

1. Call to Order

Dr. Pamela Downe, Acting Council Chair, called the meeting to order at 2:34pm.

2. Tributes

None.

3. Adoption of the agenda

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

CARRIED.

4. Chair's Opening remarks

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. Sandra LeBlanc identified herself from the Sheaf.

The chair informed Council members of the protocols for the synchronous remote meeting. She also noted that due to the length of the agenda, she would ask that questions related to 'information' reports be delayed until Question Period.

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 *Post-Pandemic Shift Project* and an update on the *Indigenous Strategy*. She also reported that the Council orientation on September 30th was very successful.

Dr. Downe notified Council that Dr. Susan Detmer would begin her term as Council Chair on November 1, 2021, and Dr. Downe would return to the role of Vice Chair of Council. She asked Council members to join her in welcoming Dr. Detmer.

Dr. Downe reported that following the September 16, 2021, Council meeting, several Council members reached out to her with concerns about some of the agenda items, including strategic priorities and financial sustainability initiatives. Dr. Downe reported that she had conveyed those concerns to the President and Provost in confidence. She thanked Dr. Peter Stoicheff and Dr. Airini for hearing the concerns.

5. Approval of Minutes of the meeting of September 16, 2021

(Meda/Jones): *That the minutes be approved as amended.*

One Council member asked that the request for a report on the University's history with respect to Indigenous Peoples be noted.

CARRIED.

6. Business Arising from the Minutes

A question was raised regarding the presentation from Dr. Airini and Greg Fowler on September 16, 2021. The question was deferred to Question Period.

Report of the President

President Peter Stoicheff thanked Dr. Pam Downe and Dr. Susan Detmer for their service to University Council.

He highlighted items from the President's Report as provided in the Council agenda materials. The President reported on the successful vaccination rates on campus, indicating that the response from the community has been informed, responsive, and flexible. The policy approach has been data informed and paired with community minded compliance, so that USask can achieve the best outcomes for everyone. He expressed gratitude to members of the campus community for their contributions and to the Pandemic Response and Recovery Team (PRT) for their efforts.

The President indicated that Council would receive a presentation at this meeting on the *Post Pandemic Shift Project* from Dr. Debra Pozega Osburn, Vice President University Relations, and Julian Demkiw, Senior Strategist, Institutional Initiatives. He thanked Dr. Vince Bruni-Bossio and Candace Wasacase-Lafferty, Co-Chairs of the commission, and members of the commission, including the Acting Council Chair. He reported that this unique and forward-looking initiative caught the attention of Universities Canada, several federal ministries and the Province of Saskatchewan.

President Stoicheff reported on the recent and successful inaugural USask Equity, Diversity, and Inclusion (EDI) event held on October 19th. He thanked the planning team, including Kelly McInnis and Namarta Kochar. He noted that he was struck by the opening remarks from the guest speaker, Dr. Malinda Smith, Vice Provost of Equity, Diversity, and Inclusion at the University of Calgary, who noted that everyone must own the priority for EDI. He added that he looks forward to ongoing discussions on the *EDI Strategy and Action Plan*.

The President also expressed thanks on behalf of USask for the donation from Ron and Jane Graham of \$5.9M. He indicated that support such as this reflects USask's importance to alumni and supporters, who see the university as central to their own lives, and to the future prosperity of the province and the country.

Finally, the President expressed thanks on behalf of Council and the university to Dr. Debra Pozega Osburn for her contributions as Vice President University Relations. Having recently completed her five-year term in the role, Dr. Pozega Osburn has announced her retirement. He acknowledged her tremendous service since she arrived at USask: she was instrumental in development and launch of 2025 plan, the brand "Be What the World Needs", fundraising which consistently outpaced all previous efforts, and the creation of an Alumni Advisory Board. She also served on prominent boards, including the Remai Modern Art Gallery and the United Way of Canada.

Dr. Downe reiterated Council's gratitude to Dr. Pozega Osburn.

Questions were deferred to question period.

7. Report of the Provost

Dr. Airini, Provost and Vice President Academic, thanked Dr. Downe for her service and leadership as Acting Council Chair, in particular for being such a strong advocate of Council's interests following the last Council meeting.

Dr. Airini highlighted some components from the Provost's Report provided in the Council agenda package. She announced that Planning and Budget Townhalls will be held twice per year going forward in the fall and spring. The first townhalls are being held on October 25th and November 5th, 2021. It is an opportunity to share information on strategic planning and budgeting on a regular basis, and provides an opportunity for members of the campus community to provide advice and raise questions. A link is provided on the finances website where questions can be submitted beforehand. The townhalls will be live streamed, with feedback and notes shared with the Planning and Priorities Committee, University Council, the USSU, GSA, and colleges and schools.

Dr. Downe echoed the importance of attending the townhalls.

Questions were deferred to question period.

8. Pandemic Response and Recovery Team (PRT) Report

Dr. Darcy Marciniuk, Associate Vice President, Research and PRT Chair, gave a report on the work of the PRT. He reported on the following [as of October 21, 2021]:

- Successful dual vaccination rates and adherence to the mask policy at USask
- 95.4% have uploaded proof of dual vaccinations
- 2.3% have indicated preference not to declare
- Testing kits have been provided free from the university
- There are measures in place to enhance adherence, and consequences for non-adherence
- Significance of the numbers permits operating with less disruption and avoids serious illness for members of the campus community
- An announcement on winter term plans will be made before end of next week
- Mask measures will continue, plus ongoing opportunities to get vaccinated on campus at Student Health Services and the Medicine Shoppe Pharmacy

He reiterated and implored that if individuals are not feeling well to stay home. If diagnosed with COVID-19 it is mandatory to be symptom free before returning to campus, regardless of testing status.

Dr. Downe thanked Dr. Marciniuk and PRT.

Questions were deferred to question period.

9. Student Societies

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

Tasnim Jaisee, President of the USSU, presented a summary of the USSU report as provided in the materials. She named the many events that took place over the last month, particularly around Equity, Diversity, and Inclusion. For example, the USSU provided wheelchairs for students to try, and Troy Lindsay from Facilities and Dr. Airini participated in an accessibility tour on campus.

Questions were deferred to question period.

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

Rifat Zahan, President of the GSA, presented the report as provided in the materials. She announced that applications were open for needs-based bursaries. She reported that the GSA worked with Wanuskewin on events for Truth and Reconciliation Day. She also noted that the GSA was working to promote 'Empower-me Services' including yoga, meditation, and other health programs. She further encouraged uptake of the student-supervisor agreement. She also thanked Tasnim Jaisee for the contributions of the USSU in stewardship of student success.

Questions were deferred to question period.

10. Post Pandemic Shift Project

An update on the *Post Pandemic Shift Project* was presented by Dr. Pozega Osburn, Vice-President University Relations. She thanked the members of the team, as listed in the materials. She recalled that the last time the project was discussed with Council was in May 2021 and that it arose out of the President's General Academic Assembly (GAA) address in 2020. She reported that the findings will enable USask to build a framework to assist in decision-making. She acknowledged that the pandemic is ongoing, but we must still look forward. She indicated that the findings will be made accessible to everyone. She gave a presentation as provided in the materials (Attachment B).

In summary, she reported on four fundamental shifts from the *Post Pandemic Shift Project*. Going forward, USask must consider:

- How we innovate, through experimentation and feedback
- How we engage with a sense of interdependency and equity
- How we support, that it is integrated and a mutual responsibility
- How we lead, that we are adaptable and inclusive

Questions were deferred to question period.

11. Nominations Committee

Dr. Downe thanked the Nominations Committee for their important service to University Council, and USask in general. She stated that the impacts of their decisions have a far-reaching effect.

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

11.1. Request for Decision: Senior Administrator Search & Review Committees

(Jones/Paslawski) *It is recommended that Council approve the nomination of Roy Dobson, College of Pharmacy & Nutrition, to the Vice President University Relations Search Committee, effective immediately.*

Dr. Downe called for nominations from the floor three times.

CARRIED.

11.2. Request for Decision: Council and USFA Collective Agreement Committee

(Jones/Paslawski): *It is recommended that Council approve the nominations (attached and highlighted) for Council committees and chairs, effective immediately.*

The chair called for nominations from the floor three times.

CARRIED.

12. Academic Programs Committee (APC)

Dr. Downe noted that there was decision item for a change to the Academic Program Approvals Process under the Governance Committee, agenda item 14.1, removing the 'Notice of Intent' step at the Planning and Priorities Committee (PPC). However, the following APC proposals went through the former process, and were presented to both PPC and APC, per the current Council Bylaws.

Dr. Alison Oates, chair of APC, presented the items. Dr. Downe allowed questions for the decision items.

13.1 Request for Decision: Graduate Degree-level Certificate in Environmental Planning

(Oates/Burshtyn): *It is recommended that Council approve the graduate degree-level certificate in Environmental Planning, effective May 2022.*

CARRIED.

13.2 Request for Decision: Graduate Degree-level Certificate in Indigenous Nation Building

(Oates/Detmer): *It is recommended that Council approve the graduate degree-level certificate in Indigenous Nation Building, effective May 2022.*

CARRIED.

13.3 Request for Decision: Graduate Degree-level Certificate in Leadership

(Oates/Detmer): *It is recommended that Council approve the graduate degree-level certificate in Leadership, effective May 2022.*

CARRIED.

13.4 Request for Decision: Admissions Qualifications Changes – Master of Business Administration (MBA)

(Oates/Brothwell): *It is recommended that the Council approve the change to admissions qualifications to the Master of Business Administration (MBA) program to allow applicants to hold a three-year undergraduate degree, effective the 2022-23 admissions cycle.*

CARRIED.

13.5 Request for Decision: Admissions Qualifications – Master of Arts (MA) in Psychology - Clinical Stream

(Oates/Rayan): *It is recommended that the Council approve the change to admissions qualifications to the Master of Arts (MA) in Psychology – Clinical Stream to remove the requirement of a Graduate Record Examination (GRE), effective the 2022-23 admissions.*

CARRIED.

13.6 Request for Decision: Termination – Master of Northern Governance and Development (MNGD)

(Oates/Jamali): *It is recommended that Council approve the termination of the Master of Northern Governance and Development (MNGD) program, effective May 2022.*

CARRIED.

13.7 Report for information: Certificate in Geomatics

Questions on the report were deferred to Question Period.

14. Governance Committee

Dr. Terry Wotherspoon, Chair of the Governance Committee, presented the agenda items.

14.1 Request for Decision: Revisions to the Council Bylaws for the Program Approvals Process

(Wotherspoon/Larre): *It is recommended that Council approve the proposed revisions to the Council Bylaws Part Two Sections I and V (as per Attachment 2), effective October 21, 2021.*

Dr. Downe asked whether there were any questions related to the Request for Decision.

CARRIED.

14.2 Notice of Motion: Name of the Coordinating Committee

It is recommended that Council approve changing the name of the 'Coordinating Committee' of University Council to the 'Executive Committee' of University Council, effective November 19, 2021, as Part II section 3 of the Council Bylaws.

Dr. Downe asked whether there were any questions related to the Notice of Motion. None.

14.3 Request for Input: Revisions to the Student Academic Misconduct Regulations

Dr. Downe asked if there were any questions related to the Request for Input. None.

14.4 Report for Information: Number of student appeals from 2020-2021

Questions on the report were deferred to question period.

14.5 Report for Information: Policy Oversight Committee Annual Report 2020-21

Questions on the report were deferred to question period.

15. Academic Programs Committee and Planning and Priorities Committee (PPC)

Alison Oates, chair of APC, introduced the item on behalf of PPC and APC.

15.1 Report for Information: Microcredential framework development and pilot programs

Dr. Nancy Turner, Director of Teaching and Learning Enhancement, presented the Microcredentials Framework (Attachment C).

Questions were deferred to question period.

16. Planning and Priorities Committee and Research, Scholarly and Artistic Work (RSAW) Committee
Dr. Darrell Mousseau, chair of PPC, introduced the item on behalf of PPC and RSAW.

16.1 Report for Information: Update on the Renewal of the Signature Areas of Research
Dr. Baljit Singh, Vice President Research, presented the update (Attachment C).

Questions were deferred to question period.

17. Coordinating Committee

Acting Vice Chair of Council, Dr. Dirk De Boer, took over chairing the Council meeting so that Dr. Downe, as Acting Chair of the Coordinating Committee, could present item 17.1.

17.1 Report for Information: Council meeting dates 2022-23

Dr. Downe reported that the dates for Council meetings for 2022-23 had been set by the Coordinating Committee per the materials provided. She highlighted that in September and January to accommodate the start of the academic terms, Council meetings would be on the 4th week of the month, rather than the 3rd week. Also, that there would be no February meeting, per the Council Bylaws.

Dr. De Boer asked if there were any questions. There were none.

13. Other Business

Dr. Downe resumed chairing the Council meeting.

There was no other business.

14. Question Period

A Council member asked for clarification on the reasons for variances reported in the comprehensive year end Q4 financial results presented at the September 2021 Council meeting. He asked about confidence in projections going forward, and for further information on the methodology. He also reported that there are concerns and constraints in the colleges due to limited availability of resources, for instance for marking assistance.

Dr. Airini responded that Vice President Finance and Resources, Greg Fowler, could provide follow-up at the Planning and Budget Townhall on Monday. She further responded that there is confidence in the operating budget projections particularly in that we are in a pattern of expenditures consistently exceeding revenues.

Dr. Downe encouraged attendance at the townhall.

Dr. Angela Bedard-Haughn, Dean of Agriculture & Bioresources, expressed excitement about the Microcredentials Framework. She outlined some questions from the college, as follows:

- Would there be central administrative supports or oversight provided?
- How would TABBS account for microcredentials?
- How could authentic assessment for skills-based learning be assured, e.g., in soil fertility?

Dr. Turner responded that yes, these questions were all being considered as part of the pilot. The team is considering how to ensure that administrative support can be done efficiently and effectively. Dr. Turner also replied that innovative ways of conducting authentic assessment should be considered for each program, in alignment with the objectives of the course. Dr. Patti McDougall, Deputy Provost, added that there are ongoing discussions about TABBS incentives for microcredentials. Feedback from deans will be sought on accounting for non-credential work.

Dr. Debby Burshtyn, Dean of the College of Graduate and Postdoctoral Studies, asked whether there would be opportunities to 'stack' or transfer microcredentials into full credentials. Dr. Turner responded that this is not currently one of the project principles, but that it is under consideration in the individual pilots. That said, skills focus, achievement of outcomes, and assessment are essential foundations for both stacking and transferability potential.

15. Adjournment

(Grosvenor): Adjourned at 4:55pm

Dr. Willness thanked Dr. Downe for serving as Acting Council Chair and stated that the Governance Office looks forward to working with the new Council Chair, Dr. Detmer.

Appendix A: Listing of members in attendance

Appendix B: Presentation – *Post Pandemic Shift Project*

Appendix C: Presentation – *Microcredentials*

COUNCIL ATTENDANCE 2020-2021

Attendance Summary - Voting Participants

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

Last Name	First Name	Sept 16	Oct 21	Nov 18	Dec 16	Jan 27	No Mtng	Mar 17	Apr 21	May 19	Jun 16
.	Airini	P	P								
Adl	Sina	P	P								
Aitken	Alec	R	R	R							
Akintola-student	Olusola	P	n/a	n/a	n/a	n/a		n/a	n/a	n/a	n/a
Alcorn	Jane	P	P								
Augusta	Carolyn	P	P								
Bally	Jill	P	P								
Bauman-student	Elisabeth	P	P								
Bedard-Haughn	Angela	P	P								
Bedard-student	Derek	A	A								
Bell	Scott	P	P								
Bhatti-student rep	Haseeb	A	A								
Bilson	Beth	P	P								
Boden	Catherine	P	P								
Boland	Mark	P	P								
Bonham-Smith	Peta	P	P								
Bradley	Michael	R	R	R	R						
Brothwell	Doug	A	P								
Burshtyn	Deborah	P	P								
Card	Claire	A	P								
Chernoff	Egan	P	P								
Chowdhury	Nurul	P	A								
Cooper	David	P	P								
Dadachova	Kate	P	P								
DaSilva	Keith	P	P								
Dawson	DeDe	P	P								
de Boer	Dirk	P	P								
Delbaere	Majorie	P	P								
Deters	Ralph	P	P								
Detmer	Susan	P	P								
Downe	Pamela	P	P								
Gabriel	Andrew	P	A								
Gebreab-student	Henok	A	A								
Gjevre	John	P	P								
Grosvenor	Andrew	P	P								
Gyurcsik	Nancy	P	P								
Harasymchuk	Robert	P	P								
Harrison	William	A	A								
Hogan	Natacha	P	A								
Jacob-student rep	Sharon	A	A								
Jamali	Nadeem	P	P								
James-Cavan	Kathleen	P	P								
Jensen	Gordon	P	P								
Jones	Paul	P	P								
Just	Melissa	R	P								
Kahn-student rep	Maria	R	A								
Kalra	Jay	P	R								
Khandelwal	Ramji	P	P								
Kim-student rep	David	A	A								
Kovacs-student rep	Karen	A	n/a	n/a	n/a	n/a		n/a	n/a	n/a	n/a
Kresta	Suzanne	R	P								
Lamb	Eric	R	R	R	R						
Larre	Tamara	P	P								
Lindenschmidt	Karl-Enrich	P	A								
London	Chad	P	P								
Lovick	Olga	P	P								
Luke	Iain	A	R								

Last Name	First Name	Sept 16	Oct 21	Nov 18	Dec 16	Jan 27	No Mtng	Mar 17	Apr 21	May 19	Jun 16
Lummerding-	Dominique	A	A								
Macfarlane	Cal	A	A								
Maguire-student	Robert	n/a	P								
Makarova	Veronika	P	P								
Mamun	Abdullah	P	P								
Manley-Tannis	Richard	R	R								
Marche	Tammy	P	P								
Martin	Stephanie	P	P								
Martina-Koechl	Natasha	P	P								
Meda	Venkatesh	P	P								
Mousseau	Darrell	P	P								
Muir	Gillian	P	R								
Murphy	JoAnn	P	P								
Neufeld	Matthew	P	A								
Oates	Alison	P	P								
Paslawski	Teresa	A	P								
Peacock	Shelley	P	P								
Perrault-student	Levi	A	A								
Phillipson	Martin	P	A								
Pocha	Sheila	P	P								
Poettcker	Grant	A	A								
Pomazon	Alisha	P	P								
Rayan	Steven	P	P								
Richter	Solina	P	P								
Rohs-student rep	Jesse	A	A								
Ross-student rep	Cassidy	A	P								
Sarjeant-Jenkins	Rachel	P	P								
Shevchuk	Yvonne	P	P								
Singh	Jaswant	P	A								
Smith	Preston	P	P								
Smyth	Stuart	P	P								
Somerville	Kara	P	P								
Sorensen	Charlene	P	n/a	n/a	n/a	n/a		n/a	n/a	n/a	n/a
Spurr	Shelley	P	P								
Squires	Vicki	P	P								
Steele	Tom	P	P								
Stoicheff	Peter	P	P								
Stuart	Glenn	P	P								
Szmigielski	Jacek	P	P								
Vassileva	Julita	P	P								
Waldner	Cheryl	P	P								
Walker	Keith	P	A								
Willenborg	Christian	P	P								
Willoughby	Keith	P	P								
Woods	Phil	P	P								
Wotherspoon	Terry	P	P								
Wu	FangXiang	P	P								
Xiao	Jing	P	P								
Yao	Yansun	P	A								
Yu-student rep	Angela	A	A								
Zhang	Lifeng	P	P								

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.

Last Name	First Name	Sep 16	Oct 21	Nov 18	Dec 16	Jan 27	No Mtng	Mar 17	Apr 21	May 19	Jun 16
Akintola-GSA VP 2021-22	Olusola	P	As of Sep 17th-O. Akintola resigned GSA					n/a	n/a	n/a	n/a
Fowler	Greg	P	P								
Iftikhar-USSU VP 2021-22	Tauqeer	P	P								
Isinger	Russell	P	P								
Jaisee-USSU President 2021-22	Tasnim	P	P								
Jamie	Angela	A	A								
Kaminski-Senate rep	Nicholas	P	A								
Pozega Osburn	Debra	R	P								
Singh	Baljit	A	P								
Still	Carl	P	P								
Thronberg-Senate rep	John	P	P								
Willness	Chelsea	P	P								
Wilson	Jay	P	P								
Zahan-GSA Pres 2021-22	Rifat	P	P								



The Post-Pandemic Way Forward

Dr. Debra Pozega Osburn (PhD)
Vice-President University Relations

University Council
October 2021

“What will the post-COVID-19 University of Saskatchewan look like? I suggest we plan on learning from this crisis so that we emerge from it – and we will – stronger, even more creative in what we do, reaching more people around the world, having an even greater positive impact on the province and the region and the country – full of the confidence that, together, we respond to change very well.”

President Peter Stoicheff, in his annual GAA address, April 8, 2020

Our University Plan

We have committed, through our University Plan, to evolutionary change that will ensure the university is decidedly outwardly focused – that it achieves every day our intent to be **The University the World Needs.**

Project Goal

The Post-Pandemic Shift Project (PPSP) will help ensure our university is well informed as it makes decisions about how to be the university the world needs in a post-pandemic world.

The **Post Pandemic Shift Project** was designed to create a framework to guide decision-makers, a pathway that will **inform** and **support** the future realities of the University of Saskatchewan.

The project is grounded in the principles of **wahkotowin**, a Nêhiyaw (Cree) concept that teaches us that “everything is related,” that our shared kinship and interdependence will shape our future.

Methodology

The Post-Pandemic Shift Project involved engaging various “circles of voice” both external and internal to our university, linking the **genuine voice** of our broader community with the **critical thinking, pedagogic expertise, and informed experience** of the USask academic community to **inform** our change process.

The commission

The overall project was led by Vice-President University Relations, Debra Pozega Osburn and supported by Senior Strategist, Office of the President, Julian Demkiw.

Internal engagement was designed and implemented by co-chairs Vince Bruni-Bossio and Candace Wasacase-Lafferty and a commission of campus stakeholders: Angela Bedard-Haughn, Sarah Buhler, Pamela Downe, Marcy Hildebrand, Don Leidl, Kiefer Roberts, Vicki Squires, Nancy Turner and Candice Weingartner.

Discussions with stakeholders

Externally, we engaged with organizational stakeholders with close ties to USask across multiple sectors. We sought to understand how the phenomenon of the pandemic affected their lives, how they were personally and professionally experiencing the pandemic and what they thought was on the other side.

Internally, we used what we learned externally and designed a multilayered process to connect broadly and deeply. Through surveys, stakeholder engagement groups and thematic workshops, we ended up with almost 900 points of contact throughout the process.

Engagement by the Numbers

**External
Engagement**

200 INDIVIDUALS

**Internal
Survey**

379 RESPONSES

**Internal
Engagement
Groups**

23 SESSIONS WITH
152 PARTICIPANTS

**Internal
Workshops**

5 SESSIONS WITH
162 PARTICIPANTS

Through the process of internal conversations and combined with the understanding we gained through our external engagement, we further refined our learnings into a conceptual framework to guide decisions and actions in a post-pandemic reality.

What we heard
externally from...

individual
citizens and
organizational
partners



What we heard
internally from...

staff, students,
faculty, Elders,
researchers, and
senior leaders

PROJECT INSIGHTS

Four Fundamental **SHIFTS**

A shift in how we **INNOVATE**

EXPERIMENTATION

The pandemic has shown that we are willing and able to try new things when we don't have all the information and don't know the outcomes.

There will be increased expectations from the USask community and beyond for all of us to be open to trying new ideas about our work, about our classrooms, and how we operate.

Practical questions for action:

- *How am I investigating new ideas and ways of doing things?*
- *Am I creating an environment where others feel comfortable to fail?*
- *Even though we do not have all the information, can we try this idea out?*



FEEDBACK

Coupled with experimentation and “trying things” is the need to ensure robust systems of continuous evaluation are developed.

When trying new things, decision-makers must be purposeful about who they seek feedback from, how often, and in what formats. We must be prepared to go above and beyond to ensure the right voices are heard.

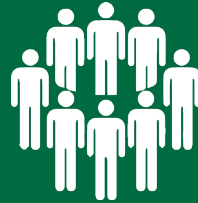
Practical questions for action:

- *Am I clear on who I am soliciting feedback from, how, and when?*
- *Have I made it easy for feedback to be given?*
- *Do I know how feedback will be incorporated into my decision-making process?*

A shift in how we **INNOVATE**

“The most important thing learnt is that we can actually change without taking 6 years of planning and processing. I hope we remember that we are not scared of making changes.”

“People are going to be emboldened. We are going to be confronted by our stakeholders about our thinking and our processes.”



What we heard from
our **community**...

“Can we change fast? Sure we can. We showed the world we could.”

“We have had to step outside of our comfort zone; everyone has had to learn new things. I hope we keep that.”

“Meeting people where they are means that we as an institution need to be better at listening, so ideal world is one where we take the time to truly listen.”

A shift in how we **INNOVATE**

“A complete return to what has long been considered “normal” would represent a failure for our campuses and our broader society.”

University Affairs, July 2021

“The pandemic has changed us. Our collective mindset has shifted toward being open and receptive to new opportunities and limitless possibilities.”

Forbes, July 2021

“Historically there has been a widely held belief, or “orthodoxy,” that companies cannot innovate in a remote work environment. The past 15 months have shown us that notion is untrue.”

Deloitte, Aug. 2021



“Now that people are once again gathering and mingling—the jet-fuel of creativity—this next decade is a prime time for creativity to flourish.”

RBC, July 2021

“Rapid responses to crises or societal changes can be slowed by ponderous program approval processes and the rigid mechanics of funding regimes. PSE institutions have managed to find some workarounds that have enabled rapid innovation at the edge, but these workarounds are not sustainable over the long term and need to be integrated into mainstream funding and credentialing systems to persist and spread.”

Public Policy Forum, June 2021

A shift in how we **ENGAGE**

INTERDEPENDENCY

More so than ever, the pandemic taught us that we are all in this together; how a decision on one side of the planet had a direct impact in our personal lives. With this increased recognition comes an increased expectation for decisions to be made in an integrated fashion, ensuring that those most impacted by the decision are involved in its outcome.

Practical questions for action:

- *How have I considered the full impact of my decisions on key stakeholders?*
- *Have I taken the time to consider any potential unintended consequences of decisions?*



EQUITY

The pandemic exposed and exacerbated the inequity inherent in society and within our own institution. Additionally, we heard that the “push to work and learn remotely” allowed many a more equitable playing field at USask.

How can we keep the equity gains made during the pandemic and shore up revealed gaps in our supports in the post-pandemic world?

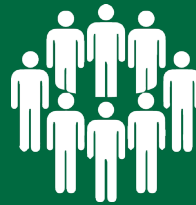
Practical questions for action:

- *How am I ensuring that minority voices are heard?*
- *How am I ensuring that supports are provided for minority concerns?*
- *Where does accessibility factor into my decision-making priorities?*

A shift in how we **ENGAGE**

“I hope that post-pandemic we, proceed with more compassion for our students, faculty, and staff. The flexibility and understanding we require from each other during the pandemic isn't a new need - it is simply more exposed now that we're all feeling it at the same time . . . How can we ensure that compassion and mutual respect/responsibility drive our work going forward?”

“The idea of citizenship will resurface. I hope at the end of this we have a different sense on how we take care of others.”



What we heard from
our **community**...

“Connectivity is a human right.
Anytime, Anywhere.”

“Whether you think of it as compassion, empathy, or just plain understanding that everyone is different, the pandemic has shone a bright light on the benefits of walking the talk when it comes to appreciating both the essential contributions and the varying needs of employees.”

A shift in how we **ENGAGE**

“COVID-19 has exacerbated inequalities that were already in our sights and has illuminated more strongly the interdependencies of many of our social, cultural and economic structures.”

THE, July 2021

“As COVID-19 spreads across the country it continues to disproportionately impact the most vulnerable and marginalized employees. This puts pressure on companies to improve working conditions and adapt to unique needs.”

Brookefield Institute, “Yesterday’s Gone”, Feb. 2021

“Wahkotowin teaches us that, “everything is related” and that our shared kinship, our interdependence will shape our future.”

Louis Halfe, Elder and Canada’s Poet Laurete



“Interdependence has an important conceptual effect: it invalidates silo thinking. Since conflation and systemic connectivity are what ultimately matter, addressing a problem or assessing an issue or risk in isolation from others is senseless and futile.”

COVID-19: The Great Reset, 2021

“COVID-19 has aimed a greater spotlight on social justice issues, in Canada and around the world. It has become evident that, at the same time as they face financial challenges and disruption in their own institutions, universities need to be leaders in increasing equity.”

Universities Canada, 2020

A shift in how we **SUPPORT**

INTEGRATED

It is not uncommon for the units we lead to have detailed plans for support in areas such as information technology, health and wellness, and human resources. The pandemic has shown us, though, that our support strategies need to be front and centre and that it must be clear how each one connects with the other. In particular, it is recognized that special attention must be given to providing supports for managing and leading change itself.

Practical questions for action:

- *Have I asked all those involved what supports they need?*
- *Have I considered how supports connect and interact with each other?*



MUTUAL RESPONSIBILITY

Times of transition require a clear investment in support that is ongoing, agile, and provided by well-trained staff. It is an institutional responsibility to help community members navigate in this new world. Conversely, the community has a responsibility to avail itself of the supports necessary and to communicate those needs to ensure they are met.


Practical questions for action:

- *Have I asked for all the supports I need?*
- *Am I making use of all supports offered?*
- *How much time do I spend ensuring my team has the tools they need to do the work?*

A shift in how we **SUPPORT**

Faculty told us they were willing to change. Students told us they were willing to consider new ways of learning. Staff told us they were excited at the opportunity to try things differently.

A common thread among all stakeholders was that they just need support to do it. They need support to adapt to new technologies and new ways of teaching and learning. They need support to handle the demands and stresses of change in their lives. **They need to know that *someone* has their back.**



“I have never felt more supported by the university as during the pandemic. I hope that doesn’t go away.”

A shift in how we **SUPPORT**

“As hybrid work models become more entrenched, technology will be mission-critical to every HR strategy.”

RBC, 2021

“When you think about “innovation,” what business function comes to mind? Probably product development. Post-pandemic, it’ll likely be HR.”

Forbes, 2021



“Institutions will examine closely whether they’re making the most out of their physical spaces and face-to-face time. “We’re going to go into every room and we’re going to say, ‘Is meaningful connection going to happen in this space?’”

Chronicle of Higher Education, 2021

A shift in how we **LEAD**

ADAPTABLE

We have shown an incredible ability to be flexible during the pandemic. We have learned as a community that we can be adaptable in our policies and procedures as long as we continue to stay true to our values and principles. There will be an expectation from our stakeholders to show flexibility in many of our decision-making processes.

Practical questions for action:

- *What have I done to change my thinking and approach in new ways around a decision?*
- *What traditional approaches do I need to adhere to and which ones can/should be challenged in a post-pandemic world?*



INCLUSIVE

Although many of us were physically separated during the pandemic, extra-ordinary efforts were made to connect one another and connect everyone as much as possible.

We will need to ensure these inclusive decision-making practices are carried over to the post-pandemic world.

Practical questions for action:

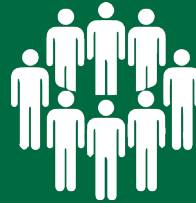
- *Who has been included in the decision-making process?*
- *Am I including the voices around the table that are most impacted by this decision?*
- *Have I chosen to include my own voice when asked?*

A shift in how we **LEAD**

“I’ve appreciated how much easier it is to access decision-makers and feel part of the process – I hope we keep that.”

“I really appreciate how much trust the U of S has in employees by giving us the ability to work from home and carry on with that.”

“There’s still an element of the old command-and-control in a lot of organizations, and now that’s just not going to work.”



What we heard from
our **community**...

“Leadership in a post-pandemic world will be less bureaucratic, more reflective; it will genuinely allow people to lead from wherever they are in their organization or their community.”

“We have all become more adaptable and flexible and developed these ‘muscles’ for moving forward. With the scope and magnitude of change that is coming, we’ll need these muscles for sure. We need to keep pressing ourselves so we don’t lose these skills.”

A shift in how we **LEAD**

“One of the most important takeaways from the pandemic is that it has served as a catalyst for cultural transformation. For example, companies have witnessed an increase in trust, a flattening of hierarchies, and more rapid and agile decision-making.”

Cornell Chronicle, March 2021

“What many are imagining as a “great reset,” then, is a chance for universities to rethink how they fit into their communities – and how those communities can play a role in shaping the future of their institutions.”

Globe and Mail, July 2021



“During the pandemic a new style of leadership emerged, and new leaders emerged. The traditional structures got blown apart. As we prepare to return in person on campuses this fall, we have a unique opportunity to reimagine our universities as more inclusive, more flexible and ultimately more intellectually productive learning commons. Some of the ways in which we were organized pre-pandemic, and some of what we did as teachers and researchers still make sense, but some don’t. Whatever we are preparing for, it isn’t fall 2019. This will be different.”

University Affairs, July 5

Four Fundamental **SHIFTS**

A shift in how we **INNOVATE**

A shift in how we **ENGAGE**

A shift in how we **SUPPORT**

A shift in how we **LEAD**





Microcredential update

APC and PPC joint working group

Presentation to University Council
October 21, 2021

What is a microcredential?

Narrow in scope: focus on a limited set of competencies

Short completion time: narrow focus allows for faster completion

USask microcredential definition

A microcredential is a certification of an authentically assessed, specific, and relevant set of skills or competencies

USask microcredential principles

- **Specific:** narrow focus on a set of skills or competencies
- **Smaller Scale:** short completion time, 50-150 notional learning hours
- **Skills based:** centered on defined skills
- **University-level:** outcomes consistent with university level study
- **Authentically assessed:** to confirm achievement of outcomes
- **Relevant:** endorsed by industry/employer or community partner
- **Validated:** a university credential will be awarded on completion
- **Accessible:** offered in varied formats, not required to align with academic terms

Pilots

- **School of Environment and Sustainability**
- **Edwards School of Business**
- **Global Institute for Water Security**



UNIVERSITY OF
SASKATCHEWAN

Microcredential update

APC and PPC joint working group

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