



*Minutes of University Council
2:30 p.m., Thursday, February 26, 2015
Neatby-Timlin Theatre*

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

The chair called the meeting to order at 2:30 p.m., observing that quorum had been attained.

1. Adoption of the agenda

DOBSON/KALYNCHUK: To adopt the agenda as circulated.

CARRIED

2. Opening remarks

Dr. Jay Kalra, chair of Council provided opening remarks and reported on a number of items. He thanked all those who submitted a nomination to stand as a candidate in the member-at-large election presently open and encouraged all Council and GAA members to vote in the election which closes March 12 at 4:00 p.m. Dr. Kalra also informed Council that a memo was sent under his name to all deans to request that deans encourage members of their college to volunteer for various Council committees in the coming year. In recognition of the 20th year anniversary of Council, the chair of the Board of Governors, Greg Smith, and the chancellor of the university, Blaine Favel, have both accepted the invitation to provide remarks to Council. Mr. Smith will attend the June Council meeting, and Chancellor Favel is planning to attend the March Council meeting.

Dr. Kalra indicated he thought it important to respond to the observations made at the January Council meeting regarding the international activities committee and assured Council that in 2012 the membership of the international activities committee was confirmed, the distinction between voting and non-voting members made clear and accurate records of meetings kept, including whether or not quorum was attained at the meeting. Since that time, there have only been a few occasions when the committee did not meet quorum.

Dr. Kalra then outlined the usual procedures for debate and discussion and noted that he would continue to entertain questions following the reports of the president and provost as long as the questions were directly related to the reports, but that questions unrelated to the reports would be heard during Question Period. In addition, he indicated that questions regarding the presentation from the vice-president finance and resources are to be focused on what is being presented. Other questions, for example, about how the university chooses to allocate its resources, would be noted by the university secretary and brought forward at a later meeting. In closing his remarks, Dr. Kalra sought members' cooperation in following these guidelines and thanked members in anticipation for their assistance in this regard.

3. Minutes of the meeting of January 22, 2015

BRENNA, B./de BOER: That the Council minutes of January 22, 2015 be approved as circulated.

CARRIED

4. Business from the minutes

Council member Len Findlay indicated that Council had a very healthy preliminary debate about the Confucius Institute and international partnerships and protocol in general at its last meeting. He thanked Elizabeth Williamson, university secretary and Karen Chad, vice-president research for arranging a meeting with the international activities committee of Council at which he and others would have the opportunity to explore the topic further.

5. Report of the President

President Barnhart expressed regret at missing the discussion on international engagement at the previous Council meeting and indicated he looked forward to future debate on the topic. He drew attention to his three priorities in the coming months as stated in his report: ensuring a strong and collaborative leadership team, enhancing accountability and transparency and giving care and attention to our external stakeholders.

In addition, the president indicated he was pleased that the planning and priorities committee was looking at the eight institutional priorities and that he intended to make a report to the university community in the spring on progress in each of the priority areas. In addition to the next steps on the provincial tour in Humboldt, Swift Current and Yorkton, he has accepted a speaking engagement to speak to the University of Regina Engineers without Borders. On the afternoon of March 3rd, he noted he would also speak on the Great War and the part of Edmund Oliver, one of the university's first faculty members, as part of the university's commemoration of the centennial of the Great War.

The president closed his remarks by noting the provincial budget will be announced on March 18th and by congratulating all who were involved in Aboriginal Achievement Week and made it a success. He noted to Council the many very positive stories recently in the media about the university and in particular about faculty research efforts.

The chair invited questions of the president. A member noted the announcement of the recent agreements signed on the president's recent trip to China, and wondered whether it would be appropriate to attach the agreements the president signs to the president's report to Council, given some of the concerns expressed at Council about the university's agreements related to the Confucius Institute. The president indicated that all agreements signed by the university will soon be available on the university website and that he was very pleased with the strategic agreements recently signed with Shantou University, the Beijing Institute of Technology and Beijing Normal University during the course of his trip.

6. Report of the Provost

The president indicated that Ernie Barber, provost and vice-president academic, was not able to be in attendance and invited questions of his written report. There were none.

6.1 Vice-president Finance and Resources report

Greg Fowler, vice-president finance and resources and Jeff Dumba, associate vice-president, Financial Services presented the report. Mr. Fowler expressed the hope that his presentation would answer the questions placed to him and that he also hoped to continue the conversation about university finances, but not lose sight of the university's mission.

Mr. Fowler read the three questions, as follows, and indicated he would proceed to answer each question in turn:

1. What was the origin of the previously projected \$44.5M deficit?
2. What are the present actual deficits and the future projected deficits?
3. How and why was the \$44.5M projected deficit adjusted to reflect the actual and future projected deficits?

Prior to addressing the first question, Mr. Fowler indicated that in 2013-14 the university's consolidated revenue was \$1.05B, of which \$484M was the operating budget. There are six main funds (operating, research, ancillary, endowment, capital and student financial aid) that the university works with that show its overall revenues. Mr. Fowler indicated the presentation would focus on the operating fund.

Question 1: What was the origin of the previously projected \$44.5M deficit?

In March 2012 the announcement was made based on historical growth and assumptions that the university would incur a deficit of \$10M. As the \$10M projected deficit was less than 2% of the university's operating budget, senior administration thought this amount could be managed over time.

Mr. Fowler highlighted some of the assumptions contained in the multi-year operating budget framework slide, notably the reduction in annual rate of increase of the provincial grant based on a 2% increase in the provincial grant in the foreseeable future, leading in part to the projected \$44.5M deficit. From 2008-09 to 2011-12 the university received on average a 6.7% increase in the provincial grant. Based on only a 2% provincial increase, the university's savings would have been depleted by 2017/18 if no action had been taken. The responsible approach was to take action.

Mr. Dumba presented on questions 2 and 3.

Question 2: What are the present actual deficits and the future projected deficits?

Mr. Dumba outlined the various actions taken to address the projected deficit. He indicated some of the actions taken were very painful to staff and faculty, including workforce planning, which eliminated 150 colleagues, and the early retirement incentive, which reduced faculty numbers. Moving investments from a low-yield bond to a higher-risk return equity strategy provided additional revenue on average annually. Market returns on estimates came in more favourably than anticipated; long-term disability premiums were also less expensive. The sum total of these actions resulted in the narrowing of the projected \$44.5M deficit gap by \$37M. A \$7M deficit is projected next year as the positive variances outlined are one-time anomalies.

Question 3: How and why was the \$44.5M projected deficit adjusted to reflect the actual and future projected deficits?

Mr. Dumba indicated that if the university had not acted with respect to the projected deficit, expenses would have continued to grow at a higher rate, and revenue would have grown at a lower rate. Regular communication on the situation was provided through town halls. However, there were both intended and unintended consequences in response to the messages

on the university's financial situation. Intended consequences included consistency of message, a measurable common goal, ease of reference and ability to facilitate understanding of the importance of change. Unintended consequences included that the strategic focus on the third integrated plan was subsumed by the focus on reducing expenditures, which took away the focus on mission. In turn, this created institutional uncertainty and confusion between the actual and projected deficit.

The university 'sort of' had a surplus and a deficit at the same time; last year \$497M in funds was allocated and \$494M in revenue taken in. The \$3M deficit assumes that all of the money in the allocation process is spent as budgeted; however a surplus exists in the sub allocation streams of approximately \$21M due to money allocated not being spent in its entirety, leading to an \$18M surplus. Due to institutional uncertainty, many units held off on discretionary decisions. As a result, the amount of funds in reserve accounts has grown to \$98M, while the amount of funds in saving accounts has grown to \$211M. Of the 4,800 accounts in which these funds are held, 2,400 of the accounts are accountable professional expense accounts (APEF). A fund balance policy/guideline is under development to determine the level of funds the university should hold in reserve. Mr. Dumba indicated that the university does not generally take money back once it has been allocated. An exception was made in 2012, when \$10M was taken from the operating reserve and \$20M was taken back from college funds to help build the operating budget adjustment transition fund.

Mr. Fowler concluded the presentation, speaking to how the university budget will be balanced going forward and noted the university has always managed to balance its budget. Options being explored are leveraging investment funds and the federal investment in the synchrotron and VIDO-InterVac. Although the university's work force as a percentage has remained relatively constant, senior administration believes there are still efficiencies to be gained through the university's staff complement, with a cautionary note that the majority of staff are in the colleges and serve faculty and students. Any change must proceed cautiously in recognition that the goal is to have the best staff and to optimize the staff structure.

In conclusion, Mr. Fowler indicated that administration has been proactive in its financial management as there is no actual deficit and the university is financially sound. The university is able to fund one-time enhancements and projects and will be better able to diversify its revenue streams through its lands. Ongoing risks related to: lack of diversity in funding sources; economic shocks, such as the oil price impact on the province; and that expenses are projected to grow faster than revenue, although there is no longer a solvency threat in the near term. The federal health transfers to the provinces, which average 6%, will move to 3% after 2016, which is of concern due to the province's responsibility to fund both health and education.

Actions include moving from a central positional budget to envelope funding which gives college and unit leaders more authority, developing a fund policy that better helps to manage savings and reserves, strengthening financial management and allocation, continuing to optimize the university's staff structure and staff complement and providing enhanced communication on financials.

Mr. Fowler expressed the desire to continue the conversation to ensure all have a good understanding of the university's finances. The chair thanked Mr. Fowler and Mr. Dumba and invited questions, recalling that questions not directly relevant to the presentation would be recorded and returned to at a later meeting.

Note: In the summary of the discussion below, some of the comments related to those questions not directly related to the presentation are recorded to provide the context for these questions. The questions themselves are attached as Appendix B.

Concern was expressed over institutional autonomy in relation to the university's mission and determination of its priorities and who determines those, given the government has very little control over university funds once these funds are inside the university. A member indicated that although useful to rehearse and hear the sequence of controlled and uncontrolled events, for many faculty the message received was perceived to be restructuring by stealth, strategic alarmism and an intimidating mantra of a \$44.5M deficit, and also by cooptation by the two task forces of faculty expertise. A member expressed frustration with the level of detail provided and with austerity programs implemented at the college level, while other big budget items proceed. The comparison was made between the lack of detail supporting the 2% projected budgetary shortfall leading to TransformUS in contrast to the high level of detail required from departments, for example, on faculty performance and class audits. The request was made to have detailed budget books that show long-term trajectories, particularly for colleges, schools and research institutes.

In response to these questions, Mr. Fowler and Mr. Dumba made a number of general comments. Mr. Fowler noted the national trend is less public support for public institutions. Despite the fact that post-secondary education within the province has received much better support than in other provinces, a concern of all post-secondary institutions is the province's social contract with public institutions. Mr. Dumba noted the government, like the university, has limited options, and although the government does not seek information on the specific projects colleges have in mind for contingency funds, the government's view is that it should not be providing money to the university which is then simply saved. With respect to college budgeting, in the fall the concept of a five-year rolling budget forecast at the college level was instituted. He indicated that he and Mr. Fowler would welcome making the same presentation to colleges.

Workforce planning was referred to by a non-Council member as an euphemism, with the laying off of staff members referred to as a responsible course of action, which implies that taking responsibility for the laying off of many people who served the university for many, many years the overall good of the institution is an ethical course of action. At other universities senior management and senior faculty members have taken a pay cut or a freeze in salary. A Council member reiterated the painfulness of the process, recalling the sacrifices made by faculty members, the lack of funds to hire sessional lecturers and the difficulty of administrative and financial reporting due to staff lay-offs. She thanked Mr. Fowler and Mr. Dumba for their candour in speaking of the college funds taken to support the central transition fund and wondered whether, given the present budget surplus, there was any thought of giving back some of the funds contributed by colleges to those areas weakened by the process. Mr. Fowler indicated that two-thirds of the \$310M in these accounts is within the colleges and therefore under the colleges' jurisdiction to allocate; the remainder is held in a central budget for transition funding and initiative funding. As much funding as is possible has been allocated back to the colleges.

A member noted there appeared to be a strong correlation between the resignation of the provost and leaving of the president and the news that the budget deficit was no longer as serious as previous. He asked for assurance that these events were simply correlational and

there was no causal relationship between them and being informed of the budget deficit. He also asked when it became apparent that faculty lay-offs and program cuts would not be necessary to meet the budget target, and whether this was known before or after the events of last spring. This question was recorded for future reply; however, Mr. Fowler indicated that it was known in the spring that over \$30M in savings had been achieved. Administration proceeded at that time on the basis that the budget had been balanced, with significant returns on investments. With respect to faculty lay-offs, he indicated this never became clear or unclear as he was never in a conversation where this was discussed.

A member expressed her appreciation for the presentation; in particular the recognition of intended and unintended consequences of the financial communications and that the mission of the university drives its budget. Another member brought to Council's attention the sound financial planning and different calibration of risks, which required a great deal of effort on the part of the university's senior financial officers and expressed that, in her view, what was within the control of these individuals was done brilliantly and that it was pointless to continue to seek answers in response to those matters outside of their control.

The chair thanked Mr. Fowler and Mr. Dumba and expressed the hope of seeing both individuals again before Council.

7. Student societies

7.1 Report from the USSU

Desirée Steele, vice-president academic affairs of the University of Saskatchewan Students' Union (USSU) presented an oral report to Council. She indicated she was pleased to see the provost and vice-president academic note in his report the adoption of an open text, resulting in \$38,000 in student savings. She encouraged faculty interested in the potential of open text to speak with Ms. Heather Ross in the Gwenna Moss Centre for Teaching Effectiveness (GMCTE).

She also thanked Mr. Fowler and Mr. Dumba for their presentation and members of Council for their questions, noting the time has come for the university community to be well informed and better engaged in financial decisions, particularly with the incorporation of the TABBS model and Responsibility Centre Management budgeting in mind. There is a need to develop a strong and effective tuition consultation model within colleges.

The USSU continues to look for actions that contribute to financial recovery and supports communication, decision-making and accountability processes that help to renew a culture of collegiality among faculty, staff, students and administrators. She noted that rebuilding some of the trust that was lost is something in which all members have a stake, and that although sometimes slow and painful, she has seen progress in this regard during her tenure as USSU VP Academic.

In closing, Ms. Steele noted that the USSU will be electing new representatives next month for its student executive, Student Council, the General Academic Assembly, and University Senate.

7.2 Report from the GSA

There was no report from the GSA.

8. Academic programs committee

Professor Roy Dobson, chair of the academic programs committee presented the committee items.

8.1 Request for decision: Transfer Credit and Articulation Policy

Professor Dobson outlined the purpose of the Transfer Credit and Articulation policy is to better aid undergraduate and graduate students in determining the requirements for the application of transfer credits from the university and their options. The policy excludes prior learning assessment. The procedures for the policy are under development in consultation with colleges and departments and will be completed by the end of June 2015.

A member spoke in favour of the policy for inter-university transfer credit between institutions but noted that intra-university transfer credit between colleges at the university seemed to be very stringent, in that there are colleges that will not accept similar courses for credit in their programs, such that a student transferring between different colleges could be in the situation of having completed many credit units but not having met the requirements for a degree.

A non-member of Council from the College of Engineering spoke highly of the spirit of the policy and requested clarification on whether professional colleges with accredited programs will retain the right to impose some restrictions on granting transfer credit to ensure continued accreditation and was assured that authority does lie with the colleges in this regard.

A Council member spoke of the legalization of post-secondary education, noting that institutions pride themselves on the distinctiveness of the educational experience, and that such distinctiveness should not be lost sight of or seen as an obstruction. One of the goals of the policy is to eliminate unnecessary costs. In some quarters, he indicated that faculty have been identified as an unnecessary cost, and he asked that this be kept in mind as well.

DOBSON/KROL: That Council approve the adoption of the Transfer Credit and Articulation Policy, which will take effect immediately following approval.

CARRIED

8.2 Request for decision: Master of Arts in Applied Linguistics

Professor Dobson outlined the basis for the new degree program, noting the Master of Arts in Applied Linguistics is a thesis based interdisciplinary, inter-collegial program with a focus on advanced studies in language learning, language acquisition and linguistics data analysis. The program consists of nine required courses, six elective courses and a thesis.

DOBSON/KROL: That Council approve the Master of Arts in Applied Linguistics, effective September 1, 2015.

CARRIED

8.3 Report for information: Approved Curricular Changes

A report of items approved at the committee level was presented for information. It included the creation of a new Certificate of Proficiency in Applied and Professional Ethics, a new Certificate of Proficiency in Ethics, Justice and Law, the termination of the Industrial Arts and

Home Economics teaching areas in the Bachelor of Education (B.Ed.), and a program modification to the Master of Public Administration (MPA).

Professor Dobson provided additional background on the MPA program modification, which was based upon a review of the program and comparison to other programs, resulting in the decision to increase the number of minimum required credit units from 30 cu to 36 cu, by making two previously restricted electives part of the core program, changing the 15 cu of restricted electives to 6 cu of open electives and creating two “book-end” courses to ensure students coming into the program from a variety of settings would be well prepared.

In response to a query from a member, Professor Dobson explained that the termination of the Home Economics and Industrial Arts teaching areas was the result of the creation of the new certificate in Practical and Applied Arts, and that the College of Education would continue to graduate students qualified to teach these subject areas.

8.4 Report for information: Certificate Programs

Professor Dobson referred to the types of certificates that exist as outlined in the report and the commitment to bring additional information on certificates to Council due to the concerns expressed over the apparent proliferation of certificates. A subcommittee has been formed for this purpose and will develop its own terms of reference. The subcommittee will focus on developing a good understanding of the university’s certificate programs, the purposes they serve, the standards that apply, including quality assurance, and how other U15 institutes regard certificate programs. Professor Dobson named the members of the subcommittee and assured Council that the subcommittee would work thoroughly but quickly to bring a report back to Council.

9. Governance committee

Professor Louise Racine, chair of the governance committee, presented this item to Council.

9.1 Request for decision: Amendment to the Council Bylaws Part I section 1V.1. Creation and Composition of Council Committees

Professor Racine recalled for Council members that the motion was presented previously as a notice of motion. The amendment is based on the principle of renewal of Council committee members and committee chairs, and requires a one-year lapse in service after two consecutive three-year terms as a committee member, and after three years of service as committee chair. The required lapse in service applies only to continuous service on the same committee.

RACINE/DOBSON: That Council approve the amendments to the Council Bylaws, Part 1 section IV.1. Creation and Composition of Council Committees, as shown in the attachment.

CARRIED

10. Teaching, Learning and Academic Resources committee

Professor Jay Wilson, chair of the committee presented the report.

10.1 Report for information: Reports from working groups

Professor Wilson indicated that the teaching, learning and academic resources committee has a very active and engaged membership, which exercises flexibility in looking at ways in the medium and short term to respond to the needs of teachers and learners on campus. This year, the committee has four working groups: Experiential Learning, Evaluation of Teaching, Future Learning Technology, and Indigenizing the Curriculum, whose activities are outlined in the written report. The goal of the working groups is to provide practical information and inform policy and procedures. In response to the question of whether clinical practicums in the health professions are included within the scope of experiential learning, Professor Wilson confirmed that the five primary forms of experiential learning are outlined in the Experiential Concept Learning Paper presented to Council on behalf of the committee by Dr. Patti McDougall, vice-provost, teaching and learning and that clinical practicums are included.

11. Other business

There was no other business.

12. Question period

There were no questions.

13. Adjournment

The meeting adjourned at 4:26 pm by motion (SENECAL/KALYNCHUK).

Voting Participants

Name	Sept 18	Oct 23	Nov 20	Dec 18	Jan 22	Feb 26	Mar 19	Apr 16	May 21	June 18
Albritton, William	P	P	P	R	R	R				
Allen, Andy	NYA	P	P	P	R	P				
Arcand, Jaylynn	P	P	A	R	P	P				
Barber, Ernie	P	R	P	R	P	R				
Barnhart, Gordon	P	P	R	P	R	P				
Barrett, Jennifer	NYA	NYA	NYA	A	A	A				
Barth, Katrina	NYA	NYA	NYA	A	A	A				
Bartley, William	P	P	P	A	P	P				
Baxter-Jones, Adam	P	P	P	P	P	P				
Bilson, Beth	NYA	R	P	P	R	P				
Bonham-Smith, Peta	P	R	R	P	P	P				
Bradley, Michael	P	A	A	A	P	P				
Brenna, Bev	P	P	P	P	P	P				
Brenna, Dwayne	P	P	P	P	P	R				
Brown, William	P	P	P	R	P	P				
Buhr, Mary	R	P	P	P	R	R				
Butler, Lorna	R	R	R	P	R	R				
Calvert, Lorne	R	P	P	R	P	R				
Chang, Gap Soo	P	P	P	P	P	R				
Cheng, Hongming	P	P	P	P	P	R				
Chibbar, Ravindra	P	P	P	P	P	P				
Crowe, Trever	P	P	P	P	P	R				
Day, Moira	P	P	P	R	P	P				
de Boer, Dirk	P	P	P	P	P	P				
D'Eon, Marcel	NYA	P	P	P	P	P				
DesBrisay, Gordon	P	P	P	P	R	R				
Dick, Rainer	P	P	P	P	P	P				
Dobson, Roy	P	P	P	P	P	P				
Eberhart, Christian	A	A	A	A	A	A				
Ervin, Alexander	P	P	P	P	P	P				
Findlay, Len	P	P	P	P	P	P				
Flynn, Kevin	R	P	A	A	A	P				
Freeman, Doug	R	R	P	R	R	R				
Gabriel, Andrew	A	A	A	A	A	A				
Gobbett, Brian	A	A	A	A	A	A				
Gray, Richard	P	P	P	P	R	A				
Greer, Jim	P	A	R	R	R	R				
Gyurcsik, Nancy	P	P	P	R	P	P				
Haines, Aleina	A	A	A	P	R	R				
Hamilton, Murray	P	P	P	A	P	R				
Harrison, Liz	R	P	R	R	P	P				
Havele, Calliopi	P	A	P	R	A	A				
Hayes, Alyssa	A	P	P	P	P	A				
Huywan, Zachary	P	P	P	A	P	A				
Iron, Monica	P	P	P	P	P	P				
Jamali, Nadeem	P	P	P	P	P	R				
James-Cavan, Kathleen	P	P	R	P	P	P				
Johnstone, Jill	P	P	P	P	P	P				
Jones, Kirsten	R	P	R	R	P	P				
Jones, Marina	A	A	A	A	A	A				
Julien, Richard	A	A	A	P	P	P				
Kalagnanam, Suresh	NYA	NYA	NYA	P	P	P				
Kalra, Jay	P	P	P	P	P	P				
Kalynchuk, Lisa	P	P	P	P	P	P				
Khandelwal, Ramji	P	P	P	P	P	R				

Name	Sept 18	Oct 23	Nov 20	Dec 18	Jan 22	Feb 26	Mar 19	Apr 16	May 21	June 18
Kipouros, Georges	P	R	P	P	P	P				
Klaassen, Frank	P	P	P	P	P	P				
Krol, Ed	P	P	P	P	P	P				
Kuhlmann, Franz-Viktor	R	P	P	R	R	R				
Labrecque, Jamie	P	P	P	P	P	P				
Langhorst, Barbara	R	P	R	R	P	R				
Larre, Tamara	R	P	P	R	P	P				
Li, Wendy	R	R	A	A	P	P				
Lin, Yen-Han	R	P	A	P	A	R				
Lindemann, Rob	A	A	A	A	A	A				
Makarova, Veronika	P	P	P	P	A	P				
Marche, Tammy	P	P	R	P	R	P				
Martz, Lawrence	P	P	P	R	P	P				
Meda, Venkatesh	P	P	P	A	A	P				
Muri, Allison	P	P	P	P	P	A				
Nickerson, Michael	A	A	P	A	A	P				
Noble, Bram	P	R	A	R	R	A				
Ogilvie, Kevin	A	A	A	A	A	A				
Paige, Matthew	P	P	P	P	P	P				
Parkinson, David	P	R	P	P	P	P				
Phoenix, Aaron	P	R	P	P	R	R				
Prytula, Michelle	A	P	P	R	P	R				
Pywell, Rob	P	P	P	P	P	P				
Racine, Louise	P	R	P	P	P	P				
Radomske, Dillan	R	R	P	P	A	P				
Rangacharyulu, Chary	P	R	A	P	R	R				
Robertson, Jordan	P	P	P	P	P	P				
Rodgers, Carol	P	R	P	P	P	P				
Roesler, Bill	P	P	P	R	R	R				
Sarjeant-Jenkins, Rachel	R	P	R	P	P	P				
Senecal, Gabe	A	P	A	P	P	P				
Singh, Jaswant	P	P	P	A	R	P				
Smith, Preston	R	P	P	P	P	P				
Solose, Kathleen	P	P	P	R	P	P				
Still, Carl	R	R	P	R	P	A				
Stoicheff, Peter	P	R	R	P	P	P				
Taras, Daphne	P	P	P	P	P	P				
Tyler, Robert	P	P	R	P	R	P				
Uswak, Gerry	R	R	R	P	P	P				
Van Kessel, Andrew	A	A	R	A	A	A				
Vlahu, Izabela	P	P	P	P	P	A				
Waldram, James	P	P	R	P	P	P				
Walker, Keith	P	R	R	P	R	R				
Walley, Fran	P	R	P	R	R	P				
Wang, Hui	P	P	P	P	R	A				
Wasan, Kishor	-	R	P	P	R	P				
Watson, Erin	P	P	P	P	P	P				
Williamson, Vicki	R	P	R	P	P	P				
Wilson, Jay	P	R	P	P	P	P				
Wilson, Ken	P	P	P	P	P	P				
Wotherspoon, Terry	P	P	R	P	P	P				
Yates, Thomas	P	R	P	R	P	P				
Zello, Gordon	P	P	P	P	P	P				

COUNCIL ATTENDANCE 2014-15

Non-voting participants

Name	Sept 18	Oct 23	Nov 20	Dec 18	Jan 22	Feb 26	Mar 19	Apr 16	May 21	June 18
Binnie, Sarah	P	R	R	R	R	A				
Chad, Karen	P	P	P	R	P	P				
Datta, Ranjan	P	R	A	P	P	A				
Desiree Steele	P	P	R	P	P	P				
Downey, Terrence	P	R	P	R	R	A				
FineDay, Max	R	R	R	R	R	A				
Fowler, Greg	P	P	P	P	P	P				
Isinger, Russ	P	P	P	P	P	P				
Magotiaux, Heather	R	P	R	R	R	R				
Pulfer, Jim	P	P	P	P	P	P				
Williamson, Elizabeth	P	P	P	P	P	P				

Additional Questions from Council – February 26, 2015

How is research funding reflected in the budget? (response to include information on indirect costs of research)

Who determines our priorities? Are we having restructuring instituted from outside to be implemented internally?

Will all of the faculty who retired pursuant to the Faculty Incentive Retirement Plan (FIRP) be replaced?

How much did past deficits, or shortfalls, factor into the decision?

In the future will we receive detailed budget books?

Is there a plan in place to improve endowment funds?

Can you assure us that there was no correlation between the resignation of the provost and firing of the president and the reduction in the budget crisis?

Were there any other alternatives that could have been taken other than laying off employees? Was this an ethical approach?

There is much expansion in the College of Nursing. What is the cost of acquisition of robots, joint ventures, etc., and what is the cost of replacement in the future? How do we deal with such expansion and is it sustainable in the future?

Attachment 2: Proposed Revision to Council Bylaws:

CURRENT

Part One, section IV. 1. Creation and Composition of Council Committees

(k) The term of office of a faculty member of a standing committee is normally three years. The terms of student and sessional lecturer members will be one year. The term of office of Chairperson will be one year, and may be renewed annually for up to two additional years.

PROPOSED

Part One, section IV. 1. Creation and Composition of Council Committees

(k) The term of office of a faculty member of a standing committee is three consecutive years, renewable once for up to an additional three years, for a maximum of six consecutive years of service. Once the maximum term of service has been reached, one year must lapse prior to the commencement of a new term on that same committee. The term of office of the Chairperson will be one year, renewable annually for up to two additional one-year terms. Once the Chairperson has served for a maximum of three consecutive years of service, one year must lapse before the member may serve as Chairperson of that same committee. The renewal of the Chairperson is subject to the six consecutive years of service a faculty member may serve on a standing committee. For greater certainty, the maximum six years of consecutive service limitation does not apply to *ex officio* members of a committee.

(l) The terms of student and sessional lecturer members will be one year.