

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

The chair called the meeting to order at 2:34 p.m., observing that quorum had been attained. A memorial tribute to Dr. Louis Horlick, emeritus professor in the Department of Medicine, was delivered by Dr. Vern Hoepfner of the College of Medicine. Dr. Horlick joined the faculty of the University in 1954 and served as the head of the Department of Medicine from 1968 to 1975. He died on October 23, 2012. Following a moment of silence, the business of Council resumed.

1. Adoption of the agenda

PARKINSON/URQUHART: To adopt the agenda as circulated.

CARRIED

2. Opening remarks

Dr. Kalra welcomed members and visitors to the November meeting of Council. Observing that the USSU elections that took place last month resulted in the election of several new student members, he took the opportunity to introduce all of the student members of the Council. Dr. Kalra then drew members' attention to the items before the Council at this meeting and invited Council to turn to the business on the agenda.

3. Minutes of the meeting of October 18, 2012

JAECK/ KULSHRESHTHA: That the Council minutes of October 18, 2012 be approved as circulated.

CARRIED

4. Business from the minutes

A member rose to comment on a statement in the minutes from the president's report that records her assertion that 'we know from the literature that research methods work well to encourage student learning.' He expressed his view that the literature is equivocal on this point and asked whether the president would provide some the literature to which she refers to the teaching and learning committee of Council for review. Dr. Busch-Vishniac agreed to do so.

A second question arose from the discussion of the report on faculty and staff complements, and particularly the query about whether there is data to support the claim that it is the regulatory environment that has driven the increase in administrative staff. Vice-provost for Faculty Relations Jim Germida indicated he has asked members of the information and strategy analytics office (ISA) to provide further information in this regard, and committed to bringing this forward to the next meeting of Council.

5. Report of the President

President Busch-Vishniac referred members of Council to her written report, the first item of which contained comments on the College of Medicine restructuring. Describing this as the most significant issue facing the university and one that will define her presidency, she provided an update on the consultative process being undertaken in the College. She also commented on the anomaly of the university's having authority to hire clinicians but no statutory responsibility to provide clinical services, while the health region has the statutory responsibility for clinical service but not the authority to hire the clinicians. She emphasized the need to partner well with the health regions and the government for a successful outcome.

The president drew members' attention to the item in her written report concerning developments in the Gordon Oakes Red-Bear Centre project. The centre is intended to enhance visibility of First Nations and Métis students and culture on our campus and to provide a focal point for Aboriginal engagement.

Dr. Busch-Vishniac also commented on the campus-wide workforce assessment, relating this to the province's adoption of "Lean" initiatives and their encouragement of all publicly funded institutions including the universities to adopt initiatives to be more efficient and effective in use of resources. A number of senior administrators have undergone Lean training and the approach should be helpful to the institution as it undergoes budget reductions. In line with this focus, the President's Executive group is conducting a comprehensive workplace assessment with an emphasis on structure, division of skills and labour, and service levels in senior administrative offices.

The president closed by reporting on a number of meetings she has undertaken both internally and externally. She has now met with close to half of the colleges and schools; at each of these meetings she invites participants to feedback on what the university does well, where there are challenges and opportunities for improvement and the vision for the institution over the next 10 to 20 years. She invited Council members to reflect on these questions and to contact her with their thoughts.

The chair then opened the floor to questions and comments.

A member asked the president to clarify whether the College of Medicine renewal project would necessarily involve restructuring; the president pointed out that implicit in the accreditation standards, and particularly IS9, is a requirement that some localized authority be moved elsewhere; when power is transferred, that is by definition restructuring.

The same member then referenced the requirement of the collective agreement concerning the authority of department heads to assign duties; the president suggested that it would be premature to anticipate what the final structure would look like and assured him that collective agreement requirements will be addressed. The same member then also asked the president to indicate whether the statement in her report that the College was making "good progress" foreshadowed her approval of the plan; the president reminded the member that it is Council that must approve the plan and that her expression of satisfaction relates to the way the consultation process is unfolding rather than to any specific content of the plan as it develops.

6. Report of the Provost

Dr. Fairbairn commended members to his written report and spent some time expanding on the item concerning operating budget adjustments. He noted that the projected increase to the provincial grant of 2.0% in 2013-14 is a reasonable projection, but may be towards the high end of what we can expect, based on what we see across Canada. The university must, he said, be prepared for the possibility that increases in future will be less than 2%.

The provost also drew members' attention to the reference on p. 17 of his report to program prioritization, and described what is meant by this term, particularly as it is used to describe a well-regarded methodology that was developed by Bob Dickeson, a former university president, and that take into account and prioritizes all activities (including academic programs) that are supported by the operating budget. The method, which the provost characterized as flexible, comprehensive, participatory, open and transparent, and criteria-driven, has been demonstrated to produce results at other institutions across North America. A group of individuals from the U of S including Patti MacDougall, Roy Dobson, Stephen Urquhart, Bob Tyler, Pauline Melis and himself have been at workshops with Dr. Dickeson, and this group as well as members of the Operating Budget Steering Committee would welcome comments and suggestions about the process for program prioritization and particularly the Dickeson model.

In addition to the matters in his report, the provost reported on another budget-related matter, the suspension of activities at the Emma Lake Kenderdine Campus for 3 years, while the university studies the options related to that facility. He acknowledged the campus as a historic site for the province and one with immense value to the approximately 200 students per year who visit the site in connection with their studies. The decision was made by the Provost's Committee on Integrated Planning entirely on financial grounds, because the university is not in a position to make the capital investment required to remedy serious structural defects in the main building that would be required to keep the site operational.

A member asked that the Dickeson principles be widely shared; the provost indicated that copies of the book are available for loan from his office, and that his office has prepared a summary of the main elements of the methodology.

Another member asked for an update on the Dean of Medicine search; the provost indicated that without commenting on the specifics of the matter, in general to attract the kind of candidate the university wants to attract will require success in the restructuring project for the college.

A member asked whether there were any plans to rent out the Kenderdine Campus during its period of closure; the provost referenced potential health, safety and liability issues and indicated that the university will be doing what is required to keep the property from deteriorating and safeguard against vandalism.

Another member took issue with the statement in the provost's report that all of the working groups for the restructuring process in the College of Medicine had now met; Vice-provost Phillipson responded that while the vast majority have been meeting, some have not yet been able to meet particularly because of scheduling issues.

A member asked for further information about the Bayview Alliance; the provost responded that the grant is intended to support the reinvigoration of institutional commitment to teaching and invited the director of the Teaching and Learning Centre to comment. Dr. Greer described the alliance as a

consortium of publicly funded research universities, noting that a press release would be going out today to announce the funding.

7. Student societies

7.1 Report from the USSU

USSU Vice-President, Academic Affairs, Ruvimbo Kanyemba conveyed regrets from President Jared Brown who she explained was preparing for their AGM. Ms. Kanyemba began by congratulating U of S Vice-President Finance and Resources Dr. Richard Florizone on behalf of the USSU, on his appointment as president of Dalhousie University. She then provided an update on the following:

- New tenants, including a dentist and hair salon, for lower Place Riel.
- Hiring for a new manager at Louis'
- A referendum currently in progress for a summer U-Pass
- The January expo of projects
- Teaching excellence awards, open for the first time to teaching assistants
- Funding for student groups
- Fair trade committee and the global village display
- Place Riel art project
- Project to allow students to take electives that would not count in their GPA

Vice-president Kanyemba commended members to the information sheet in their agenda materials that outlines the USSU's vision, mission, values and structures.

The Chair invited members of Council to join him in thanking Ms. Kanyemba for a very thorough report.

7.2 Report from the GSA

GSA President Ehimai Ohiozebau presented an oral report on the activities of the Graduate Students' Association. He introduced his colleague Maily Huynh, Vice-president Operations, who described her portfolio and the work the GSA is doing with over 80 course councillors to encourage involvement with the GSA and to do long-term strategic planning. She reported on increased usage of the Graduate Student Commons, and the need to balance usage between activities and study space; the GSA is attempting to standardize some procedures as well as to set up a policy manual for the use of future executives. She also described work that is being done to enhance the availability of graduate student bursaries, noting that there was \$15K available for the fall term, and that many of the students who apply will receive assistance. She reported that with a surplus in the Health and Dental Plan, a committee of graduate students will be looking at what can be done to expand the program and negotiate more benefits.

Finally, Mr. Ohiozebau reported that he was recently in Ottawa for a conference and to join the Canadian Federation of Students (CFS) in lobbying for more funding for graduate students and was in Ottawa a second time for the Canadian Association of Graduate Studies (CAGS) conference.

The Chair invited members of Council to join him in thanking Mr. Ohiozebou and Ms. Huynh for their report.

8. Planning and Priorities Committee

8.1 Report for Information: Council Criteria for a College of Medicine Renewal Plan

The report was presented by Planning and Priorities Committee chair Dr. Bob Tyler, who prefaced his remarks by indicating there had been considerable conversation in the committee about renewal versus restructuring, plan versus concept, and said that the committee has tried to incorporate as much flexibility as possible in the criteria.

Professor Tyler noted one correction to the attachment: the statement in the first paragraph of the first page of the attachment to the information item should read that the operating budget for the college represents approximately 20% (rather than 15%) of the University's operating budget.

In terms of timing, Dr. Tyler indicated that the committee expects to see a plan come forward from the college in time for review on December 5; the plan and the recommendation of the committee will come to Council on December 20. The committee has spent last few weeks educating itself on the existing structure, issues, and challenges facing the college. To this end, it met with the associate deans, acting dean, and representatives of the governance and accreditation groups, and will meet next week with the Dean's Advisory Committee and has asked to meet with the college faculty council. He explained that the criteria are being reported for information so that Council understands the basis on which the committee will assess the plan, but stressed that Council members will make their own decision about the criteria by which the plan should be judged. The committee, he reported, discussed these criteria at length, and particularly whether these new criteria demand more than was required of the original concept paper. He reminded Council that the president's agreement with the college faculty council executive set forth some terms that need to be addressed, and also that there had been some unease expressed at Council last May concerning a lack of knowledge of the outcomes of the concept paper. The committee has tried to address these in the criteria it has brought forward. He explained that because the proposal will be coming forward from members of the College, it is expected that it will be more fully fleshed out than was the original concept plan. However, the committee is not looking for an implementation plan but something more detailed than the original concept plan. The committee has not yet determined whether it will be bringing forward a decision item or a notice of motion in December.

The Chair opened the floor to comments.

A member thanked the committee for using the word 'renewal' and suggested that the word 'restructuring' is unnecessarily constraining. He suggested that changes to structure should be considered as necessary and that other mechanisms besides restructuring might be appropriate.

Professor Tyler invited members of Council to submit further comments to the committee by email.

8.2 Report for Information: Transparent Activity-Based Budget System (TABBS)

Professor Tyler reminded Council that the TABBS initiative stems from a commitment in the second integrated plan, and that work on this project has been ongoing for several years. The first phase was behind the scenes; phase 2 was development of the model; the current, third phase is implementation and refinement, and the Planning and Priorities Committee felt this would be an appropriate time to report to Council on what TABBS is, how it works, and what it is intended to

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achieve. Dr. Tyler then invited Ms. Ginger Appel, Director of Budget Strategy and Planning, to present this item. Ms. Appel's slides are attached to the minutes as *Appendix B*.

Questions related to the extent to which the TABBS model accounts for the different costs incurred in various colleges for training students; how the model works for graduate students in professional programs (such as the School of Physical Therapy or in the MBA program) who do not have thesis supervisors; and whether the TABBS committee should include representation from all support centres.

8.3 Report for Information: 2013-14 Operations Forecast

Dr. Tyler indicated that the full text of the Operations Forecast was not included in the package but a link has been provided. He described the way the document has changed from previous submissions and the effect of the expectation of a 2% budget increase on this document. The memo in the package is the one that the chair of the Planning and Priorities Committee writes to the president and provost to provide the perspective of the committee. He noted as highlights the emphasis on the social and economic returns the university provides for the province's investment, the university's adoption of 'Lean' initiatives to identify process enhancements and efficiencies; the profiling of capital priorities; the risks inherent in the assumption by the university of higher levels of capital debt; and the request for additional funding for graduate students.

A member of Council provided cautionary comments about moving tuition up to U15 levels, given that the university draws its undergraduate students primarily from the prairie provinces. With respect to the president's characterization of the College of Medicine Renewal as being a defining priority for her presidency, the member suggested that institutional debt levels should be the second defining issue of her presidency.

9. Academic Programs Committee

9.1 Request for Decision: Arts and Science: Template for Certificate of Proficiency

Roy Dobson, Chair of the Academic Programs Committee, presented this report to Council.

DOBSON/ZELLO: That Council approve the proposal from the College of Arts and Science to establish a template for Certificates of Proficiency, and delegate approval of such certificates to the Academic Programs Committee of Council.

CARRIED

10. Nominations Committee

This report was presented by Bev Pain, Chair of the Nominations Committee. Following presentation of the motion, the chair called three times for additional nominations from the floor. There being no nominations from the floor, the motion was put to a vote.

PAIN/KROL: That Council approve the following nominations to fill vacancies on committees, for terms ending June 30, 2015:

Teaching and Learning Committee:
Kathleen James-Cavan, English
Lorraine Holtslander, Nursing

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Academic Support Committee:

Allison Muri, English

Student Academic Hearing and Appeals Panel:

James Montgomery, Small Animal Clinical Science

William Albritton, Microbiology and Immunology

Susan Fowler-Kerry, Nursing

Mark Lees, Academic Family Medicine

University Review Committee:

Donna Goodridge, Nursing

Renewals and Tenure Appeal Panel:

Phil Chillibeck, Kinesiology

Ray Stephanson, English

Rob Hudson, Philosophy

Committee on Research, Scholarly and Artistic Work:

Yu Luo, Biochemistry

CARRIED11. Joint Committee on Chairs and Professorships

The Chair called upon Jim Germida, chair of the joint committee on chairs and professorships, to present these items to Council.

11.1 Request for Decision: Revision and Expansion of the Distinguished Chairs Program

CHIBBAR/OVSENEK: That Council approve the following recommendations:

1. the name of the award be changed to “Distinguished Professorship”, and that a recipient be referred to as “Distinguished Professor”;
2. on retirement a Distinguished Professor will become a “Distinguished Professor Emerita/us”;
3. the 3-year limited term of the award be eliminated, and that the distinction be awarded for life; and
4. the maximum number of Distinguished Professorships for the U of S be increased from 10 to 30, excluding Distinguished Professors Emeriti effective January 1, 2013.

CARRIED

11.2 Louis Horlick Chair in Medicine

CHIBBAR/QUALTIERE: That Council authorize the Board of Governors to establish an honorary chair, by the name of the Louis Horlick Chair in the Department of Medicine, to be held by the department head effective January 1, 2013.

CARRIED

11.3 SaskPower Chair in Power Systems Engineering

CHIBBAR/BARBER: That Council authorize the Board of Governors to establish a SaskPower Chair in Power Systems Engineering.

CARRIED

12. Enrolment Report

Dr. David Hannah, Associate Vice-president for Student Affairs, presented this item to Council as an administrative report. Dr. Hannah distributed a one-page summary, commenting that the vast majority of enrolment information is available on the website at www.usask.ca/isa, and that the information on the site includes helpful tools for pulling out information in different categories. The presentation provided some speculation on reasons for some trends such as the increasing number of undergraduate students enrolled, the decrease in the number of self-declared Aboriginal students, the increase in credit-unit counts relative to headcounts, and the growth in off-campus credit unit activity. Dr. Hannah noted that the university no longer does session-based reporting but is releasing enrolment statistics on a term-by-term basis.

The chair invited questions of members of Council.

A member suggested that one reason that Aboriginal enrolment may be down is that the university is not as successful as it needs to be in creating a welcoming environment for Aboriginal students. She suggested doing more brainstorming with indigenous faculty and staff about both small and large things that might help, and that indigenous people should be asked what makes them stay and why they think enrolment might be down.

A member expressed concern about the flattening line of graduate students and suggested that the TABBS model dis-incentives colleges to recruit more graduate students, since it is undergraduate students that bring resources to colleges.

In response to a question about where the number of 'pre-Nursing' students comes from, Dr. Hannah noted that students are asked to indicate their intention for pre-nursing studies on the application form.

A member offered an explanation for the decline in growth of graduate students by pointing out that there was a 'bulge' in graduate student numbers when the new schools were created a few years ago. He also asked whether, given that the largest cohort of incoming students is in Nursing, whether the College is looking at the intake of Aboriginal students into that College.

A member suggested doing an analysis of the impact of the admission change for Alberta students to see what difference use of the alternative admission average has had on subsequent performance.

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A member also asked whether the institution is tracking enrolment trends at other institutions, and how a 3.8% increase compares across the country. Dr. Hannah responded that it is difficult to get accurate national data for comparative purposes; the Registrar added that he and Troy Harkot of ISA have talked about how they could obtain comparative enrolment data, e.g. through AUCC and the U15, and incorporate this into institutional reporting. Another member asked about the University of Regina's enrolment this year, which the Registrar indicated is roughly comparable.

A member asked about the impact of time in program on the headcount for graduate students and the need for a steady supply of graduate students to fill spaces if these open up more quickly.

Another member stressed the need for better funding for Aboriginal students undertaking graduate work, and the need for more opportunities for combined professional and graduate degrees.

13. Other business

No other business was raised.

14. Question period

No questions were brought forward.

15. Adjournment and next meeting

The chair noted that there will be a gathering for Council members at the University Club on December 19th from 3:30-5:30pm to mark the end of term and the beginning of the holiday season; there will be a short program including a brief presentation from the university secretary on the outcomes of her study on academic governance in Canada.

DOBSON/URQUHART: That the meeting be adjourned at 4:30 p.m.

CARRIED

Next meeting is on Thursday, December 20 at 2:30 p.m.