



MINUTES OF UNIVERSITY COUNCIL
2:30 p.m. Thursday, September 16, 2021
Via Zoom

1. Call to Order

Dr. Pamela Downe, Interim Council Chair, called the meeting to order at 2:32pm. She informed Council members that due to the resignation from the position of Council Chair of Dr. Jay Wilson (who took on the position of Interim Vice Provost, Teaching Learning and Student Experience), she would be serving as Interim Council Chair until November 1, 2021. She noted that information regarding the call for nominations for Council Chair and the election was circulated to Council members and available on the Governance Office's website.

2. Tributes

None.

3. Adoption of the agenda

(Rayan/Jones): *That the agenda be approved as circulated.*

CARRIED.

4. Chair's Opening remarks

The Interim Chair, Dr. Downe, 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.

Dr. Downe asked if there were any media present. John Thornburg identified that he is a producer with CTV but was attending the meeting as a Senator.

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

Dr. Downe reported on the regular monthly meeting between Council committee chairs and the President's Executive Committee (PEC). She reported that the discussion topics at the last meeting were the pandemic response and recovery, and an update on revisions to the TABBS model.

Dr. Downe introduced and thanked the members of the University's Governance Office.

5. Approval of Minutes of the meeting of June 17, 2021

(Gjevre/Jones): *That the minutes be approved.*

CARRIED.

6. Business Arising from the Minutes

None.

7. Report of the President

President Peter Stoicheff thanked Dr. Downe for taking on the role of Interim Council Chair and welcomed Council members back for the 2021-22 academic year.

The President reported that plans to transition to increased in-person teaching and research for fall 2021 were going well. He thanked Council members for their flexibility and support. He reported on the positive results of the vaccination declaration rates by faculty, staff, and students, as well as ongoing monitoring activities and preventative measures for COVID-19.

The President reported that the Memorandum of Understanding (MOU) between USask and Wanuskewin was renewed. He thanked Patti McDougall, and Candace Wasacase-Lafferty for their leadership in the partnership. He also noted that the MOU will contribute to the bid for Wanuskewin to be declared a UNESCO heritage site.

He reported that the university continues to work with the City of Saskatoon toward a 'Green Community' and the shared commitment to climate goals and actions, which stem from the MOU that was signed between City and USask approximately four years ago.

President Stoicheff reflected on the upcoming National Day for Truth and Reconciliation on September 30th, and that it is a day for deep reflection. He noted for Council members that USask would have programming on that day.

Finally, he reported that the work of the *Post-Pandemic Shift Project* had been completed and that an update to Council would be forthcoming.

There was a question about the work that is being done at USask on the Indigenous Strategy. The President responded that with the departure of Dr. Jacqueline Ottmann, the previous Vice Provost, Indigenous Engagement, that work was being organized by the Interim Vice Provost, Dr. Angela Jaime. An update will be provided to Council at a future meeting.

8. Report of the Provost

Dr. Airini, Provost and Vice President Academic, also thanked Dr. Downe for taking on the role of Interim Council Chair, and welcomed the continuing and new Council committee chairs. She expressed thanks to USask's senior leaders, student leaders, and the PEC for their efforts in ensuring a safe return to campus this fall.

Dr. Airini highlighted some of the key points in her written report, e.g., the Uniforum Project, renewal of the Signature Areas of Research, university rankings, and academic program reviews. She encouraged Council members to click on the links in the report for further information.

Dr. Airini welcomed the new Deputy Provost, Dr. Patti McDougall, and new members of the Provost's Executive Team: Dr. Vince Bruni-Bossio, Interim Associate Provost, Strategic Priorities; Dr. Adam Baxter Jones (renewal) as Interim Associate Provost, Health; Dr. Jay Wilson as Interim Vice Provost, Teaching Learning and Student Experience; and Dr. Angela Jaime as Interim Vice Provost, Indigenous Engagement. She noted that three of these are secondments, and the duration of each appointment will align with the strategic planning work and reviewed in 2023. She also welcomed the Executive Director of the School of Environment and Sustainability (SENS), Dr. Karsten Liber, and the new Dean of Nursing, Dr. Solina Richter.

There were no questions about the Provost's Report.

9. Pandemic Response and Recovery Team (PRT) Report

Dr. Patti McDougall, on behalf of Dr. Darcy Marciniuk, Associate Vice President, Research and PRT Chair, gave a report on the work of the PRT. She reported on the following:

- Successful implementation of the system for declaration of vaccination status.
- The website that will be launched to track USask's COVID-19 related data.
- Number of positive COVID-19 rates on and off campus.
- That different approaches will need to be followed for students, staff, or faculty who chose not to declare their vaccination status.

She asked Council members to remind their friends, students and colleagues to get vaccinated and to stay home if they feel ill. She reported that further information will be forthcoming regarding plans for January 2022 as it becomes available.

There was a question about the safety of instructors teaching in person, and whether ventilation systems had been upgraded in certain buildings. There was another question about how confidentiality and data privacy would be ensured by USask when tracking and communicating active, positive COVID-19 cases on campus. Dr. McDougall committed to follow-up individually with the Council members.

10. Student Societies

10.1. Report from the University of Saskatchewan Students' Union (USSU)

Tasnim Jaisee, President of the USSU, presented the report of the USSU as provided in the materials. She announced that all USSU services are back and in person; that funding was made available for anti-racism and anti-oppression for campus clubs; that the USSU is happy to see increased in person study spaces and hours; and that the USSU is working with the University of Regina to advocate for affordability and accessibility of post-secondary education with the Government of Saskatchewan.

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

Rifat Zahan, President of the GSA, reported that the GSA's annual fall orientation was successful. She noted that GSA bursaries are being distributed; that the GSA continues to provide support for students for equity, diversity and inclusion, and mental health and wellbeing; and that the GSA continues to work with students and faculty on the Student Supervisor Agreement.

11. Nominations Committee

Dr. Paul Jones, Chair of the committee, presented the requests for decision.

11.1 Request for Decision: Acting Vice Chair of Council

(Jones/Paslawski): *It is recommended that Council approve the nomination of Dr. Dirk De Boer, Department of Geography & Planning, as Interim Vice-Chair of University Council effective immediately until November 1, 2021.*

CARRIED.

11.2 Request for Decision: Council and Collective Agreement Committees

(Jones/Paslawski): *It is recommended that Council approve the nominations (as attached to the Council agenda package and highlighted) for Council committees and USFA Collective agreement committees, effective immediately.*

CARRIED.

12. Planning and Priorities Committee (PPC)

Dr. Darrell Mousseau, Chair of PPC, introduced the information item and invited Dr. Airini and Vice President Finance and Resources, Greg Fowler, to provide a presentation to Council.

12.1. Report for Information: Financial Update (Q4 results, budget 2021-22) and Strategic Planning

Dr. Airini and Greg Fowler gave a presentation [attached] on USask's financial position, comprehensive financial results (including variances), budget, and strategic priorities. They noted that Financial Townhalls are being planned for October and November, where more detailed information will be available. They emphasized the importance of academic values in the context of ensuring the financial sustainability of the university.

There were questions about what it means to 'create academic themes' and to 'refine academic programs.' Dr. Airini responded that there are several hundred academic programs across campus in different disciplines, and that USask needs to find a way to succinctly communicate USask's unique position to stakeholders such as the Province of Saskatchewan. She provided the example of 'sustainability' as a possible theme. She also responded that refining academic programs is about setting up the university to succeed in areas of priority and to ensure support for programs that are vital to the institution (e.g., Indigenization, or microcredentials).

There was another question about the connection between the five areas of strategic priority and the Uniforum benchmarking project. Dr. Airini replied that the Uniforum work assists in understanding how USask compares to competitors and supports evidence-based planning and decision-making.

13. Governance Committee

Dr. Terry Wotherspoon, Chair of the Governance Committee, presented the item. He reported that pending feedback from Council after this notice of motion, a request for decision would be presented at the October Council meeting. The purpose of the revisions to the Council Bylaws is to realign the roles and responsibilities of APC and PPC in keeping with the recommendations of the Academic Program Approvals Process Review that was conducted in 2020-21 and presented to Council in June 2021.

13.1. Notice of Motion: Revisions to the Council Bylaws

It is recommended that Council approve the proposed revisions to the Council Bylaws Part Two Sections I and V (as per Attachment 13.1.2), effective October 21, 2021.

There was a question about how proposed changes or cancellations of programs will be communicated to campus. Dr. Wotherspoon replied that this falls outside the scope of the proposed changes to the Council Bylaws. Such changes come from academic units, and require consultation with the affected units, which is not affected by these proposed Bylaw revisions.

14. Academic Programs Committee (APC)

Dr. Alison Oates, Chair of APC, presented the information items as provided in the materials.

14.1. Report for Information: Changes to the Academic Calendar 2021-22

Dr. Oates provided an update on changes and accommodations that will be made for students who are impacted.

14.2. Report for Information: Academic Courses Policy 1.2 – Syllabi Changes

Dr. Oates indicated that this provision for syllabi changes will remain in effect for Fall 2021 and will be revisited in December 2021 as we prepare for Winter 2022 term.

There were no questions related to these reports.

15. Other Business

None.

16. Question Period

None.

17. Adjournment

(Jones): Adjourned at 4:23pm

Appendix A: Listing of members in attendance

Appendix B: Presentation - Financial Update (Q4 results, budget 2021-22) and Strategic Planning

[illegible]

COUNCIL ATTENDANCE 2020-2021

Attendance Summary - Non-voting participants

Sep 16, 2021 - meetings are being held via Zoom and attendance is taken as per the participant list while meeting is on.

[illegible]

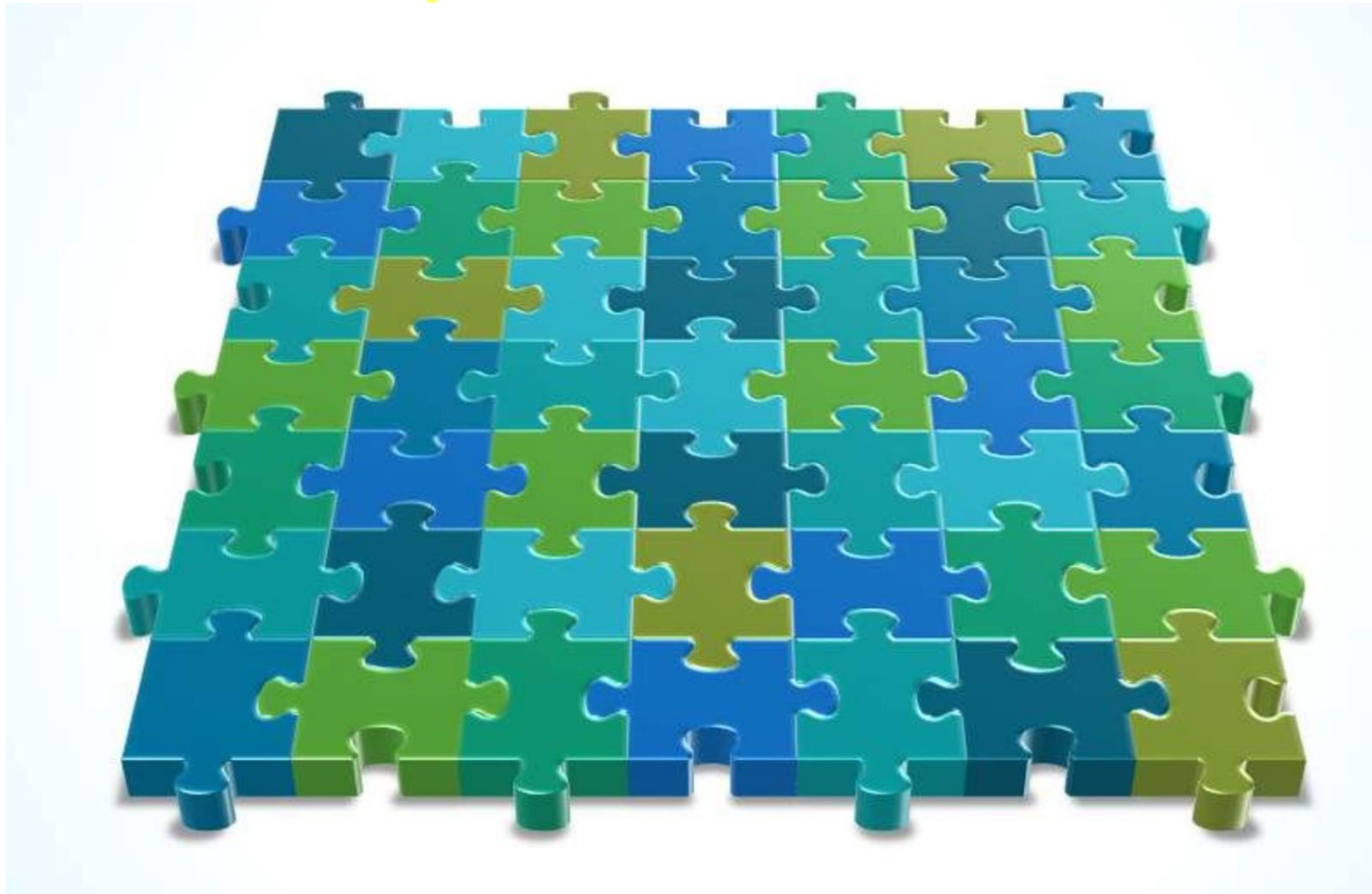


University Council

Financial update and strategic priorities

September 16, 2021

Budget Townhalls: Oct/Nov 2021













**“Academic values lead our decision-making.
Budget realities inform our decision-making”**

Highlights of Discussion

- ❖ Academic values lead our decision-making
- ❖ Financial Update
 - Year-end (Q4) Update
 - USask 2021-22 Budget
 - Measures of Financial Health
 - Financial Sustainability
- ❖ University 2025 Plan strategic priorities

Comprehensive Year-End (Q4) Results

to April 30, 2021

	General Fund		Restricted Funds				
	Operating	Ancillary	SFA**	Research	Capital	Endowments	TOTAL
 BUDGET	\$(36.7)M	\$(5.4)M	\$1.8M	\$3.9M	\$(4.1)M	\$(4.9)M	\$(45.4)M
 ACTUAL	 \$42.0M	 \$(7.2)M	 \$10.5M	 \$59.5M	 \$(16.3)M	 \$51.9M	 \$140.4M
 VARIANCE	\$78.7M	\$(1.8)M	\$8.7M	\$55.6M	\$(12.2)M	\$56.8M	\$185.8M
FUND BALANCE APRIL 30, 2021	\$121.9M*	\$(26.4)M	\$68.7M	\$431.2M	\$1,435.6M***	\$459.4M	\$2,490.4M

* Operating fund balance includes \$44.3M invested in collections

**SFA = Student Financial Aid

***Capital fund balance includes \$1,389.5M invested in capital assets






UNIVERSITY OF
SASKATCHEWAN

Budget 2021-2022

Comprehensive Budget

May 1, 2021 – April 30, 2022

	General Fund		Restricted Funds				
	Operating	Ancillary	SFA*	Research	Capital	Endowments	TOTAL
 REVENUE	\$707.8M	\$54.1M	\$16.5M	\$218.3M	\$30.4M	\$17.3M	\$1044.4M
 EXPENSES**	\$694.0M	\$51.1M	\$14.7M	\$226.0M	\$52.3M	(\$1.9)M	\$1036.2M
 NET	\$13.8M	\$3.0M	\$1.8M	(\$7.7)M	(\$21.9)M	\$19.2M	\$8.2M

*SFA = Student Financial Aid

** = Expenses include interfund transfers

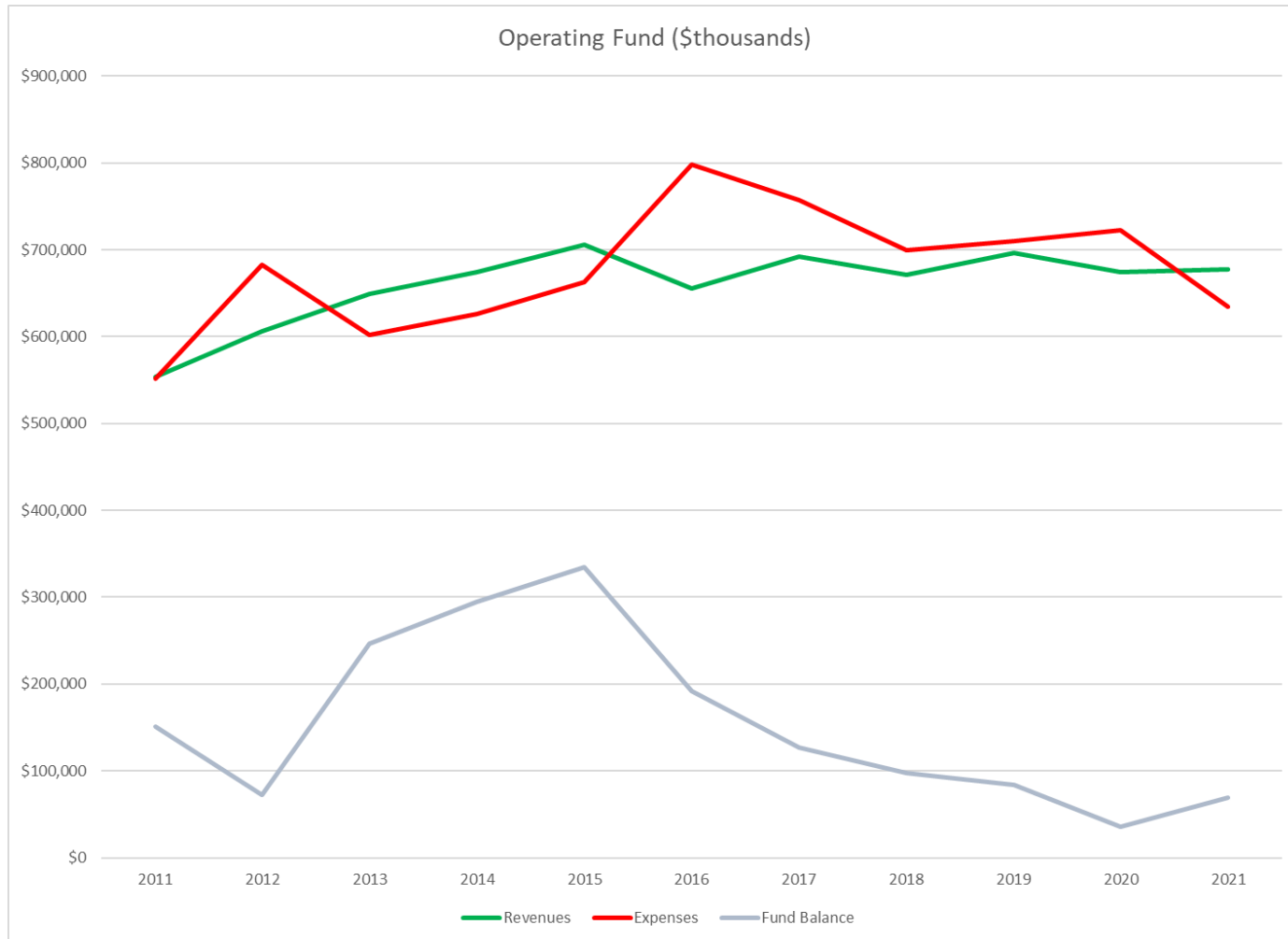
Measures of Financial Health

As of April 30, 2021

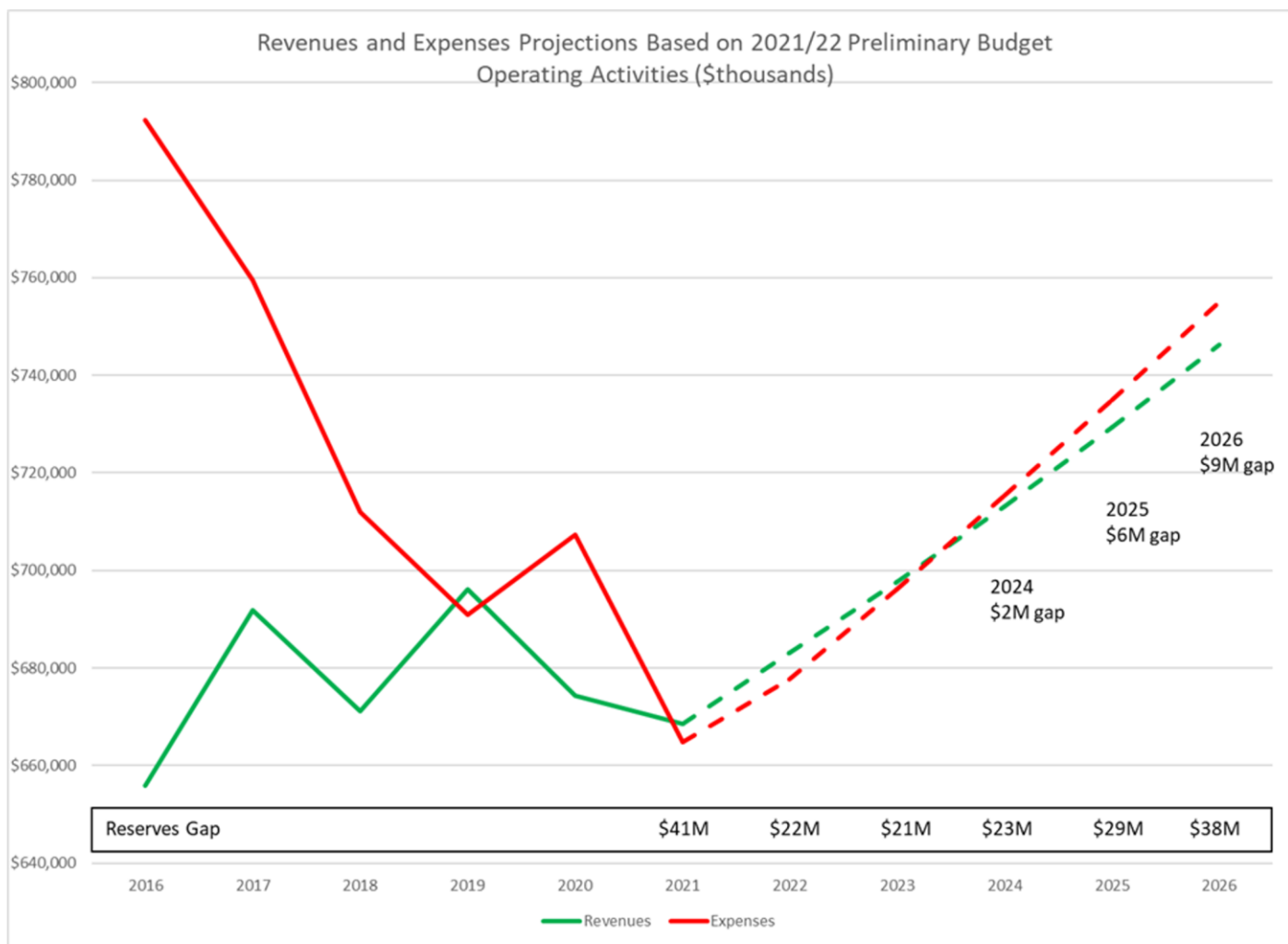
	Internal Financial Management		External Revenue Growth		Capitalization
Key Questions to be Answered	What is the University's ability to absorb losses?	Are we spending our restricted dollars?	What are our investment returns?	What is the level of government support?	Do we have sufficient cash flow to meet our debt service obligations?
Primary Measure	General fund reserve balance and trend	Accumulated restricted fund balance and trend	Investment return % and trend	Provincial operating grant level and trend	Debt service coverage ratio
Trigger Ranges	≥ 1.5-6% of expenditures	Growth of >10% for more than 2 years	Current spending allocation	Base + % increase in SK CPI	>1.25 x
Q4 2021	(1.8)% ↓	4.4% ↑	11.2% ↑	\$317.4M ↑	1.45x ↑
Related Measures (under development)	<ul style="list-style-type: none"> Internally restricted and unrestricted fund balances and trend Sources of operating revenue and trend Tuition revenues and trend 	<ul style="list-style-type: none"> Restricted fund balance by type (research, capital, student financial aid) Research revenues and trend Deferred maintenance value 	<ul style="list-style-type: none"> Endowment and non-endowment fund balance Actual return on pension plan assets Return on assets Return on land assets 	<ul style="list-style-type: none"> Operating grant as % of total revenue Special or one-time funding allocations 	<ul style="list-style-type: none"> Interest coverage ratio Unfunded interest affordability Expendable resources to net debt Operating cash balances



Operating Fund Trends



Looking Forward: Financial Scenarios



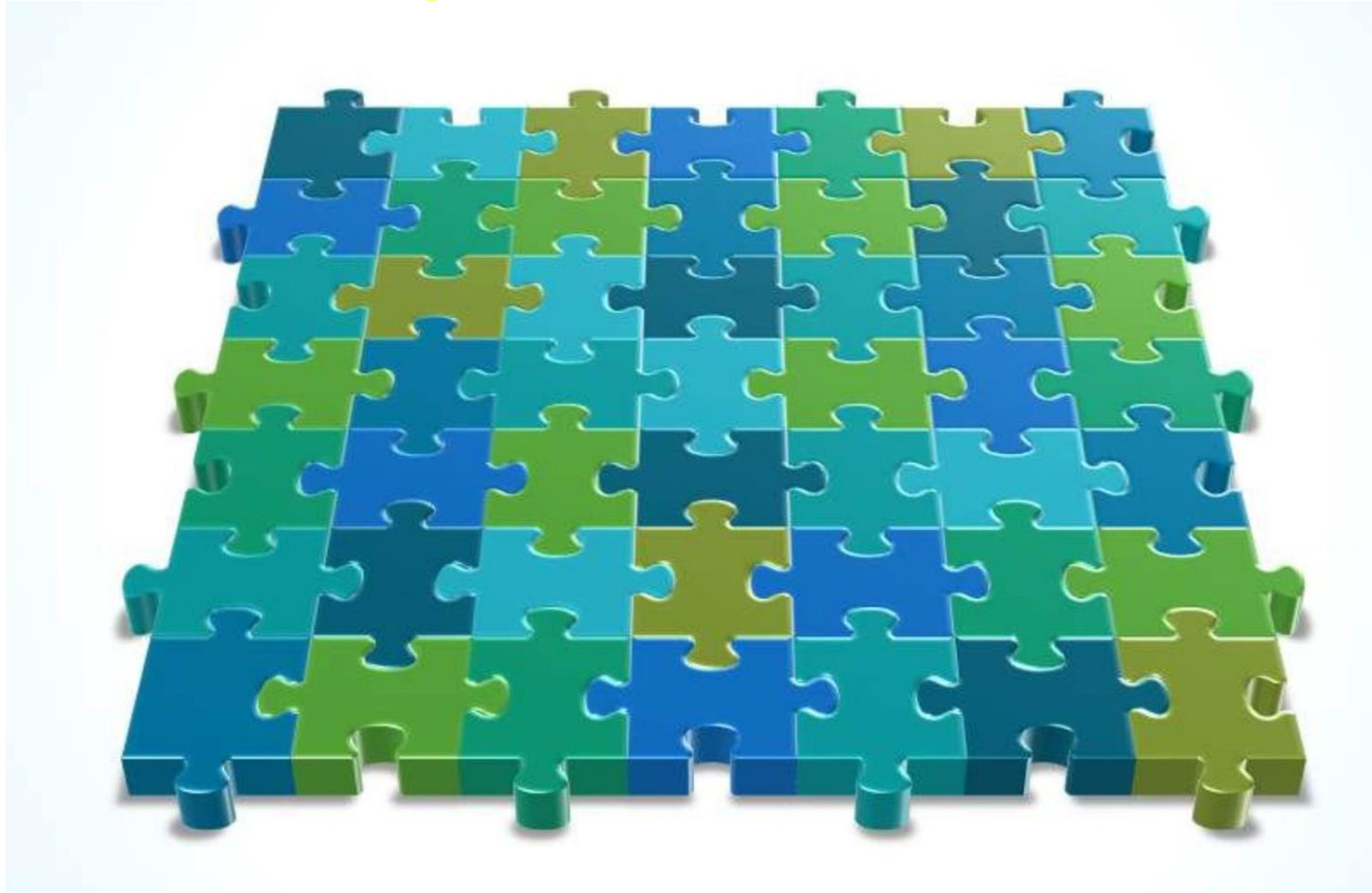
Financial Update Summary

- Our budget is balanced for this fiscal year but there are weaknesses. Challenges continue to exist in college and unit budgets, both in our year-end results and multi-year forecasts
- Cumulative year-end deficits in the general fund (operating + ancillary) for the previous 5 of 6 years are a factor in our overall financial situation
- The financial sustainability strategy – which includes the Senior Leadership Forum strategic priority work - is our plan for addressing this challenge through short, medium and long-term strategic priorities

Financial Sustainability Strategy

Recovery through short, medium and long-term strategies in areas of...

- University 2025 plan aspirations
- Financial management
- Organizational effectiveness & structure alignment
- Funding model effectiveness / continuous improvement
- Government relations
- Revenue generation and maximization
- Governance effectiveness



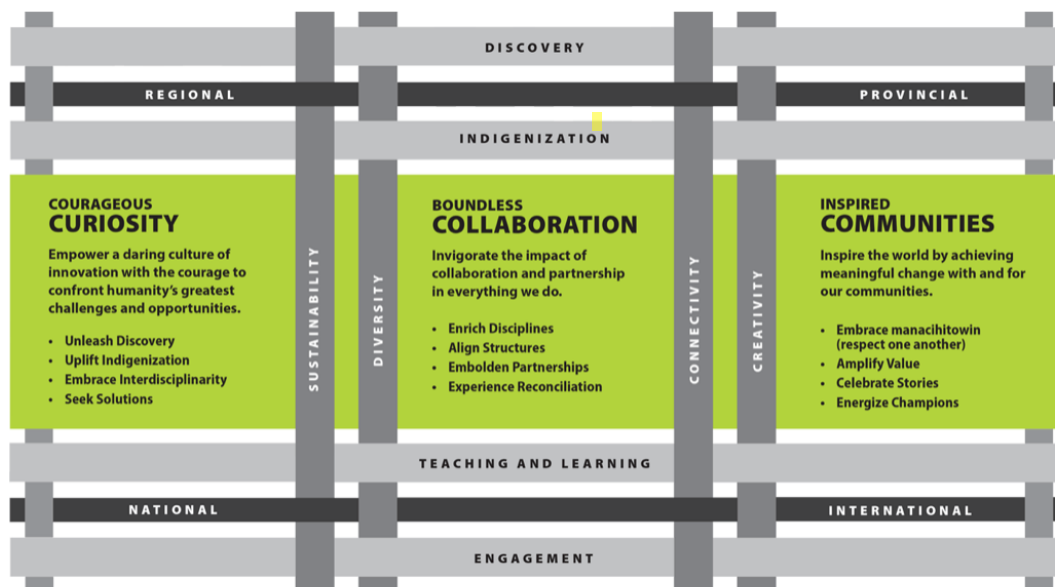
**“Academic values lead our decision-making.
Budget realities inform our decision-making.”**

Primary role of university

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

Our Vision: We will contribute to a sustainable future by **being among the best in the world in areas of special and emerging strengths** that address the needs and aspirations of our region and the world ...

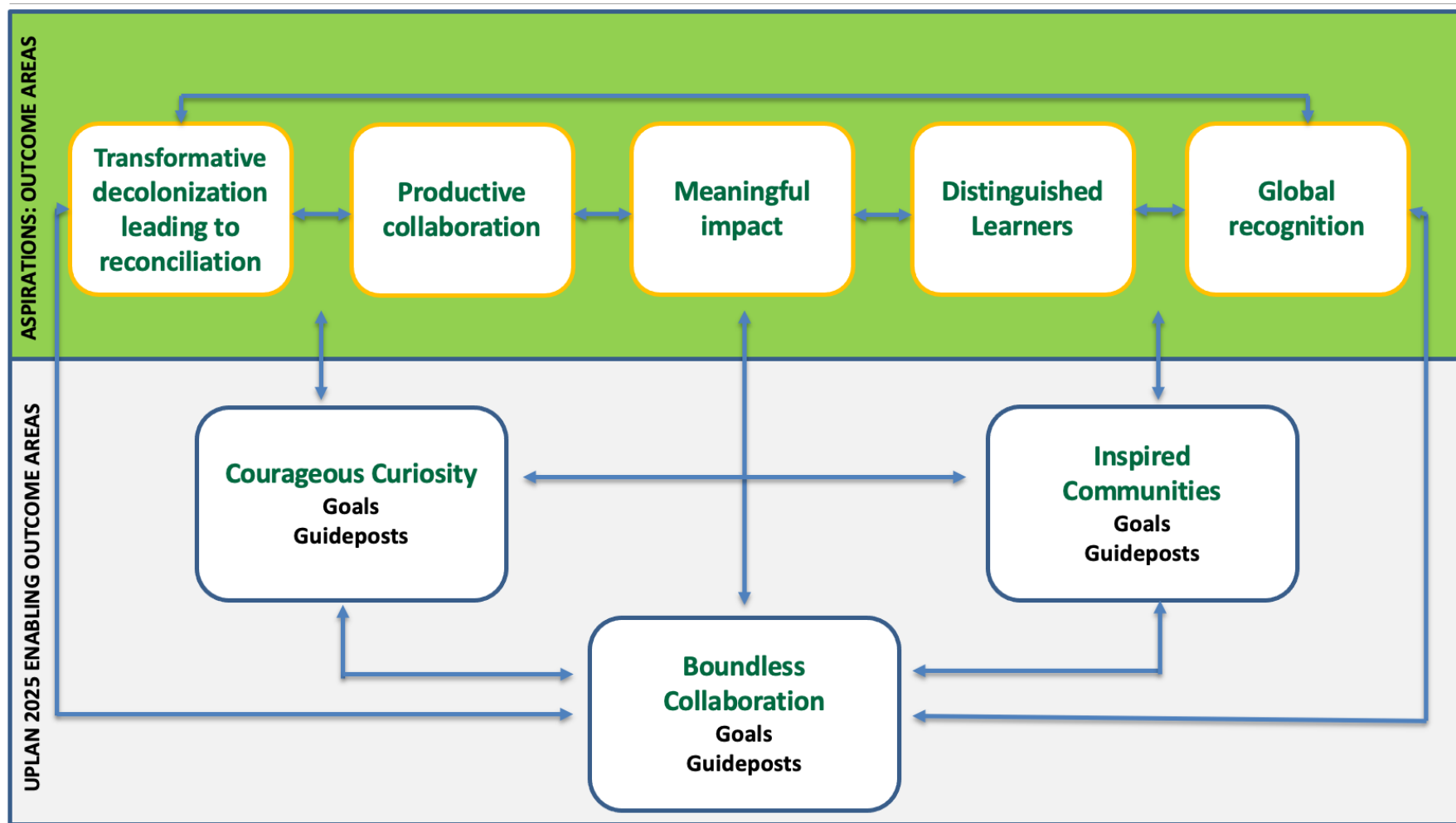
*The University of
Saskatchewan
Act, 1995*



Tracking our
progress
towards five
aspirations

The University
2025 Plan

University 2025 plan: Measures of Health



University 2025 plan: Measures of Health

Transformative decolonization leading to reconciliation

A university in which Indigenous concepts, methodologies, pedagogies, languages, and philosophies are respectfully woven into the tapestry of learning, research, scholarship, creativity, and community engagement.

Productive collaboration

A university in which research and innovation are inspired by and accountable to community partners.

Meaningful impact

A university resolutely committed to measuring its own success in terms of the aspirations of the communities it serves.

Distinguished Learners

A university whose graduates have the drive, the curiosity, and the humility to work with others in addressing the greatest challenges and opportunities the world faces.

Global recognition

A university that sets the standard in learning, research, scholarship, creativity, and community engagement.

- The **University 2025 plan** is our plan for our journey together from 2018.
- Our plan comes from our **strengths** and is a journey of **bold ambition**.
- **We can't get there in 2025** operating the way we are currently.
- **There is no better time** to address barriers than when we're in a position of strength.
- We have **solid government funding**.
- There are going to be changes to services, programs, and employment.
- **We won't be at this stage forever**. We will have the opportunity for growth, and success, from a smaller base.
- We have the University 2025 plan. **We are the team we've been waiting for**. Together, we can do this.

University 2025 plan strategic priorities



Create academic themes



Refresh through reorganizing



Identify what things we will stop doing



Ensure labor force sustainability



Refine academic programs

Project planning

- Concept stage *
- Design stage
- Plan/initiate
- Implementation
- Monitor, closeout of project

Forthcoming:

- Oct-Nov 2021: Budget Townhalls
- Strategic priorities planning & advisory meetings
- Discussions/ briefings/ papers: College & School Councils, University Council Committees, University Council, Board of Governors, Senate
- Online information, including Q and A



- We have the **University 2025 plan**.
- Together **we are taking action** to address immediate financial pressures at USask, and that the changes we make will **advance our academic and research priorities and aspirations, within our means**.
- Academic values lead our decision making. Budget realities inform our decision making.
- We will have the **opportunity for growth, and success**, from a smaller base.
- **We are the team we've been waiting for**. Together, we can do this.



UNIVERSITY OF
SASKATCHEWAN

University Council

Financial update and strategic priorities

**Advancing our university's academic
and research priorities and aspirations, within our means.**

thank you. merci.

māši / pidamaya / pinámaya miigwetch / marsee / hiy hiy

Contacts: greg.fowler@usask.ca

airini@usask.ca