

MINUTES OF UNIVERSITY COUNCIL
2:30 p.m. September 19, 2019
Arts Building 241 Neatby-Timlin Theatre

Attendance: See item 3 Appendix A for the listing of members in attendance.

The chair of Council, Dr. Jay Wilson, called the meeting to order at 2:30 p.m., noting that quorum had been reached.

1. Tributes

There was a tribute to Earle Ripley, presented by Yuguang Bai.

There was a tribute to Lesley Coleman, presented by James Merriam.

2. Adoption of the agenda

Drs. Card and Jamali put forward the suggestion to amend the agenda to include the following motion:

Educators at the University of Saskatchewan recognize that students may wish to participate in climate action events on Friday September 27, 2019.

Members of University Council recommend that educators identify alternatives for the participating students so they are not subject to any academic penalties.

Motion (Gjevres/de Boer): *That the agenda be approved with the above amendment.*

CARRIED

3. Opening remarks

The chair acknowledged that Council meets on Treaty 6 territory and the homeland of the Métis. He directed Council members to the Cree and Michif translations of the land acknowledgement that were included in the agenda and materials for the meeting. Dr. Wilson noted that at Council orientation on September 12, 2019 an Elder and a Language Keeper gave a presentation regarding the importance of the land acknowledgement and its translation.

Dr. Wilson reminded those in attendance of the usual protocols for discussion and debate.

Dr. Wilson reported that the topics discussed at the PEC and Council chairs breakfast last week were the University Plan, the collaborative use of space and space allocation, and the new vision for interdisciplinary programming in public health.

4. Approval of Minutes of the meeting of June 20, 2019

Motion (Downe/Urquhart): *That the minutes of June 20, 2019 meeting of Council be approved as circulated.*

CARRIED

5. Business Arising from the Minutes

There was a question regarding when the revised graph of university research dollars (adjusting for inflation and in percentage as well as absolute dollars) would be presented to Council. Dr. Karen Chad, vice president research, responded that it would be brought forward to the next Council meeting [Table 1. Action item 1].

A member raised a question as to when a response regarding the tuition motion that was tabled at the June 20, 2019 Council meeting could be expected from PPC. There was also a question with regard to the process of tabling the motion and sending it to a committee rather than addressing it at the Council meeting. The chair and secretary responded that it was appropriate that the motion was delegated to PPC. Also, that the response/recommendation from PPC would be considered and brought back to Council as soon as the committee is able [Table 2. Action 2].

6. Report of the President

The chair invited President Stoicheff to present his report. President Stoicheff welcomed the new members of Council and Council chairs. He thanked them for taking on these important roles.

In addition to his report, the President spoke on two items. First, he spoke about the significance of the USask Prince Albert campus signage unveiling that occurred on the Monday prior to Council for that city, for our Indigenous students, for our aspirations regarding access for northern communities, and for our outreach and community engagement efforts. Among those at the unveiling event were the Premier of Saskatchewan, Indigenous leaders from the region, Prince Albert city representatives and students. The president acknowledged the many Council members, and non-members attending Council, who contributed to this important accomplishment for the university and for Prince Albert.

Second, President Stoicheff reported that enrolment is up again for the fifth year in a row. The approximately 26,000 students registered this year represents a historically high number. He stated that we are growing in a good, strategic, and measured way.

There was a round of Q&A.

There was a question regarding any national response of university presidents to the recent challenges in Canada-China relations. The president responded that Universities Canada

presidents remain informed about evolving geopolitical circumstances. Along with the federal government, Universities Canada remains alert to any potential risks to faculty and students. The president stated that as he has mentioned at Council before, universities can do what governments cannot: transcend political circumstance and engage with other countries and cultures through intellectual exchange and collaboration. Regarding a potential USask position on any human rights violations in China, he further noted that of 196 countries in the world, 140 are on the Human Rights Watch list, including Canada.

7. Report of the Provost

The chair welcomed Dr. Tony Vannelli to present the provost's report. The provost noted that under the planning and priorities committee (PPC) report the committee would be inviting Dr. Patti McDougall, vice provost teaching, learning and student experience to present the *Learning, Teaching, and Student Experience Plan (LTSE)*, including plans for enrolment to 2025. The LTSE plan fits with the University Plan and other foundational plans, including the International Blueprint, and an Indigenization and reconciliation plan that is currently in development. The provost also commented on the backdrop in Canadian and other Commonwealth universities; many jurisdictions are seeing their governments move toward performance-based funding.

7.1 Rankings Discussion

The provost welcomed Dr. Debra Pozega Osburn, vice president university relations, and Dr. Karen Chad, vice president research, to present a report on university rankings.

Dr. Pozega Osburn recalled that university rankings have often been discussed at Council. While there is no universal agreement about the significance of the rankings for the university, they are important to our stakeholders. She noted that the action plans she was describing had been developed by knowledgeable working groups, in consultation with others, including PPC and the president's executive committee (PEC). She reiterated that the University Plan articulates that we want to be the university the world needs, and if we want to have a prominent place in the minds of our stakeholders we need to pay attention to the rankings. She pointed to ARWU, Macleans, QS, THE, and Research Infosome as rankings that PEC has decided to focus on. She also noted that research performance is the single most important factor in most of these university rankings.

Dr. Karen Chad also noted that the UN Sustainable Development Goals are a critical factor in the new THE rankings instrument.

There was a round of Q&A considering the following.

There was a question and a comment about the metaphor of the horserace from the presentation, questioning what it implied regarding our competitive environment in PSE. Dr. Pozega Osburn acknowledged that that was perhaps not the most appropriate metaphor to

have used. Another Council member noted a concern that excessive self-citation might influence research rankings. There was a comment about the need to recruit more international students, especially at the undergraduate level.

There was another question about how to make our campus more sustainable, as this is clearly becoming important to rankings agencies. The president responded that he would bring back a report from the president's sustainability council to University Council [Table 1. Action 3].

Dr. Jackie Ottmann, vice-provost, Indigenous engagement noted for Council that USask is rated number one in the area of Indigenization and reconciliation with Macleans and that we should celebrate this and keep working toward improvements.

8. Student Societies

8.1 Report from the USSU

The USSU president, Regan Ratt-Misponas, provided an oral report from the USSU. He reported that the USSU has engaged a new Elder in Residence, Joseph Naytowhow, from the Lac LaRonge Band. Mr. Ratt-Misponas noted for Council that he is honoured to serve as the fifth Indigenous president of the USSU in the 110 years of history of the University of Saskatchewan.

He indicated that the USSU VP academic, Carlos Muñoz-Pimentel has been elected chair of the Saskatchewan Student Coalition. VP operations and finance, Jamie Bell has been meeting with USask campus clubs, who are recruiting new members and play an important role in creating a sense of community on campus.

The USSU president also indicated that the USSU has created a plan for the coming year called *The Path Forward*. Main priorities in the plan are promoting education, facilitating leadership, and decolonization. The graphic for the vision will take the shape of a medicine wheel, which represents that there will be a holistic approach to successful achievement of these goals. He also indicated that the USSU will have a bi-election as the VP student affairs, Allen Lewis has resigned from the position.

The USSU president invited Elder Joseph Naytowhow to bring a few words of introduction to Council. Mr. Naytowhow shared the story of his educational background and experiences. He pointed out the irony that in his youth speaking his language and practicing his culture was discouraged, and now it is at the forefront.

8.2 Report from the GSA

The VP student affairs, Alejandra Fonseca presented the written report from the GSA as included in the agenda and materials for the meeting.

9. Climate Action Day

Dr. Claire Card spoke to a new motion to Council. She indicated that as part of being the university the world needs, we need to address climate change. She noted that September 27th is the international Earth Strike.

(Card/Jamali): Educators at the University of Saskatchewan recognize that students may wish to participate in climate action events on Friday September 27, 2019.

Members of University Council recommend that educators identify alternatives for the participating students so they are not subject to any academic penalties.

There was a comment that the spirit of the motion is laudable, but Council should not recommend such action to the faculty. Rather we should trust in the wisdom and principles of our faculty colleagues. Another Council member commented that universities are “big players” and can have big impact through supporting initiatives such as the climate strike.

CARRIED

10. Nominations Committee

The chair called on Vicki Squires, chair of the nominations committee to present items from the committee.

10.1 Request for Decision: Nomination to the Public Health Task Force

(Squires/Urquhart): It is recommended that Council approve the nomination of Dirk de Boer, Department of Geography and Planning, to serve on the Public Health Task Force as a member effective immediately.

The chair called for nominations from the floor three times.

CARRIED.

10.2 Request for Decision: Nominations to Planning and Priorities Committee

[For the record of Council there was an error in the membership of PPC listed in the September 19, 2019 Council materials related to this item: Dr. Alec Aitken and Dr. Terry Wotherspoon were not listed but are members of the committee.]

(Squires/Urquhart): It is recommended that Council approve:

- (1) *The nomination of Darrell Mousseau, Department of Psychiatry to serve as chair of the Planning and Priorities Committee effective September 20, 2019 and continuing until June 30, 2020.*
- (2) *The nomination of Vince Bruni-Bossio, Department of Management and Marketing to serve as a member of the Planning and Priorities Committee effective immediately and continuing until June 30, 2022.*
- (3) *The nomination of Haizhen Mou, Graduate School of Public Policy to serve as a member of the Planning and Priorities Committee effective immediately and continuing until June 30, 2022.*

The chair called for nominations from the floor three times.

CARRIED

10.3 Request for Decision: Member Nomination to the Academic Programs Committee

(Squires/Urquhart): It is recommended that Council approve the nomination of Timothy Kelly, Department of Chemistry, to serve as a member on the Academic Programs Committee effective immediately and continuing until June 30, 2020.

The chair called for nominations from the floor three times.

CARRIED

10.4 Request for Decision: Member Nomination to the Research, Scholarly and Artistic Work Committee

(Squires/Urquhart): It is recommended that Council approve the nomination of Marjorie Delbaere, Department of Management and Marketing, to serve as member of the Research, Scholarly and Artistic Work Committee effective immediately and continuing until June 30, 2021.

The chair called for nominations from the floor three times.

CARRIED

11. Governance Committee

Dr. Wilson invited Dr. Stephen Urquhart, chair of the governance committee to present.

11.1 Request for Input: Proposed Dissolution of the International Activities Committee

Dr. Urquhart presented the request for input, providing background on the process. He highlighted that the governance committee worked with the coordinating committee to ensure that all Council committees would ensure ongoing attention would be paid to internationalization if the committee were to be dissolved.

A Council member pointed out that there was only one faculty member on the working group that produced the report. She further indicated that she would not advise Council to consider disbanding this committee. Dr. Urquhart responded that the former chair of IAC would bring forward the rationale for the recommendation to the next meeting [Table 1. Action item 4].

12. Planning and Priorities Committee

The chair invited Dr. Darrell Mousseau to present the PPC item.

12.1 Notice of Motion: Learning, Teaching and Student Experience Plan

Dr. Darrell Mousseau thanked the previous chair and vice chair of PPC. He introduced Dr. Patti McDougall to present the *Fostering Tomorrow's Leaders: The Learning, Teaching and Student Experience Plan*. Dr. McDougall provided background on the process and the consultation that went into the development of the plan.

There was a round of Q&A.

There was a comment that the title of the plan could perhaps be interpreted as being elitist, as not everyone will be in a leadership role. Another Council member indicated they liked the title.

A Council member noted that we are in the fourth wave of artificial intelligence, so that term should be used with caution. He also congratulated Dr. McDougall on the aspirational aspects of the plan, and the focus on the health and wellbeing of students.

The USSU president inquired about the level of student engagement in the development of the plan, including with the Indigenous Students' Council. Dr. McDougall noted that this consultation was done with student leaders, ISAAC, Student Forum, Student Council and others.

There was a question about whether the College of Medicine could increase its enrolment. The provost responded that funding for seats is negotiated with the province annually and that any increase in the number admitted to the college would be dependent on increased funding.

There was another question about resources to support increased enrolment. Dr. McDougall replied that the colleges had carefully considered the question of resources in making their enrolment projections.

Dr. McDougall thanked Council for their feedback. She indicated that they would take away the feedback, conduct further consultation, and return with a revised draft at the October Council meeting.

12.2 Request for Input: Living our Values

The chair of PPC introduced the *Living our Values* policy document to Council, noting the background, consultation, timelines, and many drafts that were developed before this version arrived at Council.

There was a round of Q&A.

A Council member asked whether the language from the USFA Collective Agreement on academic freedom could/should be used in this document. They also commented that in terms of respect and safety, the concept of safety has expanded.

A couple Council members inquired as to the purpose of this policy, especially if all of the points of compliance are reflected in other policies. They also inquired as to who had been consulted. There was a suggestion that the language could be stronger and more aspirational. The definition of collegiality could also be refined, as well as the definitions of equity and equitable treatment.

Dr. Beth Bilson, university secretary, responded that the document has been in development for a long time and that the feedback was welcome. She also replied that the Board of Governors participated in the Brown Governance Report that was commissioned by the province several years ago. That report recommended that all PSE institutions in Saskatchewan should have institutional codes of conduct. A working group was formed to address the recommendation and determined that a comprehensive compliance-based code would not be workable at USask, given the range of constituencies in the institution. The group concluded that drawing on the values identified in the *Mission, Vision and Values* document that had been approved by all of the governing bodies, and using them as the basis for a statement of expectations was preferable. This *Living our Values* document is the result of that process.

13. Other Business

None

14. Question Period

None

15. Adjournment

(Flynn): *The meeting adjourned by motion.*

Table 1. Action items

| No. | Page | Date | Action | Responsible |
|-----|----------|-----------|---|----------------------|
| 1 | p.2 s.5 | 9/19/2019 | Revised graph of university research grants to Council | Dr. Karen Chad |
| 2 | p.2 s.5 | 9/19/2019 | Results of the June 20, 2019 Council motion to PCC reported to Council | Dr. Darrell Mousseau |
| 3 | p.4 s.4 | 9/19/2019 | Report from the President's sustainability council to Council | Dr. Peter Stoicheff |
| 4 | p.7 s.11 | 9/19/2019 | Former chair of IAC to respond to question on the recommendation to dissolve IAC at October Council | Dr. Stephen Urquhart |

Attachments

1. Appendix A – Attendance from the meeting of September 19, 2019
2. Appendix B – Rankings report PPT
3. Appendix C – Fostering Tomorrow's Leaders PPT



UNIVERSITY OF
SASKATCHEWAN

BE WHAT THE WORLD NEEDS

Rankings Action Plan

SEPT 19, 2019

Today's Update

1. **Why we needed a Rankings Action Plan**
2. **How we developed the Rankings Action Plan**
3. **How we have progressed thus far**
4. **Next steps**

Who cares?

(well, almost everyone...)

- Students, potential students – and their parents
- Alumni
- Faculty and staff
- External partners, local / national / global
- Government
- (Insert your stakeholders here ...)

Context:

Increasingly competitive PSE environment



Key part of our UPlan

- “...noticeable improvement in academic rankings within disciplines and across the university ...”
- Global recognition
- Improved competitiveness for peer-reviewed funding
- Success in attracting the best from across the globe
- Growing leadership and recognition in scientific, technological, and social innovation
- Improved reputation and institutional recognition

Our current standing

| Ranking | Trend | Latest | Last year | Total ranked | U15 rank |
|--------------------------------|-------|---------|-----------|--------------|----------|
| ARWU (Aug 2019) | → | 301-400 | 301-400 | ~1,800 | 14 |
| Macleans (Oct 2018) | ↑ | 14* | 15 | 15 | 14* |
| QS (June 2019) | ↑ | 439 | 461 | ~1,000 | 14 |
| Research Infosource (Oct 2018) | ↓ | 14 | 11 | 50 | 14 |
| THE (Sept 2019) | → | 401-500 | 401-500 | ~1,400 | 15 |

* Tied with the University of Manitoba

Subject rankings ...

ARWU

Water resources: 1st in Canada, 19th in world

Veterinary sciences: 3rd in Canada, 47th in world

Agricultural sciences: tied 4th in Canada, top 100 globally

Environ. sciences & eng.: 4th in Canada, top 75 globally

Public admin.: tied 2nd in Canada, top 100 globally

Food Science & Technology: tied 6th in Canada, top 150
globally

New sustainable development ranking

[PROFESSIONAL](#)[JOBS](#)[SUMMITS](#)[RANKINGS](#)[STUDENT](#)[ABOUT US](#)

University Impact Rankings 2019

The *Times Higher Education* University Impact Rankings are the only global performance tables that assess universities against the United Nations' Sustainable Development Goals. We use carefully calibrated indicators to provide comprehensive and balanced comparisons across three broad areas: research, outreach, and stewardship.

This first edition includes more than 450 universities from 76 countries.

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[How to get your uni ranked](#)

EXPLORE UNIVERSITY IMPACT RANKINGS FOR INDIVIDUAL SDGS



BE WHAT THE WORLD NEEDS

Rankings Working Group

| | | | |
|------------------------|---|---|--|
| Working Group: | Debra Pozega Osburn, Gord Hunchak, Patti McDougall, Troy Harkot, Lorne Babiuk, Dion Martens | | |
| Sub-committees: | Research Effectiveness and Achievement | Reputation | Student Experience |
| | Lorne Babiuk Troy Harkot Dena McMartin Kathryn Warden Laura Zink, Markus Hecker Murray Fulton Tony Chung | Gord Hunchak Troy Harkot Kathryn Warden Jennifer Boyle Chelsea Willness Chad London Jeff Drake Andrea Wasylow Jay Wilson Guy Larocque Luke Miller GSA and USSU | Patti McDougall Troy Harkot Lorin Elias Noreen Mahoney Sabrina Kehoe George Foufas Nancy Turner Peter Hedley Shawn Burt Kristen Major Guy Laroque Naheda Satout, GSA Crystal Lau, USSU |

A campus-wide discussion

- **Widespread engagement:**
 - a) PEC
 - b) RSAW
 - c) SLF
 - d) ADRs
- **Continued interest and discussion**
- **Already moving forward with the actions**

Areas with greatest potential

1. Research Effectiveness and Achievement:

- a) Publications
- b) Citations
- c) Research dollars
- d) Faculty Awards

2. Reputation

3. Student experience:

- a) National academic awards
- b) Scholarships and bursaries
- c) Spending on student services
- d) Reported student satisfaction

Research Performance

1. Implement a metrics-driven incentive and accountability approach
2. Fully capture researchers' output
3. Attract top research leadership
4. Empower our academic community with the support they need to excel
 - a) Identify where participation needs to be enhanced;
 - b) Review and, where necessary, revise the programs, services and supports available to researchers
 - c) Deploy research facilitators more effectively
 - d) Better support faculty engaged in developing large-scale grants
 - e) Enhance central support for faculty-award facilitation

Reputation

1. Share our stories more often and more widely
2. Invest in our brand
3. Refine our website
4. Target key stakeholders involved in rankings
5. Increase our profile at major conferences
6. Leverage the profile of our centres

Student experience

1. Present an accurate picture
2. Consider/evaluate additional resources for student services
3. Consider additional resources to scholarships
4. Help more students win national awards
5. Employ a campaign approach to further improve satisfaction results



UNIVERSITY OF
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The University the World Needs

University Council – September 2019
Notice of Motion



Fostering Tomorrow's Leaders

Learning, Teaching and Student Experience *Institution-wide Plan*



UNIVERSITY OF
SASKATCHEWAN

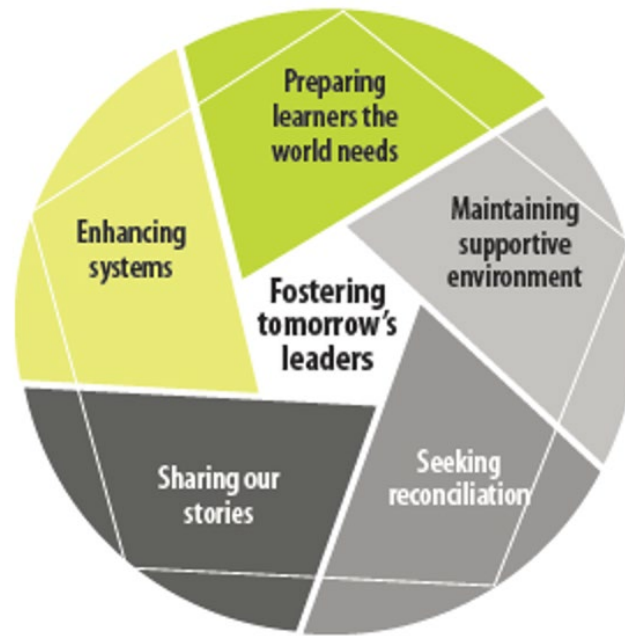
www.usask.ca

Learning, Teaching and Student Experience *Institution-wide Plan*

Student Experience

Strategic Enrolment Management

Teaching and Learning



#1 Enhancing and aligning systems, structures, and processes

- a) Leverage technologies
- b) Streamline processes
- c) Optimize resources

We will reexamine and modify our systems, structures and processes as the key tool for growth



#2 Sharing our stories and celebrating our successes

We seek to honour our history, share our stories, and celebrate our successes


- a) Amplify value
- b) Build community
- c) Respond to need

#3 “Walking the talk” of reconciliation

- a) Commit to reconciliation
- b) Uplift our Indigenous learners
- c) Cultivate opportunities to learn and unlearn

We will intentionally contribute to a sense of belonging, resilience and achievement for all

**Truth and Reconciliation
Commission of Canada:
Calls to Action**



#4 Maintain a climate of inclusion, empowerment, and support

- a) Cultivate inclusion
- b) Honour the whole person
- c) Enhance retention/completion (where needed)

*We will create a learning environment
that recognizes the whole person*



#5 Preparing learners the world needs

- a) Enrich teaching
- b) Enhance quality
- c) Enable transformative learning

*We will advance the development of
core skills and enable lifelong learning*



The University the World Needs
nikānītān manācihitowinihk
ni manachīhitoonaan

Enrolment 2025

- Goals embedded within the LTSE Plan
- We are planning for overall enrolment growth over the next six years
- Significant consultation over the last 18 months to explore growth at a college level

Enrolment 2025 – Growth Goals

| Level | Baseline (2017-2018) | Progress (2018-2019) | Projected (2024-2025) |
|---------------------------|-------------------------|-------------------------|--------------------------|
| Undergraduate | 19,466 | 20,088 | 23,094 |
| Graduate | 4,164 | 4,337 | 4,770 |
| Non-Degree | 745 | 769 | 900 |
| Post-Graduate Clinical | 549 | 509 | 552 |
| Total | 24,924 | 25,703 | 29,316 |

UG Students

- 15% Indigenous
- 10% international

Grad Students

- 10% Indigenous
- 35% international

Baseline and Projected UG Enrolment Growth by College

| College | Baseline (2017-18) | Goal (2024-25) | Change |
|--|-------------------------------|---------------------------|--------------------|
| Agriculture and Bioresources | 1,351 | 1,417 | 66 (5%) |
| Arts and Science | 9,414 | 10,814 | 1,400 (15%) |
| Dentistry | 117 | 142 | 25 (21%) |
| Education | 1,691 | 2,422 | 731 (43%) |
| Edwards | 1,982 | 2,725 | 743 (37%) |
| Engineering | 1,675 | 2,037 | 362 (22%) |
| Kinesiology | 571 | 813 | 242 (42%) |
| Law | 417 | 417 | - |
| Medicine | 408 | 408 | - |
| Nursing | 1,043 | 1,043 | - |
| Pharmacy and Nutrition | 434 | 501 | 67 (15%) |
| Western College of Veterinary Medicine | 333 | 350 | 17 (5%) |
| Other | 30 | 5 | - |
| Total for all colleges | 19,466 | 23,094 | 3,628 (19%) |

Baseline and Projected Grad Enrolment Growth by College

| College/School | Baseline (2017-18) | Goal (2024-25) | Change |
|--|-------------------------------|---------------------------|------------------|
| Agriculture and Bioresources | 327 | 362 | 35 (11%) |
| Arts and Science | 1,004 | 1,214 | 210 (21%) |
| Dentistry | 0 | 33 | 33 (-) |
| Education | 602 | 773 | 171 (28%) |
| Edwards | 259 | 304 | 45 (17%) |
| Engineering | 504 | 504 | - |
| Kinesiology | 46 | 46 | - |
| Law | 25 | 25 | - |
| Medicine | 334 | 354 | 20 (6%) |
| Nursing | 132 | 148 | 16 (12%) |
| Pharmacy and Nutrition | 81 | 65 | -16 (-20%) |
| School of Environment and Sustainability | 137 | 186 | 49 (36%) |
| School of Public Health | 170 | 170 | - |
| School of Public Policy | 190 | 226 | 36 (19%) |
| Western College of Veterinary Medicine | 153 | 160 | 7 (5%) |
| Other (e.g. interdisciplinary programs) | 200 | 200 | - |
| Total for all colleges/schools | 4,164 | 4,770 | 606 (15%) |

As of Spring, 2019

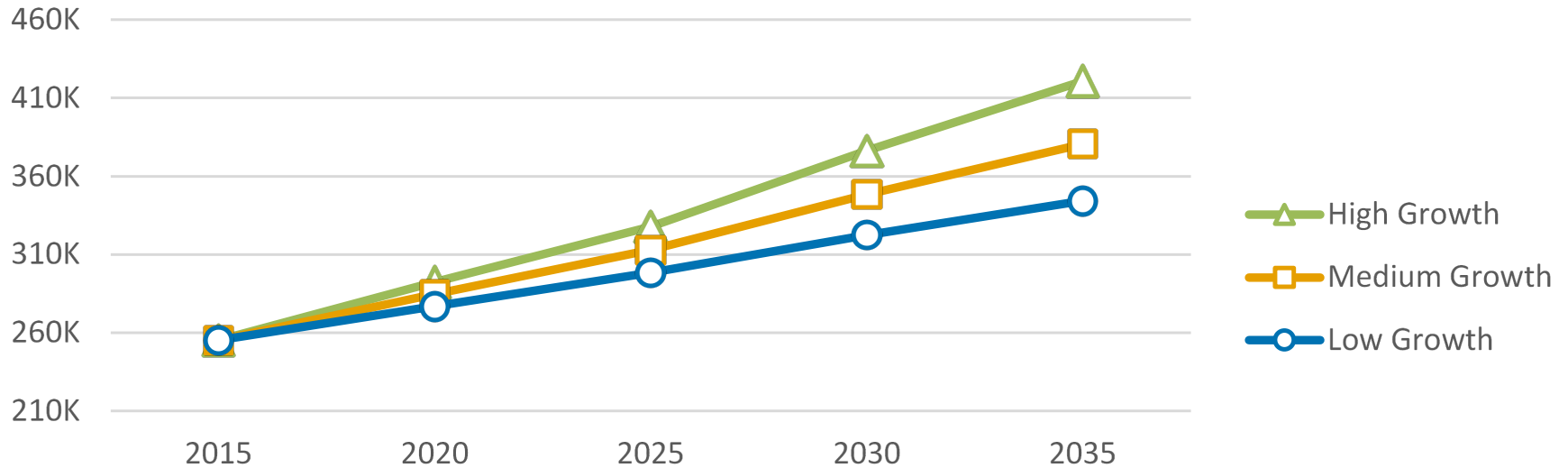
Send comments and questions
to patti.mcdougall@usask.ca

The University the World Needs nīkānītān manācihitowinihk ni manachīhitoonaan

City of Saskatoon

Population estimate for the City of Saskatoon: 278,500 (July 1, 2018).

Saskatoon Population Projection Scenarios:
Total Population 2015 to 2035



Source: City of Saskatoon

Province of Saskatchewan

Population estimate for the Province of Saskatchewan: 1,165,903 (October 1, 2018)

Population, observed (1989 to 2013) and projected (2014 to 2038) according to selected scenarios, Saskatchewan

