religion, marital status, age, gender and sexual identity.

### **Conflict of Interest**

Any real or perceived conflict of interest by a search committee member should be identified and disclosed as soon as a committee member becomes aware of it so that it may be appropriately considered by the committee. There are many possible relationships or interests that could constitute conflict of interest (see the university Conflict of Interest policy for a more complete discussion) but in particular, a committee member is in conflict of interest if he or she is biased for or against a candidate or has a close personal or professional relationship with that candidate.

### **Role of Individual Search Committee Members**

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

### **Finite Role of the Search Committee**

The work of the search committee is important but it is transitory: the appointees have no obligation to the search committee subsequent to their appointment.

## **Principles for Review Committees**

The following principles apply to review committees:

### **Transparency**

The review process, procedures and composition of the review committee will be readily available and accessible to all interested parties. The review committee should ensure consistent and meaningful communications to the community and the incumbent about the process as it unfolds.

### **Accountability**

Review committees (except the review committee for the president) report to the Board of Governors through the president. The report will provide a rationale for the committee's recommendation and include the majority and minority views (if any) held by committee members. The president shall indicate to the Board concurrence or non-concurrence with the recommendation of the review committee.

The review committee for the president reports directly to the Board of Governors. The report will provide a rationale for the committee's recommendation and include the majority and minority views (if any) held by committee members.

### **Confidentiality of Responses on Performance**

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

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

**Disclosure**

Incumbents being reviewed must be aware of and have access to the materials that form the basis of their review.

**Representation**

Those constituencies most directly affected by the position should be represented in the review process subject to reasonable limits on the size of the review committee, and committees should be representative and embody the diversity of our larger community.

**Consultation**

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

**Timeliness**

Review committees should be formed expeditiously and begin work in a timely fashion to ensure minimum possible disruption to the work of the incumbent, or in those situations where a search is recommended, to allow the search process itself to be undertaken in a timely fashion.

**Respect**

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

**Equity, Diversity and Inclusion**

The review committee will conduct its work in accordance with the university's employment equity policies. In assessing the incumbent, the committee has a positive obligation to take into account the university's goal of increasing the diversity and inclusiveness of the administrative ranks.

The university is committed to taking action to provide equity of access and opportunity in accordance with the principles of different ways of knowing, learning, and being; and diversity, equity, and human dignity. The review committee will conduct its work to ensure that an incumbent from an equity group or from other protected groups is given fair consideration.

**Conflict of Interest**

Any real or perceived conflict of interest by a review committee member shall be identified and disclosed as soon as a committee member becomes aware of it so that it may be appropriately considered by the committee. There are many possible relationships or interests that could constitute conflict of interest (see the university Conflict of Interest policy for a more complete discussion), but in particular, a committee member is in conflict of interest if that person has a close personal or professional relationship with the incumbent.

**Objectivity**

The role of the review committee is to consider the assessments submitted objectively and consider these in light of the incumbent's capabilities and ability to lead their unit going forward.

**Role of Individual Review Committee Members**

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

**Finite Role of the Review Committee**

The work of the review committee is important but it is transitory: if an incumbent is reappointed they have no obligation to the review committee subsequent to their reappointment.

**Policy:**

The University of Saskatchewan is committed to being a pre-eminent institution of higher learning. This can only be achieved with truly exceptional senior administrators leading, directing and equipping equally exceptional faculty and staff toward a shared vision of outstanding internationally recognized achievement. It is therefore critical that search and review procedures for senior administrators result in outstanding candidates being identified in the search process and retained and supported in the review process. It is likewise critical that recommended candidates are able to work with, support and complement the contributions of other senior administrators, faculty and staff. The goal of the search and review procedures for senior administrators is to identify, recruit, support and retain such truly exceptional individuals.

This policy contemplates that search and review committees will take into account the range of perspectives of their members, and conduct their affairs in accordance with the principles set out above.

**Responsibilities:**

The Board of Governors is responsible for appointing senior administrators. In the case of associate deans and associate directors of schools, this responsibility has been delegated to the provost and vice-president academic.

**Procedures**

The procedures to be followed by search and review committees are set out in the Procedures for Search and Review Committees for Senior Administrators linked to this policy.

**Review**

This policy, and the procedures and guidelines, are subject to review from time to time, at the request of the Board of Governors, by the Joint Committee for Review of the Search and Review Procedures for Senior Administrators.

**Related Documents****Contact information:**

ATTACHMENT 3: SEARCH & REVIEW PROCEDURES: Procedures document provided by the Joint Committee

## Procedures for Search and Review for Senior Administrators

### Search Procedures

1. In the penultimate year of the term of the incumbent, a search committee shall be struck.
2. The committee shall normally be chaired by the individual to whom the appointee will report. The role of the chair of a search committee includes the following responsibilities:
  - to discuss with committee members the procedure that will be followed and to ensure that the procedures are adhered to
  - to ensure that there are opportunities for all committee members to express their views and to maintain an environment that is respectful of all perspectives
  - to focus the attention of the committee on trying to reach consensus
  - to ensure that the committee has as complete information as possible about the candidates being considered
  - to provide to the president a report reflecting the majority and minority views (if any) of the committee
3. The composition of the committee shall be made public.
4. If a committee member ceases to serve for any reason prior to interviews with candidates, a replacement shall be appointed by the same process and from the same constituency as the member withdrawing. If candidate interviews have commenced, the committee member will not be replaced.
5. Within the university's collegial environment, conflicts of interest or perceived conflicts of interest may exist, particularly in relation to internal candidates. Any conflict of interest or perceived conflict of interest by a member on a search and review committee, either at the time of appointment to the committee or arising during the course of the search or review, must be promptly disclosed to the committee chair so that it may be addressed by the committee. There are many possible relationships or interests that could constitute conflict of interest but in particular, a committee member is in conflict of interest if he or she is biased for or against a candidate. Additionally, some situations may arise that are not specifically defined by this policy, but must be reported and considered in order to determine whether a conflict of interest exists or may be seen to exist.

Any conflict of interest or perceived conflict of interest of any member, as described in the university Conflict of Interest Policy, shall be promptly disclosed by the member to the committee, so that it may be appropriately considered by the committee to determine whether the member shall resign.

6. Subject to the approved principles for searches and reviews, the committee shall establish its own procedures. It is critically important that all committee members are working from the same base of information and that the significance of that information is considered by the entire committee. Accordingly at the first possible opportunity the committee should establish such matters as quorum, attendance expectations, and information gathering procedures.
7. All search and review committees are required to be fully aware of and proceed in accordance with university employment equity policies. As search and review committees are able to formulate their

own procedures, the flexibility is afforded for committees to accommodate cultural and gender distinctions among candidates. In particular, the topic, format, venue and perhaps even the advisability of a formal presentation should be considered carefully by search committees. There may be alternative methods to assess a candidate's ability and to allow public input into a candidate's suitability for an administrative position.

8. When a short list of candidates has been established, the search committee determines whether the search will be confidential or open. For all searches, if the search committee is persuaded that the search will be disadvantaged by requiring public presentations of the short-listed candidates the committee, at its discretion, may continue the search process in confidence. In the absence of such evidence, the committee is encouraged to make every effort to involve faculty and staff through such means as forums or seminar presentations.
9. A search consultant, if retained, shall be advisory to the search committee. Search consultants are highly knowledgeable in their own right and if retained their services should be used in such a way that the committee receives maximum benefit from their expertise.
10. The committee should review the position profile and may recommend revision. The search parameters for the position should be based on the position profile. If the search committee finds that it is seeking qualities in the applicants that are not implied by the position profile, the committee should either recommend revision of the position profile or adjust its expectations of applicants to match the profile.
11. For a presidential search, the committee shall provide the opportunity for interested members of the university community to provide written comments on the strategic goals and objectives of the university, and on the progress made or problems encountered in achieving those goals and objectives. All submissions must be written and signed and will be acknowledged and treated in confidence. Electronic submissions are acceptable with provisions made to confirm the authenticity of the author.
12. For deans and executive directors, the committee shall hold a meeting open to all faculty members of the college or school and shall also consult with staff to discuss the responsibilities, challenges and opportunities of the college or school in relation to its Plan and progress made towards meeting strategic goals expressed in the Plan. Staff may attend the open meeting with faculty or may be consulted in a separate meeting as the search committee deems appropriate for a particular college or school.
13. For vice-deans, associate deans and associate directors of schools, members of the university community shall be advised that the position of associate dean or associate director will become vacant at a specific date and be invited to submit applications and nominations. Normally, vice-deans, associate deans and associate directors are recruited internally. When a new vice-dean, associate dean or associate director position is created, a search committee shall be appointed and the search process used for existing positions shall be followed.
14. For all senior administrative positions, excepting internal searches for vice-deans, associate deans and associate directors, the committee should conduct an extensive search. Although the committee may determine the most appropriate means and methods of obtaining applications and nominations,

- a) the position shall be advertised in appropriate publications; and by appropriate electronic means
  - b) other institutions may be canvassed for nominations;
  - c) nominations shall be invited from faculty;
  - d) a search consultant may be employed.
- 15. Searches for senior administrators should commence in a timely manner. Whenever possible the search, including for newly-created positions, should begin far enough in advance that an appointment can be made without the necessity for an intervening acting appointment.
- 16. The chair and the majority of the committee shall strive to come to agreement on the preferred candidate. If there are differing views between the chair and the majority of the committee on the preferred candidate, it is critical that there be agreement on acceptable candidates, and the chair may recommend any acceptable candidate to the president.
- 17. In the event the committee wishes to include in its recommendation the academic appointment with tenure of a candidate, a recommendation for appointment with tenure specifying rank shall be sought from the relevant academic unit.
- 18. A report shall accompany the search committee recommendation, which details the process followed and the majority and any minority views of members. All reasonable efforts will be made to permit members of the committee to review the report before it is submitted.
- 19. The president must be in agreement with the recommendation. It is within the purview of the president to make an alternative recommendation. If the president provides a recommendation from the short-listed candidates to the Board different from that of the committee, he or she should provide a rationale to the Board for the alternative recommendation, and the rationale for the alternative recommendation should be provided to the search committee for information.
- 20. For the appointment of the president, the search committee shall submit to the Board the name of the preferred candidate with a comprehensive report outlining the committee's assessment of the candidates. This report shall be presented for advice to the Board at a joint meeting of the search committee and the Board of Governors.
- 21. For associate deans and associate directors of schools, the Board of Governors has empowered the provost and vice-president academic to make the appointment after considering the report of the search committee
- 22. Situations may arise when a search is considered failed. A search is declared failed by the president or the Board. For example, a search may be declared failed if the chair and the search committee cannot come to an agreement on an acceptable candidate to recommend for appointment. If the president declares a search failed, the search committee may be reconstituted and may or may not consist of new membership, as determined by the president. If the Board declares a search failed, the Board shall decide how to proceed.

## Review Procedures

1. In the penultimate year of the term of the incumbent, a review committee shall be struck if the incumbent wishes to seek a further term. Nothing in these review procedures should be interpreted as preventing an incumbent from consulting informally with colleagues prior to deciding to submit to the review process.
2. The committee shall normally be chaired by the individual to whom the incumbent reports. The role of the chair of a review committee includes the following responsibilities:
  - to discuss with committee members the procedure to be followed and to ensure that the procedures are adhered to
  - to ensure that there are opportunities for all committee members to express their views and to maintain an environment that is respectful of all perspectives
  - to focus the attention of the committee on trying to reach consensus
  - to provide to the president a report reflecting the majority and minority views of the committee
3. The composition of the committee shall be made public.
4. If a committee member ceases to serve for any reason prior to the interview with the incumbent, a replacement shall be appointed by the same process and from the same constituency as the committee member withdrawing. If the interview with the incumbent has occurred, the committee member will not be replaced.
5. Any conflict of interest or perceived conflict of interest of any member, as described in the university Conflict of Interest Policy, will be promptly disclosed by the member to the committee, so that it may be appropriately considered by the committee to determine whether the member shall resign.
6. Subject to the approved principles and procedures for searches and reviews, the committee shall establish its own procedures. The chair shall meet with the incumbent prior to and subsequent to the review to provide information and feedback about the process and outcome. The incumbent shall normally have an opportunity to meet with the committee as a whole to discuss the performance of the incumbent. It is critically important that all committee members are working from the same base of information and that the significance of that information is considered by the entire committee. Accordingly, at the first possible opportunity the committee should establish such matters as quorum, attendance expectations, and information gathering procedures. The review committee should commit to identifying and addressing barriers and providing supports to ensure equity of access and opportunity.

The committee shall review the position profile and may recommend revision. Assessment of an incumbent's performance should be based on the position profile that applied during the incumbent's term of office. Assessment of the likelihood of the incumbent continuing to perform the responsibilities of his or her office at a high level should be based on the revised position profile if that profile is different from what was in effect during the incumbent's term. If, in considering the likelihood of the incumbent performing at a high level in the future, the review committee finds that it is seeking qualities in an incumbent that are not implied by the position

profile, the committee should either recommend revision of the position profile or adjust its expectations of the incumbent to match the profile.

7. In conducting a review of the incumbent, the committee shall review the performance and progress made toward stated goals which have been outlined as part of the annual appraisal and evaluation process conducted by the incumbent's supervisor. As the 360-degree review process is primarily intended as a formative process, the 360-degree reviews in their original form should not be circulated to the review committees.

Written comment on the performance of the incumbent shall be invited by the chair from members of the university community. All submissions must be written and signed and shall be acknowledged. Electronic submissions will be accepted with provisions made to confirm the authenticity of the author.

Submissions received should be provided to the committee and incumbent as submitted, other than with the removal of the author's name. The chair shall first review the submissions to ensure their professionalism. The chair shall contact the author of any submissions considered by the chair to be unprofessional and provide the opportunity for the author to resubmit her or his comments. Unprofessional submissions shall not be provided to the incumbent and committee. Without revealing their content, the chair shall report all exclusions to the committee.

In exceptional circumstances, the committee may decide to provide the incumbent with a summary of some or all of the submissions, rather than the submissions themselves, provided that the substance of the submissions is accurately conveyed.

The incumbent shall be given an opportunity to make a public presentation stating what the unit has achieved under their leadership and setting out their goals for a further term.

8. Reappointment of senior administrators shall be recommended if the committee and the supervisor for the incumbent agree the incumbent has fulfilled all responsibilities at a high level and is making and is expected to continue to make significant contributions to the University as defined by their administrative responsibilities.
9. For deans and executive directors, the committee shall conduct a full review of the performance of the incumbent within the context of the position profile and strategic goals and objectives of the college or school as expressed within its Plan, and written comments received from members of the university community. Upon completion of its review, the committee shall recommend either that the incumbent be re-appointed to a subsequent term or that a search be conducted.

For vice-deans, associate deans and associate directors, the committee will conduct a full review of the performance of the incumbent within the context of the position profile and strategic goals and objectives of the college as expressed within its Plan. Upon completion of its review, the committee shall recommend either that the incumbent be appointed to a subsequent term or that a search be conducted.

10. If a review does not lead to a recommendation for reappointment, a search committee shall be constituted. It is permissible but not required that members of the review committee could also serve on the subsequent search committee.

11. A report shall accompany the review committee recommendation, which details the process followed and the majority and any minority views of members. All reasonable efforts shall be made to permit the committee to review the report before it is submitted.
12. The recommendation of the committee shall be provided to the Board of Governors through the president. If the president's recommendation differs from the majority view of the review committee, a rationale for the alternative recommendation shall be provided to the Board of Governors, and the rationale for the alternative recommendation provided to the review committee for information. For the review of the president and the provost and vice-president academic, the review committee's report shall be presented for advice to the Board of Governors at a joint meeting of the review committee and the Board.

## ATTACHMENT 4 - GUIDELINES FOR SEARCH AND REVIEW OF SENIOR ADMINISTRATORS

### General

1. The Board of Governors has general responsibility and oversight for the timeliness and progress of searches and reviews. At regular intervals senior administration should provide to the Board a schedule of current and pending searches and reviews and progress towards completion.
2. The process and stage of the search or review should be readily available and communicated to the University community and relevant external constituencies.
3. The search/review committee shall normally include an undergraduate student and may include a graduate student. If no graduate student is included on the committee, the undergraduate student shall be directed to consult with graduate students in the college respecting the needs of the position.
4. Normally terms of office for all positions covered by this policy and these procedures will not exceed five years. If the recommendation of a search or review committee is for a term exceeding five years, the report of the committee should provide a rationale for this proposal.

### Use of Search Consultants

A search consultant, if retained, shall be advisory to the search committee. Search consultants are highly knowledgeable in their own right and if retained their services should be used in such a way that the committee receives maximum benefit from their expertise. Committees should encourage consultants to present as wide a range of potential candidates as possible. Committees may also determine additional means of identifying possible candidates for consideration.

### Equity, Diversity and Inclusion

The Mission, Vision and Values statement adopted by the university in 2016 identifies as a guiding principle of all university activity diversity, equality, and human dignity, and further names inclusiveness as a pervading value. In this context, search and review committees have a positive obligation to attend to considerations of diversity and inclusion in their work. One element of this obligation is to take into account the significance attached to Indigenization and reconciliation in the university's articulated priorities.

This may entail consideration of alternative strategies for identifying candidates and assessing their suitability.

The university is committed to taking action to provide equity of access and opportunity in accordance with the principles of different ways of knowing, learning, and being; and diversity, equity, and human dignity. As such, search and review committees will conduct their work in accordance with employment equity policies and regard for anti-discrimination legislation.

As search and review committees are able to formulate their own procedures, the flexibility is afforded for committees to accommodate cultural and gender distinctions among candidates. In particular, the topic, format, venue and perhaps even the advisability of a formal presentation should be considered carefully by search committees. There may be alternative methods to assess a candidate's ability and to allow public input into a candidate's suitability for an administrative position.

In identifying and considering all candidates, the committee will ensure it takes into account the

importance of increasing the diversity and inclusiveness of the university's administrative ranks.

Equity relates specifically to the four identified groups (persons with a disability, visible minority persons, women, and Indigenous people). The search committee will ensure that we do not discriminate on the basis of other protected groups including, but not limited to: sexual orientation, religion, marital status, age, gender and sexual identity, etc.

### **Feedback on process**

The Office of the Provost should gather ongoing feedback on best practices for searches and reviews. As part of that endeavor, conducting a brief survey of search and review committees immediately following the conclusion of their work is suggested as a means to gain insight into ways to continue to improve the search and review process.

### **Review committees**

The review committee, and, in particular, the chair, should consider the effect of the timing and duration of the review upon the incumbent and the unit. From the viewpoint of the incumbent, a protracted review is stressful and places the incumbent under extended scrutiny. Care should be taken to ensure that the length of the review process, or uncertainty about its trajectory, does not limit growth within the unit and the University's strategic objectives. The chair should ensure that there is clear communication concerning the commencement date and timetable for the review.

Review committees should be cognizant of the need to balance the openness and transparency of the collegial review of senior administrators, against the potential for the process to be negative and damaging to the incumbent. It should be made clear to those making submissions that, even though their names will be removed from the submission, the confidentiality of their comments cannot be assured. The following process is recommended: Submissions received will be provided to the review committee and incumbent as submitted, other than with the removal of the author's name. The responsibility to ensure that a submission is not identifiable based on its contents rests on the individual making the submission. In exceptional circumstances, the committee may provide the incumbent with a summary of some or all of the submissions, rather than the submissions themselves, provided that the substance of the submissions is accurately conveyed.

Respect for all involved in the review process, including the incumbent, has been expressed as a foundational principle of the review process. Respect does not imply lack of critique. It implies critique focused on performance and ability as it relates to the position profile and decoupled from inappropriate emotional or personal attacks. The chair will first review the submissions to ensure their professionalism. If the chair believes any of the comments submitted are unprofessional, she or he will contact the author and provide him or her with the option of resubmitting. If the author declines to resubmit, the comments will not be provided to the review committee and incumbent. Without revealing their content, the chair shall report all exclusions to the committee.

Review committees might consider whether a more structured approach to obtaining feedback, such as a survey focusing respondents on a clear set of questions, would direct those making submissions to more relevant subject matter.

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

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

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

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

The search/review committee will normally include an undergraduate student (except for schools which have no undergraduate program) and may include a graduate student. If no graduate student is included on the committee, the undergraduate student will be directed to consult with graduate students in the college respecting the needs of the position. The requirement for inclusion of students in a search committee will depend on the relevance of the position to the interests of students; for example, a graduate student should always be included for a research-related position, and an undergraduate student for a position with authority over undergraduate programming. However, in deciding on the inclusion of students, chairs should be mindful of the centrality of students to the university mission and that all positions affect students at least indirectly.

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

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

The following interpretations apply:

Board means the Board of Governors of the University of Saskatchewan

Council means the University of Saskatchewan Council

GAA means the General Academic Assembly of the University of Saskatchewan

GSA means the University of Saskatchewan Graduate Students' Association

Senate means the University of Saskatchewan Senate

USSU means the University of Saskatchewan Students' Union

GIFS means the Global Institute for Food Security

GIWS means the Global Institute for Water Security

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

### **PRESIDENT**

Chair - Chair of the Board

Two members of the Board selected by the Board

One member of the Senate selected by Senate Nominations Committee

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

Four members of the GAA selected by Council

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

### **PROVOST AND VICE-PRESIDENT ACADEMIC**

Chair - the President

One member of the Board selected by the Board

One member of the Senate selected by the Senate Nominations Committee

Four members of the GAA selected by Council

One member of Council, selected by Council, who holds a senior administrative position in the University

Two members of Administration and/or Support Staff appointed by the President

One undergraduate student selected by the USSU

One graduate student selected by the GSA

### **VICE-PROVOSTS**

Chair – Provost and Vice-President Academic

One member of the Board selected by the Board (at the option of the Board)

One Dean or Executive Director of a school appointed by the Provost

One member of Council, selected by Council and who holds a senior administrative position in the University

Four members of the GAA selected by Council

One undergraduate student selected by the USSU, at the discretion of the chair

One graduate student selected by the GSA, at the discretion of the chair

At the discretion of the chair, a staff member or administrator may be added if there is relevance and connectivity to the position that can be demonstrated

## **ASSOCIATE PROVOST**

Chair – provost and vice-president academic or designate

One member of the Board selected by the Board

One dean, vice dean, associate dean or executive director or associate director of a school selected by the provost and vice-president academic

One member of Council, selected by Council who holds a senior administrative position in the university

Three members of the GAA, selected by Council

One undergraduate student selected by the USSU, at the discretion of the chair

One graduate student selected by the GSA, at the discretion of the chair

At the discretion of the chair, a staff member or administrator may be added if there is relevance and connectivity to the position that can be demonstrated

## **VICE-PRESIDENTS**

Chair - the President

One member of the Board selected by the Board (at the option of the Board)

One member of Senate selected by the Senate Nominations Committee

The Provost and Vice-President Academic

Two members of Administration and/or Support Staff appointed by the President

Two members of the GAA selected by Council

One graduate student selected by the GSA

One undergraduate student selected by the USSU

For the Vice-President, Finance and Resources, an additional Board member; one dean or executive director of a school

For the Vice-President Research, two additional GAA members; one dean or executive director of a school; and one member of Council, selected by Council who holds a senior administrative position in the University

## **ASSOCIATE VICE-PRESIDENTS**

Chair – the Vice-President to whom the position reports

One member of the Board selected by the Board (at the option of the Board)

One Dean or Executive Director of school, appointed by the Provost and Vice-President Academic

Three members of the GAA selected by Council

One student selected by the USSU

One graduate student selected by the GSA

## **DEANS AND EXECUTIVE DIRECTORS OF SCHOOLS**

Chair – Provost and Vice-President Academic or designate

One member of the Board selected by the Board (at the option of the Board)

Vice-President Research or designate

One Dean, Vice Dean, Associate Dean or Executive Director or Associate Director of a school appointed by the Provost and Vice-President Academic preferably from a cognate or closely-related college or school

One member of the GAA, selected by Council who is not a member of the faculty of the College and who holds a senior administrative position in the University

Three members of the faculty of the College or School selected by the faculty of the College or School

One undergraduate student selected by the College's student society [An undergraduate student is not included for colleges and schools that do not have an undergraduate program. This applies to the Dean Graduate and Postdoctoral Studies and the Executive Directors of the following: the School of Environment and Sustainability, the Johnson-Shoyama Graduate School of Public Policy, and the School of Public Health, the Global Institute for Food Security, the Global Institute for Water Security and VIDO-InterVac].

One graduate student from a discipline taught in the college or school, selected by the GSA [a graduate student is not included for the Dean of Dentistry]

One member of a related professional association selected by the professional association Unless otherwise indicated, if there is more than one association associated with the College, the Senate Nominations Committee will determine which association is represented [A member from a professional association is not included for colleges and schools for which no association has been identified, but a Senate member is appointed to ensure community representation. At the time of the report, this applies to the Dean Arts and Science, Dean Graduate and Postdoctoral Studies, and Executive Directors of the following: the School of Environment and Sustainability, the Johnson-Shoyama Graduate School of Public Policy, and the School of Public Health];

For Arts and Science, a member of Senate selected by the Senate Nominations Committee; an additional member of GAA who is not a member of the faculty of the College and who holds a senior administrative position in the University; and an additional faculty member; of the four faculty members of the College selected to serve, there should be one from each of the areas of fine arts; humanities; natural sciences; and social sciences;

For Graduate and Postdoctoral Studies, a member of Senate selected by the Senate Nominations Committee [note: the member of GAA selected by Council may be a member of the faculty of the College];

For Kinesiology, a representative of Huskie Athletics and a representative of Recreation Services;

For Medicine, a medical resident selected by the Residents and a representative of the Academic Health Sciences network;

For Pharmacy and Nutrition, an additional member from a related professional association selected by the Senate Nominations Committee to ensure each of the two academic areas is represented;

For the School of Environment and Sustainability, the Johnson-Shoyama Graduate School of Public Policy, and the School of Public Health, a member of Senate appointed by the Senate nominations committee or a representative of an associated professional body if that body is represented on Senate. [Although the Interdisciplinary schools have associated professional bodies, at the time of this report, none of those professional associations have membership on Senate. If the associations apply and are granted membership on Senate they would appoint a member to the Search/Review committee of the appropriate school. In the interim a member of Senate will serve to ensure community representation.] Additionally, the Executive Director of the Johnson-Shoyama Graduate School of Public Policy is a joint appointment with the University of Regina. Provision for University of Regina representation will be necessary. This may involve either modest expansion of the Search/Review committee or sharing of positions between the universities or both.

## **EXECUTIVE DIRECTORS GIFS, GIWS and VIDO-INTERVAC**

Chair – Vice-President Research or designate

One member of the Board selected by the Board (at the option of the Board)

Provost and Vice-President Academic or designate

One Dean, Vice Dean, Associate Dean or Executive Director or Associate Director of a school appointed by the Provost and Vice-President Academic preferably from a cognate or closely-related college or school

One member of the GAA, selected by Council who is not a member of the faculty of the institute or centre and who holds a senior administrative position in the University

Two members of the institute or centre, who are also members of faculty in a college or school

One board member of the institute, selected by the board

One graduate student with an affiliation with the institute or centre, selected by the GSA

One member of Senate appointed by the Senate nominations committee or a representative of an associated professional body if that body is represented on Senate.

## **VICE-DEANS**

Chair - Dean of the College

One member appointed by the Provost and Vice-President Academic who holds a senior administrative position

Two members of the faculty of the College, selected by the faculty of the college or school [In the College of Arts & Science, the committee should include four faculty members, one from each of the areas of fine arts, humanities, natural science and social science.]

One undergraduate student selected by the College's student society, where the vice-dean is clearly involved in student affairs of the college or school

One graduate student selected by the GSA, where the vice-dean has responsibility for research

## **ASSOCIATE DEANS AND ASSOCIATE DIRECTORS**

Chair - Dean of the College, Director of a School

One member appointed by the Provost and Vice-President Academic

Two members of the faculty of the College or School selected by the faculty of the College or School [In the College of Arts & Science, the committee should include four faculty members, one from each of the areas of fine arts, humanities, natural science and social science.]

One undergraduate student selected by the College's student society in cases where the Associate Dean or Associate Director is clearly involved in student affairs in the College or School

One graduate student selected by the GSA where the Associate Dean or Associate Director has responsibility for research

Note that the Associate Director of the Johnson-Shoyama Graduate School of Public Policy is a joint appointment with the University of Regina. Provision for University of Regina representation will be necessary. This may involve either modest expansion of the Search/Review committee or sharing of positions between the universities or both