

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

The chair called the meeting to order at 2:33 p.m., observing that quorum had been attained.

A tribute to Prof. Lois Marie Jaeck, Department of Languages, Literatures and Cultural Studies was presented by Prof. Helena da Silva, Head of the Department of Languages, Literatures and Cultural Studies. A moment of silence was observed.

1. Adoption of the agenda

DOBSON /MICHELMANN: To adopt the agenda as circulated.

CARRIED

2. Opening remarks

Dr. Kalra welcomed members and visitors, and introduced the Council committee chairs and university secretary. Dr. Kalra provided introductory comments and explained the procedures for debate. Council members are to sit in the center section and will be given the first opportunity to speak before comments are received from guests if time permits.

3. Minutes of the meeting of June 20, 2013

A Council member requested a correction to the minutes on the fourth page to change “balancing of power” to “imbalance of power”.

DOBSON/RIGBY: That the Council minutes of June 20, 2013 be approved as circulated with one correction indicated.

CARRIED

4. Business from the minutes

No business was identified as arising from the minutes.

5. Report of the President

The chair advised that he had received regrets from President Ilene Busch-Vishniac, and that the report would be presented by the provost.

6. Report of the Provost

Brett Fairbairn, provost and vice-president academic noted that the president’s report speaks to the College of Medicine restructuring and implementation plan, high-level visioning process and graduate education.

Dr. Fairbairn drew Council’s attention to his report and provided comments on the year ahead. He advised that there has been a close working relationship between his office and University Council, for which he is grateful. He advised that there were four matters that were particularly on his mind:

- Supporting the president's priority regarding the College of Medicine restructuring;
- Strategic hiring and development of the faculty complement;
- Focusing on students and learning outcomes in conjunction with strategic enrolment management;
- Matters relating to planning and budgeting including the continued implementation of IP3, work on financial sustainability, operating adjustments and TransformUS. This also includes developing a new annual budgeting process from a multi-year perspective.

Dr. Fairbairn advised that all universities are grappling with issues of how to remain financially sustainable. He noted that most of his colleagues were dealing with more difficult situations. Due to our planning practices, we have an opportunity at the University of Saskatchewan to look several years down the road. The work done in 2012-13 has closed about one-third of the gap in the budget shortfall predicted for 2016. There are a variety of risks faced by universities including the state of public finance in Canada and the perception of decisions that feed into university financing. To ensure we remain financially sustainable, Dr. Fairbairn noted that we need new ways of thinking, modes of leadership, and ways of managing and working together.

Dr. Fairbairn explained how the search for truth in open and respectful debate is a hallmark of universities. In university governance, and in dealing with university issues, there is a search for what is true and accurate. Things said at University Council are said in front of a cross-section of the most knowledgeable people in the university, from all different aspects of the university. Items brought are said openly where they can be discussed and people can respond. Things said at University Council count in the university and in its governance. He encouraged Council members to bring issues to University Council, raise them, ask questions and also to raise these issues at Council committees.

Regarding the operations forecast, Dr. Fairbairn noted that its' purpose is to assist the government to understand ways that the university contributes to the province's priorities, and it is used by the government to develop the provincial budget. The 2014/15 operations forecast is different in some ways to its predecessors, as it is shorter and more focused on the information the government requires for its purposes and will use for its decision-making. The message in the document is that we have priorities that we support and implement and that research makes an impact. The university is requesting an increase in its core operating grant from the province of 2%. The university is continuing to emphasize enhanced funding for capital renewal, deferred maintenance and assisting with debt coverage. The university has also raised the request for support around research funding for the College of Medicine. The document also raises a conversation about experiential learning and what that means to us. Dr. Fairbairn advised that later in the month, administration will speak with the treasury board and answer questions about the 2014/15 operations forecast. Dr. Fairbairn advised that we continue to seek a good relationship with the government through sharing information and discussing issues and challenges as well as opportunities.

Dr. Fairbairn invited questions. A Council member asked about the search for the dean of the College of Medicine, the expected timeline and interim leadership. Dr. Fairbairn advised that regarding interim leadership, one of his responsibilities is to ensure every college has outstanding leadership at all times so there will be no discontinuity. Regarding the search, there has been an outstanding response and the search committee was impressed with the quality and number of applicants. Dr. Fairbairn advised that any rumors about not being able to attract applicants are incorrect and hindering the search process and stressed the importance of accurate information. There are currently a half dozen applicants, and the search consultant is obtaining more information on each. Candidates will visit the university in late October and early November. .

A council member asked about the TransformUS final reports being tendered to the president on November 30th and what is expected to happen thereafter. The provost assured Council that the report will be provided in its entirety and not altered in any way. He advised that the president is

considering receiving the reports for a few days first to read them and think about communications and how stakeholders will be approached who may be sensitive to the report; then in December these reports will be provided to the university community. Dr. Fairbairn advised that he expects the president will send out a note prior to the next Council meeting regarding the process. Following communication of the task force reports there will be a period in January to receive comments from members of the campus community. The provost and PCIP will develop an implementation plan from the reports.

The provost received a question regarding the PCIP funding proposal for a new faculty position that was accepted incorporating indigenous knowledge in undergraduate classes in the area of Cree language, and why this position was placed in the Social Sciences rather than the Humanities. Dr. Fairbairn advised that the proposal came from Social Sciences and was connected to the Department of Native Studies, but there is the expectation for collaboration with other units of the university.

The provost received a question about TABBS noting that last year there was funding provided to colleges following a formula and would the formula be the same this year. Dr. Fairbairn advised that further steps in implementation of the new budget model are being developed, however the TABBS formula will not be substantially changed. He noted that once a year TABBS data is updated based on discussions with the university and there are tweaks to the model, but he expects no fundamental changes this year. Dr. Fairbairn advised increases or decreases to unit budgets will reflect factors identified through the TABBS model.

The provost was asked to provide an update on the proposed School of Rehabilitation Sciences (occupational therapy and speech language pathology) and the proposed School of Architecture. Dr. Fairbairn advised that there are two means to advance a new initiative at the university. One is to direct our own resources and the other is to interest the government in targeted funding. Last year the province indicated that its labour projections identified no shortages in the labour market for occupational and speech language therapists. Regarding the School of Architecture, Dr. Fairbairn advised that similarly the government would be responsive to an indication that the province has a shortage of architects. . As shortages have not been identified, these proposals have not advanced, despite advocacy by the university and community-based advocates.

A Council member noted that the university community has been challenged this week with an open and respectful debate following Prof. Kevin Flynn's article in the *On Campus News* and the response from the vice-president advancement. The Council member asked whether there will be some discussion or debate or some way of further learning from this so we do not either lose freedom of expression or respectful debate. Dr. Fairbairn invited Heather Magotiaux, vice-president advancement to respond to this question. Ms. Magotiaux advised that she was in a rather unique position in that her department publishes *On Campus News*, which provides a forum for the exchange of ideas and invites discussion. Her office also houses the services for our Aboriginal initiatives. She indicated that a segment of the university community felt very wounded by the article. Ms. Magotiaux advised that the values of freedom of expression and respectful debate are important values in a university. She indicated she is seeking ways to create dialogue and discussion. As the university becomes more diverse, questions of where religious and spiritual activity should be held will arise more frequently. Dr. Fairbairn noted that he was struck by the extent to which respect for all people is one of the core values that makes academic self-governance on the university possible. There is a need to work to understand respect for all people. A key point is respect for those key people who are keepers of knowledge and to seek knowledge from these individuals. A Council member of Indigenous background noted that circumstances like this wear a lot of her Indigenous colleagues down. As an example, she outlined how she personally responded to many emails on the opinion published, all of which she considered emergencies, which took her time away from the purpose for which she is here and that the same would be true for her Indigenous colleagues.

7. Student Societies

7.1 Report from the USSU

Jordan Sherbino, vice-president academic of the University of Saskatchewan Students' Union, presented an oral report on the work being done by the USSU executive. He advised that Welcome Week was a large success.

- The vice-president student affairs planned a number of events across campus and was heavily engaged with Protective Services and SESD in the creation of the Sexual Assault Awareness week which will be held in the upcoming week. She is also working with various campus groups on sustainability matters.
- The vice-president, finances is working with, and educating, college clubs. To date there are 60 ratified groups and the USSU expects twice that number in the future.
- President Max FineDay is working on establishing a tuition waiver for youth in care, a pilot project at the University of Winnipeg where 20 students had books and residence and living expenses paid to try to increase access to post-secondary education. President FineDay is also working on the open license textbooks initiative. A document describing this has been distributed to Council and Mr. FineDay will speak to this initiative at the October Council meeting. Mr. Sherbino invited anyone with questions to contact Mr. FineDay by email or set up a meeting to learn the benefits of the open licensing program on campus. He expressed hope that this would be a government funded program.
- Regarding his own work, Mr. Sherbino advised that he is focusing on teaching evaluations and referred to the document that had been circulated to Council. He advised that he has done quite a bit of research on this and the University of Saskatchewan is lagging behind our U15 peer group. He noted that there is so much more we can do to use teaching evaluations to improve the teaching and learning and to help enrich the student experience. He is currently working on a vision document on the purpose of teaching evaluations as a whole, which will provide recommendations to the university and governing bodies. Information is in the circulated document. Mr. Sherbino noted that the university needs to strive for a more holistic approach in improving teaching and learning at the university and a good way to do this is to ask students in a meaningful way as to their experience here.

The chair thanked Mr. Sherbino for sharing the USSU's priorities and invited him to bring his report on teaching evaluations to Council when complete.

7.2 Report from the GSA

Ehimai Ohiozebau, president of the Graduate Students' Association, and Reanne Ridsdale, vice-president student affairs, presented an oral report to Council. Ms. Ridsdale reported that this is the first time the GSA was able to utilize the bowl for an orientation event for graduate students, attended by approximately 1500 students and family members. The two notable guests were Adam Baxter-Jones, dean of the College of Graduate Studies and Research, and Don Atchison, mayor of Saskatoon. The city of Saskatoon Newcomer Welcome Services were also present. Regarding UPASS, this is the first year the GSA has offered a subsidized bus pass to the students. Ms. Ridsdale advised that over 200 students have successfully opted out and 1,752 have picked up their passes. The GSA considers this a successful outcome. Ms. Ridsdale informed Council of two new GSA committees: gender and pride committee and a child care committee.

Mr. Ohiozebau noted that the GSA will hold a confirmation referendum with a 30-day voting period in February to determine if graduate students want to continue with the UPASS. Mr.

Ohiozebau advised that the GSA has had tremendous support from the College of Graduate Studies and Research graduate council and has been working on many issues. They have increased health and dental coverage from \$500 to \$750 and also increased the maximum for eye exams and contact lenses by 25%, with no additional expense for GSA members. Mr. Ohiozebau reported they have a new initiative for a legacy fund providing up to \$65,000 to GSA members who start business initiatives from their research. The intent is that the fund will be an evergreen fund, as students pay back the funds received, to make them available for other students.

8. Planning and Priorities Committee

Prof. Fran Walley, chair of the planning and priorities committee, presented the report to Council.

8.1 Report for information: 2014-15 Operations Forecast

Prof. Walley advised that a memo had been sent to the President in June by the former chair of the planning and priorities committee regarding the 2014-15 operations forecast according to the committee's terms of reference. One of the committee's specific duties is to provide advice to the president on the operations forecast and report to Council. Ms. Walley advised that the Committee had many opportunities to provide comments on draft versions of the report.

There were no questions or comments by Council.

9. Governance Committee

Dean Carol Rodgers, chair of the governance committee, presented this item to Council.

9.1 Request for Decision: College of Agriculture and Bioresources Faculty Council membership

Dean Rodgers advised that this item relates to the faculty council membership of Agriculture and Bioresources. She noted that the written materials describe the consultation process and summarized the key changes made to the faculty council membership. There were no questions or comments.

RODGERS/DOBSON: That Council approve the revisions to the College of Agriculture and Bioresources Faculty Council membership.

CARRIED

10. Academic Programs Committee

Prof. Roy Dobson, chair of the academic programs committee, presented this item to Council.

10.1 Request for Decision: Increase in Enrolment Targets for College of Engineering

Prof. Dobson advised that the College of Engineering would like to increase its enrolment target to admit up to 700 first-year students, to be phased in over four years from 2014 to 2017. He advised that the college currently has an annual enrolment of 540 students which is above its target of 410. This request to increase its target is in response to provincial and national demand. The increase is consistent with recommendations made by PCIP. The admission numbers will increase commensurate with the capacity of the college to grow and provide other services as well as retention rates. Engineering wants to reach a target number of 2,170 for the college both through increased admission and improved retention.

DOBSON/TYLER: That Council approve the College of Engineering enrolment target for admission of up to 700 first-year students, to be phased in from 2014 to 2017.

The motion having been made and seconded, was debated. A number of questions were raised regarding the necessary resources from other colleges and it was indicated there has been little consultation with any of the service provider departments. It was also noted that quality cannot be made by mere declaration but can only be matched if financial support is given to all of the supporting departments. It was suggested that this is a premature presentation and that ideally the consultations necessary with the College of Arts and Science and Edwards School of Business would have already taken place.

Prof. Dobson noted that concerns were also raised by the academic programs committee but noted that Engineering is seeking approval of the target only at this time. Aaron Phoenix, associate dean, engineering, confirmed that the increase is only a target and will allow the College of Engineering to begin clarifying the numbers they would like to admit with detailed consultation with Mathematics and Statistics and other departments. He noted that the college has experienced unplanned growth and needs to control those numbers first. In the past the college has set a grade average for admission but now it would like to move to setting a number of students to be admitted in first year. Associate Dean Phoenix advised that Engineering wants to deal with the bottlenecks in its college, Arts and Science and other colleges. The multi-year proposal will allow Engineering to reach a number that is possible. He advised that even if Council approves the target they are not saying that Engineering will admit 700 first-year students in 2017.

Questions were raised regarding quotas and targets, and the necessity for Council to approve targets.

Dr. Fairbairn advised that the manner in which enrolment is managed is changing at the university. A generation ago, the focus was on enforcing quotas, and there are still colleges where quotas are important, but now we are increasingly interested in strategic student enrolment. This is a time of transition and a new foundational enrolment document is needed. PCIP is looking to talk to each planning unit in the university about its budget and projected expansion. As teaching is attributed to the unit that pays the instructor, the corresponding resources will flow to that unit. Regarding the question raised by Engineering, he indicated that he would look to discussion between the College of Engineering and the College of Arts and Science to take place.

Peta Bonham-Smith, vice-dean, college of arts and science, noted that Prof. Phoenix has been consulting with some departments in the Sciences, but there is the need for prior consultations not just about money but also about space and equipment. She advised there is also the need to see some flexibility in the engineering program as Arts and Science has difficulty fitting engineering students into the one or two courses they need from the science departments. Also, she noted that tuition earned through TABBS needs to flow to the department so faculty can be increased, particularly in the science departments.

Raj Srinivasan, department head of mathematics and statistics, noted he was also confused about the target number and enrolment and advised that consultation has been very minimal. His concern arises from the fact that his department has had to accommodate an additional 80 students from Engineering this year and was first informed of the increase in August.

Associate Dean Phoenix advised that the marked increase in students is due to rolling admissions in the past by setting a 78% entrance average so the college does not know the number of students entering the college until school begins. Seeing an increase in the number of admissions, the college increased the entrance rate which caused an increase in enrolment rather than a decrease. This process has been changed to provide Engineering with greater control over the number of students admitted next year. The target set permits Engineering to send the message that the college seeks to grow to meet student demand, and also permits the college to discuss with supporting departments the resource implications of this growth.

A Council member raised the question as to whether the TransformUS task force reports in November may affect this. Dr. Fairbairn noted that TransformUS will inform many university decisions as soon as the reports are out but as the information in those reports is not yet known they cannot be taken into account until December or as late as April when an implementation plan is determined. He did not think it would be wise for the College of Engineering to wait that long to lay the ground work and talk to departments and communicate to students and industry. Although it is possible TransformUS task force ranking may shape Engineering's enrolment goals. Dr. Fairbairn questioned whether Council approval was needed but recommended providing approval with the College of Engineering understanding from the discussion the degree of consultation required. He recommended that in the future as part of strategic enrolment management that one document address a collective enrolment approach for all of the colleges and schools.

There was a question raised about how the increase in enrolment addressed the diversity strategy as suggested by the College of Engineering. Associate Dean Phoenix informed Council that Engineering will be working with SESD as they would like more international students; however they may have to turn away domestic students to reach their international diversity goals.

Associate Dean Phoenix introduced Lisa Shepard from the College of Engineering and asked that she speak on his behalf as he had to go teach a class.

Due to the chair needing to leave the meeting, the role of chair was passed to vice-chair Hans Michelmann.

Lisa Shepard, Strategic Enrolment Management Project Manager, College of Engineering and Manager of Admissions and Transfer Credit, SESD, advised Council that the proposal was the result of work both by her and a steering committee. Much consultation and work within the college has informed a plan for the future. According to *The University of Saskatchewan Act*, her opinion is that the college requires Council's approval for its first-year enrolment target. Ms. Shepard advised she understood the former dean of engineering had consulted with the dean of arts and science, however the college understands there is follow up consultation to be done. Ms. Shepard advised that this is part of a larger project and larger framework of enrolment management.

A Council member noted there are many programs that are not in a position to speak to serving an increase in Engineering, and therefore recommended that the matter be tabled. In response, Prof. Dobson expressed concern regarding a delay which would stall the college's enrolment goals. Other points raised by Council members cautioned against approving enrolment targets in the midst of the early retirement incentive, the need for modeling through TABBS, and that many colleges may have enrolment goals higher than those approved by Council. Discussion ensued regarding whether the approval of quotas by Council was required as a compliance issue. w

A Council member recommended that she would be prepared to vote on a motion that this body authorize the College of Engineering to formally investigate the option of increasing enrolment. This would not block the college from proceeding with its goals, but would not signify Council approval at this time.

Another member recommended the motion be tabled to allow for the necessary consultation with the College of Arts and Science and the Edwards School of Business. The Provost noted that this discussion illustrated why it is difficult to deal with decisions when governance is unclear, so clarifying the governance would be one objective. He also questioned whether many of the colleges knew what their approved targets were and whether they were in compliance. He suggested that it would be unlikely that individual enrolment targets would be brought to Council for each college. He recognized that there is a need to clarify the consequences for Engineering of not proceeding and what Council desires the governance process to be.

RIGBY/BONHAM-SMITH: To amend the motion to be: Council encourages the College of Engineering to explore the resource implications of setting a target for admissions of up to 700 first-year students, to be phased in from 2014 to 2017.

There was a discussion on the amendment. Daphne Taras, dean of the Edwards School of Business, advised that her college had to make sure they could staff with quality instructors and she was prepared to work closely with Engineering and wanted to be a partner in the effort to have their enrolment increased.

The question was called to amend the motion.

CARRIED with one opposed.

The question was then called on the amended motion.

CARRIED with one opposed

11. Nominations Committee

Prof. Ed Krol, chair of the nominations committee, presented this report to Council.

11.1 Request for decision: Member for Research, Scholarly and Artistic Work Committee

Vice-chair Michelmann, as chair of the meeting, called three times for nominations from the floor. There were no nominations from the floor.

KROL/DOBSON: That Keith Willoughby, Associate Dean, Edwards School of Business, be nominated to the Research, Scholarly and Artistic Work Committee for a term ending June 30, 2014.

CARRIED

12. Other business

None

13. Question period

A Council member asked whether anyone had investigated the period in which we admit students. She noted that we are very late in admitting students, particularly in sending offers to graduate students. This limits our ability to attract students and send out scholarships and she had a sense we are not keeping up with practices at other universities.

Dr. Fairbairn advised that he would convey this question to David Hannah, associate vice-president, student affairs.

There were no other questions.

14. Adjournment

WALLEY/DOBSON: That the meeting be adjourned at 4:40 p.m.

CARRIED

Next meeting – 2:30 pm, October 24, 2013