

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

The chair called the meeting to order at 8:37a.m., observing that quorum had been attained.

1. Opening remarks

The chair welcomed everyone in Cree and English and introductions were made by Senators present. Dr. Karen Chad, vice-president research, provided an explanation of the slides that were projected while people were gathering referred to as, "Images of Research".

2. Adoption of the agenda

A Senator raised a question why there was no report from the Graduate Students' Association (GSA) at this meeting stating her concerns: that Senate was silencing the GSA; her disappointment that Senate did not receive a report and update from the GSA; and her hope this is not repeated in the future.

SWYSTUN/FLATEN: That the agenda be adopted as circulated.

CARRIED (2 opposed)

3. Minutes of the meeting of October 18, 2014

A Senator asked for a response to his inquiry about closure of Kenderdine Campus that he raised in October. The Senator understood that the university was setting up the Kenderdine Campus as a lease to a corporation of some type. He noted his concern was that control is being taken away from the university and he was concerned about reduction in the protection of the area. The Chancellor noted in response that there would be opportunities for questions later in the meeting.

BARNHART/HOBACK: That the minutes of the meeting of October 18, 2014 be approved as circulated.

CARRIED

4. Business from the minutes

A Senator continued his question regarding Kenderdine Campus noting that he has heard that there is a \$300 M surplus in the funding of the university and he understood that the Kenderdine Campus operated at a breakeven level every year and there was even the intent to ask SaskPower for a donation to upgrade the power system. He advised that his concern is that the university is moving a lot of its responsibilities to the corporate sector, and

instead, Kenderdine should remain under the control and guidance of the University of Saskatchewan.

5. President's report

Interim President Gordon Barnhart welcomed everyone warmly and thanked all in attendance. He noted that he has been meeting with alumni throughout Canada and has received much positive support. He will be meeting with alumni in Toronto in the near future and expects it to be equally positive. Regarding the president's provincial tour, President Barnhart advised that it is almost complete but he will be meeting in Prince Albert with donors, alumni and community leaders on May 13th and invited all those in the area to come to the alumni event. In doing the president's provincial tour, the goal is to spread the good news about the university and also receive feedback from the communities. The president also uses the tour as an opportunity to measure the university's reputation and his impression is that the university's reputation is doing well although there is still work to do and he will continue to work on maintaining a strong reputation.

The president noted a number of highlights from his report:

1. Regarding the Senate Roundtable, he advised that it had gone into hiatus over the last year but that he was hopeful Andrew Dunlop, Director, Community Engagement and Outreach, will be able to get the roundtable going again
2. He directed the Senators to the update in the written report on the eight priorities that were spoken to in September 2014 and invited any questions.
3. Regarding the College of Medicine, the president advised that a small team of accreditors will be coming to the college on May 13th. The college does not expect full removal of the probationary status but is hopeful to receive confirmation that the college is doing well and identify any areas that still require further work. The president advised that in his opinion Dean Preston Smith is doing an amazing job in moving the college forward and encouraged the Senate to support Dean Smith.
4. The president commented on the *Knowledge is Beautiful* promotional materials that were featured in the university's communications campaign emphasizing accomplishments at the university. He noted that it is important to get the name of our university out in the public, both for name recognition by potential students and faculty but also because various rankings are based on reputation. Regarding the mood on campus, the president advised that in his impression the mood on campus has become more positive.
5. He also spoke about work being done on campus to be more energy efficient and water efficient and complimented Greg Fowler and the other vice-presidents and their teams for the work that has been done.
6. Regarding childcare spaces, the president informed Senate that the Board of Governors have approved 90 new spots and the financing is in place with a move-in

- date in the summer or fall of 2016. There are also plans for an addition to the Williams Building which will add approximately 35 childcare spots, subject to approval by the Board. With these changes it will take the total number of childcare spaces on campus up to 235.
7. The president advised that the Kenderdine Campus is very dear to him. When the decision was made to put it in hiatus until 2016 to evaluate what could happen, the university was suffering a loss every year to keep it open. He also advised that the site is in need of major repairs and that there is a power line that needs fixing. A request for proposal (RFP) has been sent to see what interest there is for help, and that proposal is scheduled to close in May. The hope is that a small business or someone who is interested in Kenderdine could make something like a small chalet with food service and run the site. The intent is also to have the natural setting remain much as it is. Kenderdine is part of the university and as far as he was concerned it should stay part of the university – but we have to find a financial way to do it. Regarding the \$300M surplus, the president advised that this money has already been identified and set aside for specific projects and needs, so it is not available for Kenderdine. Therefore the university needs to find a way to re-energize Kenderdine and make it at least a breakeven site. The president concluded that there is a desire to make sure the Kenderdine Campus enhances the mission of the university and that the preference is to breathe new life into it, rather than let it fall down.
 8. Regarding transgender students, the president advised that he attended a ceremony in Convocation Hall to witness the raising of the transgender flag and to announce two scholarships for students identified as transgender or people doing research in the area.
 9. The president noted the very positive time he experienced at the Aboriginal awards ceremony when a number of awards were handed out to Aboriginal and Metis students.

Senators then asked questions of the president. A Senator congratulated the president on improvements happening but noted that there still appeared to be a problem regarding the reputation of the university and other human rights issues as published in the written and televised press related to the GSA and potential bullying of the GSA President Izabela Vlahu through false allegations made on the web and a break-in at the GSA Commons regarding financial records. The Senator quoted from the newspaper article and raised her concern that senior administration and the university representative at the GSA meetings allowed such bullying to occur and asked what the university was doing to investigate the situation, prevent this human rights issue and make the university a safe place for all students. The president noted that the university should be, and is, a safe place for all students. He pointed out that the GSA was starting to have concerns as far back as October and November. He advised that senior administration has not been interfering with the rights and governance of the student body as this would not be appropriate. He also cautioned the Senators to be careful when relying on the media coverage as only one side of

the issue appears to have been reported. He noted that senior administration has offered to pay for an audit of the GSA's books and this has been accepted by the GSA. The police were called in to investigate the break-in at the GSA Commons. The university has offered, and will pay for, governance guidance in terms of the GSA rewriting their bylaws. He advised that the elections of the GSA executive have now occurred and there will be a new executive in place effective May 1.

A Senator commented on the university's reputation and suggested that one way of addressing this is to get ahead of the issue. She then pointed out a potential difficulty that could be side-stepped in connection with the upcoming election at this meeting for the Senate-elected representative to the Board of Governors. She noted that there is a need for people of integrity to serve on the university's Board, and that from the public record there is a situation in the past regarding a city wide ban of pesticides in the city of Toronto which was opposed by CropLife Canada in an improper manner, and one of the current Board candidates served on the board of CropLife Canada. She noted that she believed this to be a serious breach of ethics falling below the line of integrity required for the Board and suggested that Senate not elect people whose ethical standards are substandard.

A Senator asked about the future of non-credit programs. Ernie Barber, interim provost and vice-president academic, answered that the university is in the process of transferring all the non-credit programming to colleges. This is not yet complete but as far as he understood no programs were being discontinued.

A Senator raised another question regarding the situation with the GSA, noting that if the university believes that the GSA is an independent body then why did the Senate executive committee interfere by not asking the GSA to give a report to Senate today. The president replied that it was not an attempt by Senate executive to put the GSA down by anything it was doing, and the tradition of having USSU and GSA reports will continue in the future.

6. Report on undergraduate student activities

Max FineDay, president of the University of Saskatchewan Students' Union (USSU), reported on the activities and accomplishments of the USSU and undergraduate students over the past year. He welcomed Senate in Cree and English to Treaty Six territory, and thanked Senators for their work and dedication to the university noting that it meant a lot to have alumni who care about the students. Mr. FineDay reported that Jack Saddleback was elected as the new USSU president and advised that he has heard from our communities that the university has come a long way in that students are electing students that do not look like them.

Mr. FineDay reported that the university and the USSU have made gains in the area of childcare which President Barnhart had already noted; and advised that he has great confidence in the administration regarding what will come next. He also noted that this year was the first time that deans of colleges consulted heavily with their students about tuition and what accessibility and affordability means in the principles that the university

uses. In this regard the USSU is the first student union to have committees specifically for international students and Aboriginal students to add their voices in terms of tuition. Mr. FineDay concluded that these two examples of accomplishments illustrated what he had been trying to do during his term and that he had looked around the university to see whose voice was missing. Also in this light, he was happy to report on the work that had been done for scholarships for students in the foster care system. All of these changes work towards making the university stronger.

A Senator thanked Mr. FineDay for his work and congratulated him on being one of the most involved USSU presidents. She asked whether there were any joint initiatives with the GSA or any projects between the USSU and the GSA that could be adopted. Mr. FineDay reported that last year the USSU worked with the GSA on open textbooks and this year it was childcare. When they find issues that they can work together on they do. He noted that Jack Saddleback worked on these projects, so he believed this will continue under his leadership. The students realize their voices are stronger together than apart. The GSA's issues are different than the USSU's as it is a very different student experience, but on the student life piece there is a lot of opportunity to work together.

A Senator noted that he had given the university secretary a copy of a proposal about what can be done to further Aboriginal involvement at the university, and he shared the intent of the proposal. "The intent of this proposal is to request that the University of Saskatchewan mandates Indigenous studies for all undergraduate programs. The proposed requirement is an effort to educate people on race, culture, history and lived experiences. This will create a greater understanding of our shared past, it will not only benefit the university but it will also benefit the graduates, future employers, government and industry. In March 2015, The University of Winnipeg's Senate approved, in principle, a motion to mandate Indigenous studies for all undergraduate programs. The Student's Association president Rorie McLeod-Arnould noted that such a mandate helps create a welcoming environment and is a step towards finding "meaningful reconciliation between Indigenous peoples and the broader Canadian community". This reconciliation will not only assist with a better understanding of the shared history, it will also help heal the strained relationships that Indigenous peoples have with our education systems."

Mr. FineDay advised that he thought this was a worthy conversation to have with the university and many of our programs already have this in nursing and teaching. He suggested that next year's USSU and Indigenous council should have that conversation and he thanked the Senator for his work on bringing this to Senate's attention.

7. Senate Election of Member of Board of Governors

7.1 Nominations Committee: Presentations from Candidates

Elizabeth Williamson, university secretary, described the election process to be followed as set out in Appendix E to the Senate Bylaws. It includes each of the three candidates speaking for ten minutes to address questions that were provided and then

a vote will be taken by written ballot. The will be speaking in alphabetical order, and no questions will be taken. If no single candidate receives over 50% of the vote, the candidate with the least number of votes shall be removed from the election, and the ballot process will be repeated.

7.1.1 Daphne Arnason

Ms. Arnason spoke to Senate. She noted that she has experience in a number of skills categories sought by the Board of Governors including corporate/business, accounting and large capital projects. She then described her experience in these areas and also noted her experience in philanthropy, both in the asking and the giving, and her current role as a board member on the Saskatoon United Way which has given her experience on achieving long-term funding. Ms. Arnason noted her governance experience from both sides of the board table and her skills in risk management and financial oversight from her position before she retired at PotashCorp. She is also currently involved in the community through ChildFind and the Saskatoon Airport Authority.

Ms. Arnason noted that her interest in serving on the Board stems back more than ten years to the terms she served on Senate and she has remained involved in university activities since then. She participated on leadership search committees, and also served many years on the internal controls steering committee to provide guidance and improve internal controls and also address some of the broad key risk areas facing the university.

Regarding issues and areas at the university of most interest to her, Ms. Arnason noted that this included: governance, risk management, project management, finance, audit and accounting. She also had a strong interest in the financial stability of the university.

Regarding the ability to work collaboratively and in groups, Ms. Arnason advised that her corporate roles in internal audit and global risk management involved assessing risk and facilitating change as well as working collaboratively in a team setting. The presence of an auditor can be an intrusive experience but in her experience this has changed from fault finding to one of identifying areas of positive change. She has also been part of capital projects brought in on time and on budget.

Ms. Arnason noted that regarding the time commitment, she is very conscious of the time requirements and that every hour of meeting time required at least two hours of preparation time and sometimes more. She also understood there was a steep learning curve in the first years but she was committed and would dedicate the necessary time as she would love the opportunity to be involved in these extra activities at the university. She expected to find this to be very rewarding and that her residency in the city would allow her to do this role

more easily. Ms. Arnason concluded by noting she can be a diligent representative on behalf of the Board and her experiences give her a good understanding regarding the need for transparency and openness.

7.1.2 Lorne Hepworth

Dr. Hepworth provided his comments to Senate. He has worked over forty years in mostly agricultural-related areas including as: veterinarian; politician and senior executive of various private, public-traded and not-for-profit organizations. He has served on CARE Canada; chaired Genome Canada; currently sits on the board of the Global Institute for Food Security; and is a director of Input Capital Corporation. He noted that his skill set and knowledge gained through these experiences would allow him to make a good contribution to the Board.

Regarding his operating philosophy, Dr. Hepworth advised that it is, *“Go boldly and with a plan.”* The Board’s job is to agree to a strategic plan for the organization, develop the mission to realize the vision and lay out an objective on how the plan is to be implemented. Secondly, surround yourself with great individuals and delegate. Thirdly, come with solutions not problems. Fourthly, more things are missed for not looking than not knowing – often through a lack of communication, rather than lack of merit. So it is important to understand the responsibility of Board members versus the role of senior management. Dr. Hepworth noted that his definition of leadership is the ability to inspire greatness in others.

Regarding his past connections to the university, Dr. Hepworth advised that he admires our forefathers who recognized the importance of the university and created this institution. He was pleased to be part of the government when enlargements were made to the university, they also took some heat from administration and students on what was considered underfunding but were also impressed by the innovation used to address these issues. He finds VIDO-INTERVAC to be an example of what can be accomplished by one man’s idea. He is pleased to serve on the Global Institute for Food Security and now would be pleased and honored to serve on the Board of Governors.

Regarding the areas of the university that would be of most interest to him, Dr. Hepworth advised that they include: effective governance; strategic planning; leadership; public policy; and government relations. Also, the signature areas, specifically food security and water security, are of particular interest to him. Dr. Hepworth concluded noting he would like to join the Board because the university is important to him, as is helping chart its future, and that he would commit to giving the university the time it requires and deserves.

7.1.3 Larry Kowalchuk

Mr. Kowalchuk then provided his comments. He noted that answers to most of the questions can be seen in the materials through the matrix checklist and minutes of the last Senate meeting when he ran in the last election. He explained that it is important to know what someone stands for personally and thanked those who put his name forward. He has come back to this second election because he loves the Senate and the structure is the most incredible one he has ever seen with representatives from every part of society. What Senate says and feels is what shapes society and it was fascinating to see that there is a structure like this in our society where everyone has a voice and an interest in stating their interest.

Regarding his philosophy, Mr. Kowalchuk noted that he assumed Senate was not choosing someone to speak of what they personally felt but rather to represent what Senate thought and felt. So when given the responsibility and honor to speak on behalf of people, when he would speak he would hope that everyone would be able to hear their own voice in his words – and he thought this was a profound responsibility. His assumption is that the Senate representative is to govern obediently to what Senate wants represented at the Board and to come back to Senate and share what issues the Board is discussing. However, if that is not the role, he noted that his fallback is always to be transparent and accountable. If he was in a situation where he had to take a position on behalf of Senate that he did not know what Senate thought, he would think of what would benefit the university, students and the members of the Senate and if the decision did not he would discourage support and if it did he would support the decision. Therefore, if he needed Senate's view he would seek it.

Regarding time commitment Mr. Kowalchuk noted that he is a lawyer and can read a lot of material and can bring a perspective from outside Saskatoon and is willing to commit the time.

Mr. Kowalchuk shared that he has been working on governance structures with native peoples and one of the mandates of the university is the need to develop working relationships and the recognition of value, knowledge, and experience that original cultures bring to Saskatchewan. Although he does not bring this original culture he wants to support this. Therefore his work has been learning, listening and becoming part of connecting with original cultures. He explained that the College of Law was the best experience in his life regarding discourse – to be able to speak what he felt. The law is not a rule but a guideline and the College of Law he still thought was unique and wanted to nurture that and reflect the kind of society we want to build. He also noted that one of the reasons why he liked the university was that it had the first native law centre in Canada. Mr. Kowalchuk noted that in this moment Senate will hear a growing

recognition that we are in the middle of Indigenous change and we have to listen to the Indigenous voices and therefore he cannot stop talking about this.

The chair thanked all three candidates for supporting the University of Saskatchewan and for putting their names and time forward noting that it takes a lot of courage.

7.2 Vote of Senate

Senators were asked to vote. Paper ballots that were distributed when Senate members registered were collected for counting. The results of the vote were provided later in the meeting.

8. Senate Committee reports

8.1 Executive Committee Report

8.1.1 President's nomination of vice-provost faculty relations and vice-provost teaching and learning as ex-officio members of Senate.

President Barnhart drew Senate's attention to the meeting materials noting that he was asking for approval to name the vice-provost faculty relations and the vice-provost teaching and learning as ex-officio members of Senate to replace the associate vice-president academic and associate vice-president student affairs, respectively, as those positions no longer exist.

BARNHART/WELLS: That Senate approve that the associate vice-president academic and the associate vice-president student affairs be replaced by the vice-provost faculty relations and the vice-provost teaching and learning as ex-officio voting members of Senate.

CARRIED

8.2 Nominations Committee Report

8.2.1 Nominations for Standing Committees and Positions

Mairin Loewen, chair of the Senate nominations committee, explained that the nominations committee was asking for Senate's approval of the various appointments as set out in the list in the meeting materials on page 54. She advised that the committee did its best to balance peoples' indicated areas of interest, availability and the types of Senators required on each committee. She noted that Jim Nicol had also agreed to let his name stand as one of the four district Senators on the Roundtable on Outreach and Engagement but noted that there were two remaining vacancies on the various committees – one on the Roundtable for Outreach and Engagement and the other on the Membership Committee. Ms. Loewen then opened the floor to receive nominations. Robert

Krismer, elected Senator from District 8, volunteered his name for the vacancy on the Roundtable for Outreach and Engagement.

A Senator asked how the Senate representative on the presidential search was chosen to which the university secretary advised that according to the *Search and Review Procedures for Senior Administrators* the Senate nominations committee is to choose this candidate. They chose Chancellor Blaine Favel which was consistent with the past presidential search wherein Chancellor Vera Pezer was chosen by the Senate nominations committee.

LOEWEN/ARCAND: That Senate approve the appointments to Senate committees and positions as indicated in Appendix B, with Robert Krismer added to the Roundtable on Outreach and Engagement, effective July 1, 2015.

CARRIED

8.3 Membership Committee Report

8.3.1 Reporting on determination of election complaints

Robert Krismer, chair of the membership committee, provided the report. He noted that the amalgamation of the Certified General Accountants, the Institute of Chartered Accountants and the Society of Management Accountants had been completed and welcomed back Lee Braaten as the representative for the amalgamated body referred to as the Institute of Chartered Professional Accountants of Saskatchewan.

Mr. Krismer also spoke to the concerns brought forward regarding notices and fairness in connection with the Senate election process. He advised that the membership committee listened to the concerns and agreed with them and subsequently rescheduled the election process with a revised closing date of May 8, 2015. He directed Senate to pages 56-58 of the meeting materials for the list of members of Senate and when their terms expired, stating that this provided each Senator with advance notice of when their terms expire.

Bryan Lee noted that he is indicated as an interim representative of the Metis Nation – Saskatchewan and stated that he would like to be a full term member. The university secretary advised that it is for the organization to name the representative as to whether they are full term or interim, and noted that her office would contact Senator Lee's organization to determine whether they would like him to become a full term representative.

7.2 *Vote of Senate (continued)*

The chair advised that the vote had been tabulated and invited the university secretary to provide the results. The university secretary informed Senate that the vote results were 30 votes for Daphne Arnason, 18 votes for Lorne Hepworth and 22 votes for Larry Kowalchuk. Therefore Daphne Arnason and Larry Kowalchuk would be on the second ballot. She instructed Senators to write on their second ballot who they were voting for, then the ballots would be collected and counted.

8.4 **Confidential Honorary Degrees Committee Report**

As this is a confidential item, guests of Senate were asked to leave during this agenda item. The guests then left and only Senators and individuals from the Office of the University Secretary remained present. Guests of Senate were invited to rejoin the meeting following report.

8.4.1 This item is confidential and therefore not included in the minutes.

9. Senate-elected board member report and presentation

Joy Crawford, one of the two Senate-elected members on the Board of Governors, reported on the Board of Governors' activities since she was elected in October 2014, in accordance with her election promise to keep Senate informed. She thanked Senate for electing her. Ms. Crawford advised that she is on the Audit and HR committees and the Board of Governors has met twice since she was elected, once in December and once in March. She has learned that being on the Board is a lot of work as the Board packages are often 700 pages in length and delivered about one week before the meeting. The information provided is a combination of information items and decision items. The kind of decisions include things such as land usage and various pieces of human resources policy. The Board also approves the award of renewal of probation, tenure (continuing status) and promotion as per the collective agreement with the University of Saskatchewan Faculty Association. The Board also reviews senior administrative and academic appointments. Ms. Crawford advised that she has been assured that the university is well-run and that employees strive to be thoughtful, responsible and respectful of this institution and its stakeholders.

Ms. Crawford noted some of the specific things that the Board addressed since she was elected, including:

- the temporary STARS helicopter landing site;
- the visibility of Aboriginal culture such as renaming 'Arts Court' as 'Elders Court' which will be the primary access point to the Gordon Oakes Redbear Student Centre once it is open in 2015;
- smudging and pipe ceremonies policy to support the university's commitment to Indigenize practices and to provide guidance in undertaking these traditions while respecting all campus members;
- staffing updates such as the appointment of Dr. Jeremy Rainer as the director of the Johnson Shoyama Graduate School of Public Policy Saskatoon campus and the fact that the vice-provost faculty relations term is set to expire June 30, 2016 and therefore a review of this position will begin shortly;
- relocation of Advancement and Community Engagement from Innovation Place to the Thorvaldson Building;
- the mine overlay site testing (MOST) facility was approved by the Board – an initiative that will involve work with industry partners and provide a place for companies to test soil cover materials, models and new cover system designs to assess performance prior to mine site reclamation;
- Edwards School of Business renovations including classroom 243, breakout rooms 247 and 251, and rooms 244 and 245 (the reading room and student lounge) – which will allow the reintegration of the MBA program from the Nasser Building downtown campus to the Edwards School of Business at the main campus;

- R.J.F. Smith Centre for Aquatic Ecology building renewal which is essential to ensure the ongoing support of existing and future research programs and to address regulatory requirements from the Canadian Council on Animal Care;
- University of Saskatchewan Health Sciences - E Wing, physical therapy fit up which will allow for the relocation of the School of Physical Therapy within the health sciences;
- the Western College of Veterinary Medicine paddock drainage program – Phase 1 renovations were approved by the Board to address critical items related to the drainage of the paddocks that are impacting animal care and causing bio security issues;
- the Board approved a new long-term diversified investment pool policy and a revised internal loan impairment policy defining delinquency, recovery actions and escalation;
- the quarterly financial report was presented to the Board forecasting a balanced central operating budget and a surplus in the overall operating fund due to higher than expected investment returns and lower than anticipated college expenses;
- the Board approved renewal of the Biology 106 lecture theatre;
- funding was identified and secured for a new facility for Applied Avian Research;
- two new research policies were approved: i) Research Administration Policy and ii) Eligibility to Apply for, Hold and Administer Research Funding Policy – which policies will ensure alignment with Tri-Agency requirements and ensure standardized administrative practices and internal controls;
- 2015-16 residence and meal rate plans were approved; and
- the Board received updates on activities in Advancement, research funding, greenhouse gas emissions and initiatives outlined in the Third Integrated Plan.

Ms. Crawford noted that she would be attending the lunch and invited people to come speak to her during the breaks or at lunch.

7.2 Vote of Senate (continued)

The chair noted that the election results on the second ballot had been tabulated. The university secretary advised that Daphne Arnason received 41 votes; Larry Kowalchuk received 25 votes; and there were 4 spoiled ballots. Daphne Arnason was then announced as the elected member to the Board, assuming this role on July 1, 2015.

10. Education/Discussion Item

10.1 Senate Education Report

Lenore Swystun, chair of the Senate education committee, explained that the discussion item was on tuition and would begin with a presentation from Provost

Barber, followed by Desiree Steele, the USSU vice-president academic, speaking on students' input in the tuition process. Then Senators will split out into discussion groups on the topic of tuition and there will be an opportunity to report back to the plenary.

10.2 Tuition Fees –presentation and summary of points by Interim Provost and Vice-president Academic, Ernie Barber

Dr. Barber explained to Senate that tuition is an important source of revenue at all universities in Canada and at the University of Saskatchewan we receive approximately \$120M representing 24% of the university's core operating budget. In Saskatchewan the tuition rates are not set by the government but by the Board of Governors upon recommendation from administration. There is a balance between tuition and the government grant to fund education and student services. Dr. Barber noted that most people are willing to pay for something that provides them value. The university provides value to the students and to the province collectively. Tuition costs are one component of costs for our students but we take measures to have affordable housing, daycare and textbooks as well. The university also sets aside bursaries for students on a needs basis.

Dr. Barber noted that Ms. Steele has provided outstanding leadership for students this last year as administration had the best consultation with students that it has ever had. He also recognized the work of Jacquie Thomarat on preparing the recommendations. Dr. Barber then introduced John Rigby, Interim Associate Provost, Institutional Planning and Assessment, noting that he has had a number of experiences at the university including vice-chair of University Council and as a faculty member at the Edwards School of Business and therefore he has a deep knowledge and appreciation of the university.

Dr. Rigby then presented to Senate on how tuition is set at the university. He advised that the university follows three principles: 1. Comparability: we compare our tuition rates to similar universities with similar programs. This past year we also looked at regional comparators. 2. Affordability and accessibility: we consider the total cost of program, total resources available to students, and the demand for the program. We also look at the potential lifetime earnings and therefore professional programs have higher tuition because we expect people coming out of these programs to be in a better position to pay based on their lifetime earnings. 3. Quality: we have been allocating incremental tuition directly to the college or teaching unit which is one of several ways colleges can maintain or enhance the program over time.

Dr. Rigby then spoke to the process that is followed. They start with a detailed understanding of what the comparator universities are doing and this is collected over the summer. Then there is wide-range consultation throughout the autumn between deans, students and University Council. Recommendations from colleges and units are received in November and the Board of Governors approves tuition rates in

December. Communication of outcomes is ongoing. The timing has changed this past year as previously the Board of Governors approved tuition rates in March. Tuition rates are now approved in December to give students more time and it has completely decoupled the tuition discussion from the budget discussion.

Dr. Rigby noted that on a program-by-program basis the University of Saskatchewan is at, or slightly below, the median of our comparators, other than our tuition rates in the College of Dentistry. He then addressed the question as to why the Statistics Canada report indicates that the University of Saskatchewan has one of the highest average tuition rates. He explained that the Statistics Canada methodology determines the average by weighting each program by the number of students in each program. They also report tuition and other fees separately. Dr. Rigby advised that we have been careful to not confuse fees with tuition, as fees are items that are over and above the normal costs of the program and our fees are often less than others. Dr. Rigby then illustrated the weighted tuition methodology with an example concluding that Statistics Canada is not comparing apples to apples when using a weighted average. He also noted that because the University of Saskatchewan students' profile is weighted more heavily to professional colleges which often have higher tuition rates this also affects the calculation of our average tuition rates. Regarding tuition as a proportion of our revenues, it is usually around 24%. In 2015-16 tuition changes will include a 2-3% increase for most programs, with the full range of increases being between 0-5%. The average increase in our overall institutional costs is 2.5%.

10.3 Students' Input in Tuition Process

Desiree Steele, USSU vice-president academic, referred Senate members to the tuition consultation report in the materials which speaks to the student side of tuition setting. The USSU learned that the Board of Governors wanted to see more involvement from students in setting tuition rates and therefore worked on trying to help colleges to conduct that consultation. Colleges look at matters at the college level so it is the right venue. Ms. Steele advised that the USSU talked to the student association presidents to ask about what their experience on tuition consultation had been. This was the first year that this much emphasis on student consultation occurred so the USSU did not criticize any of the colleges but going forward this will likely be done.

Ms. Steele noted that consultation means a lot of different things – you can listen to people and then ignore what they said and the USSU realizes that. Ms. Steele advised that the USSU tried to have discussions with students who were directly affected, to give them a chance to provide input into the tuition setting process and to learn what the students thought was the most important thing they would like their college to do to improve quality. For some it was a desire for more space and for others it may have been more fundraising. Ms. Steele noted that it was important that this consultation occurred before the recommendation went to the Board.

Ms. Steele also explained that students are not accustomed to being asked about tuition. So there was also a question as to what kind of information should the university provide to allow students to really engage in the discussion and it was determined that this type of information could improve. Ms. Steele noted that this is a good time to start to consult with students about tuition especially with the introduction of the TABBS – the responsibility centered management model. Ms. Steele concluded urging all parties to do their part to encourage consultation on tuition and that it was also important to show students where their tuition money was being put so they were assured that it went to their education quality.

10.4 Open discussion for Senate members

Ms. Swystun asked whether there were any questions. A Senator thanked the education committee for bringing this forward noting she had a question around the international student differential rate and how this was assessed. She noted that she thought it was around 2.6% and she knew that working with international students they look to attend other schools (i.e. Scandinavian schools) because they are cheaper than Canadian schools. Adam Baxter-Jones, the interim dean of the College of Graduate Studies and Research advised that the student differential rate is 1.5% so their tuitions are 50% more than national students. It is the lowest differential compared to our comparators.

A Senator asked why the tuition fees in the College of Dentistry were above the median and did this limit the ability for our students to attend the University of Saskatchewan as it is not uncommon for dentistry students to have \$200,000 of debt when they graduate. Dr. Barber replied that there was a lot of history behind the tuition fees in the College of Dentistry but the most significant point is that the total cost for our College of Dentistry is close to the median when it is compared to what it costs for other dental colleges given all of the fees they need to pay.

A Senator noted that looking at the principle of quality when she went to school it was \$800 to \$1200 tuition in the College of Law and now the fee is \$12,000. One of the issues is the top-heavy administration at the university with more administration staff, not many more faculty and more use of sessional instructors. Dr. Barber noted that the indicator they use most to determine if we are charging for quality of student programs is the feedback we receive on national surveys and on the last survey we heard that 90% responded they are satisfied with the quality of their education and their student experience.

A student Senator asked a question regarding the relation of tuition fees to the maximum amount given under student loans noting that his tuition had gone up 16% but the maximum amount of the student loan had not increased and he asked if this relationship is reviewed in determining tuition costs. Dr. Rigby advised that it is considered, but not every year. There was a study about affordability in 2011 and our plan is to review that again and update our material.

A Senator thanked the Student Union for the work they have been doing regarding increasing affordability around housing, daycare and textbooks but noted that tuition needs to be considered. She advised that we have one of the lowest wage levels in Canada and we need to take the Statistics Canada information seriously. There was a pan-Canadian student rally about lower or no tuition rates and she emphasized recognizing the hard work the students have done but advising that more needs to be done to address the serious tuition problems.

Ms. Swystun then directed the plenary to split into discussion groups focusing on the following three questions: 1. What are your thoughts on what you have heard? 2. What are some other questions and considerations that should be taken into this discussion? 3. Anything else?

Following the break out the plenary regathered, with some groups reporting back to Senate. The comments captured by all of the discussion groups are included in the attached Appendix C.

Melana Soroka, Director of Alumni Relations, was then invited to provide comments on alumni engagement. She noted that the number of alumni for which contact information is accurate is getting worse, with 20% of our alumni being lost to the university due to lack of accurate information. She asked the Senators to please keep their mailing address, email address and phone numbers up-to-date with the university and to encourage other alumni that they know to also update their information. Ms. Soroka explained that both the university and the colleges are conducting event planning and communications by email and currently we have good email addresses for approximately 60% of our alumni and we would like to increase that to 90%. Ms. Soroka emphasized that the university will continue to protect alumni's privacy and use the information judiciously.

The Senate meeting recessed for a lunch break at 12:15 and reconvened at 1:05 pm.

11. Presentation by Dr. Robert Lamb, Chief Executive Officer, Canadian Light Source

Dr. Lamb provided a presentation on the Canadian Light Source (CLS). He explained that a synchrotron is a machine that creates intense beams of light and is key technology for enabling scientific and industrial research. It is the brightest light possible and has every single colour in the universe. Dr. Lamb explained that our synchrotron is a leading multimillion dollar science facility catering to national and international users from virtually all scientific disciplines. It has been operating for ten years now and Dr. Lamb noted its impact over those ten years. He also commented on the various applications and uses of the synchrotron and how it benefits our local, national and international communities.

Brochures entitled, "The Brightest Light in Canada", were distributed to all Senators and there was an opportunity for questions.

A Senator asked what was done with the excess heat to which Dr. Lamb advised that when they take the light it is separated and the rest is dumped. They use the excess heat to heat the facility and the place is also plumbed with liquid nitrogen to address any risks. A Senator asked whether some of the heat could be used to reduce the energy footprint elsewhere at the university to which Dr. Lamb noted that this might be able to be done, however no other synchrotron is currently doing this.

A Senator thanked Dr. Lamb for choosing to relocate to Saskatoon and lead this facility.

12. Financial Presentation by Greg Fowler, Vice-president Finance and Resources; and Jeff Dumba, Associate Vice-president Financial Services

Vice-president Fowler explained to Senate that the university is not in a deficit position currently, nor were we. The university is a complicated place and we run approximately six major funds. The operating fund is what finances the main academic fund of the university. At the University of Saskatchewan we receive quite a bit of provincial support and relatively less support through tuition as we are funded 75% by government and 25% through tuition, as compared to some other universities which are 50/50. Mr. Fowler and Mr. Dumba then proceeded to propose and answer questions regarding the finances at the university.

The first question was, "What was the origin of the previously projected 44.5 M deficit?" Vice-president Fowler explained that there was a projected deficit in 2012 of \$10M which was not too much for our billion dollar budget to absorb and therefore it could be dealt with. Through our multi-year operating forecast, which is developed with assistance from many external bodies, in 2012 we were still projecting approximately 4% increases on our provincial grants for the next five years. Then the province informed us that they were looking at grant increases of only 2% throughout the next few years. Also, universities throughout all of the provinces were seeing less government support for post-secondary education, so we knew we had to take modify our projections. We now had a bigger problem that we could not deal with over time as our savings would have been depleted quickly and we would have been in a negative position.

The second question presented was "What is the present actual deficit and the future projected deficit?" Mr. Dumba advised that there was no present actual deficit, it was only ever a projected deficit. However, action had to be taken to address a possible deficit so the university came together in a concerted effort to try to determine the best courses of action. There were a number of things that were done. Approximately \$32M was addressed through workforce planning (which removed approximately 150 administrative staff). We also had a faculty incentive for retirement whereby 78 faculty members took an early retirement package. The retirement package was a blunt instrument because we did not know who would retire, so we budgeted \$5M to invest back into faculty in some of the areas where the retirements occurred. We also looked for ways to increase revenues such as changing our investment portfolio which increased our returns by \$6.5 M, although it incurred more risk. There were also changes in institutional practice in many different ways,

one example being changes in the targeted heating and cooling temperatures on campus. Through these actions a \$32M net reduction in the operating budget was achieved. Other savings of \$5M were identified through events that were occurring outside the university as well as spin-off changes such as less traveling. Now there was a \$7M gap that the university can manage through minor adjustments to allow for a balanced budget.

The third question addressed was, "How and why was the \$44.5M projected deficit adjusted to reflect the actual and future projected deficits?" Mr. Dumba explained that based on our understanding of a reduced increase in the government grant, we needed to have a swift response. There were a lot of questions about whether we were accurately communicating that the actions taken were making a difference. We were communicating the difference; however, we still used the \$44.5M moniker. Using this moniker had intended consequences and unintended consequences. The intended consequences included: people knew about it; it was measurable; ease of reference; facilitated the understanding of why it was important – therefore it did solidify the importance of the changes. The unintended consequences included: the Third Integrated Plan and strategic focus was subsumed by our focus on reduced expenditures; there was institutional uncertainty; and there was confusion between an actual and a projected deficit.

The fourth question addressed was "How does the university have both a surplus and a deficit at the same time?" Mr. Dumba explained that the central operating budget revenue in 2014-15 (\$494M) was made up of a provincial grant (\$331M), tuition (\$117 M), investment income (\$18M), and other sources (\$28M). All of this was allocated to: academic units (\$322M), support units (\$93 M), central academic (\$49M), student aid (\$10M), and general (\$5M). Therefore given the revenues and the allocations we had a projected deficit of \$3M which we can manage. Thereafter each unit did their own allocations from the colleges to departments then to professors, etc. Once the money is allocated it is that college, department or professor's and it is not brought back. That secondary level of allocation is underspending the level received by over \$20M so the net effect was approximately \$18M surplus.

Also, in February the exchange rate between Canada and the US caused our investments to balloon. Therefore we expect to end our fiscal year on April 30, 2014 with a sizeable surplus. We put surpluses into funds that are allocated to certain purposes. We will have reserves for rainy days and some contingency of cash across the university that is reserved for unexpected expenses. The rest is considered savings which we pool until we can afford to do something and then we take that action. The University of Saskatchewan has around the median level of savings as other U15 universities. The reserves and savings reside in various funds around the university and recently the reserves and savings have grown at a faster rate.

The sixth question addressed was, "Why did the reserves and savings grow?" Mr. Dumba advised that our reserves and savings have grown mostly due to institutional uncertainty. Therefore we are now communicating that faculties should spend their budgets because we are financially sound. The work we have done since 2012 has put the university in a good

financial position. These reserves and savings are one-time funds, so we cannot fund an ongoing position, but rather we can fund a one-time project. The amount we are currently holding in reserves and savings is too high so we will be taking a policy about reducing our reserves and savings to both our Provost Committee on Integrated Planning and the Board of Governors for approval. We currently have reserves and savings of \$309M (reserves of \$98M, and savings of \$211M).

The seventh question addressed was, "Who manages the reserves and savings?" Mr. Dumba explained that at the university the fund allocation process is generally in one direction so surpluses do not come back to the central source but rather go into reserves and savings in the units and colleges. Funds have been returned to the central source once in recent memory which was to fund the transition funding of \$20M in 2012.

The eighth question addressed was, "How do we balance the budget going forward?" Vice-president Fowler explained that we balance the budget forward by doing such things as contributing \$4.4M to our centres and institutes (such as the Canadian Light Source, VIDO-Intervac, Global Institute for Food Security, and others) and we leverage approximately \$75M from them. There has been some speculation regarding the amount of staff at the university as compared to faculty. Approximately 68% of total FTE staff are within colleges, the remainder is in either senior administration or administrative units. We do not know if there are efficiencies to be gained but we are doing work to determine this now. We have also been proactive in dealing with significant changes in our financial projections. Because we are financially sound we are able to fund one-time enhancement projects such as in the College of Medicine. We also have the ability to diversify our revenue streams such as looking to our endowment lands. In addition to looking to reducing expenditures and increasing revenues, we also look at ongoing risks such as the effect of an economic shock on the grant that we receive from the province, lack of diversity in funding sources, and expenses expected to grow faster than revenue although this is no longer a solvency threat in the near term.

In conclusion, Vice-president Fowler noted the actions being taken including: transition to a budget model where college and unit leaders have more authority over resource management; a policy that better helps us manage our savings and reserves; strengthening our financial management and allocation; continuing to optimize staff structure and complement; and enhancing communication regarding our financials.

There were then questions invited. A Senator asked about the cost of maintaining older infrastructure on campus and how that figured into our expenses and where was the funding coming to cover the infrastructure maintenance. Vice-president Fowler advised that across the U15 the universities use what is referred to as a facility condition index (FCI), and our FCI is 10% as we have approximately \$540M in deferred maintenance which is fairly low relative to other universities but what we still consider to be a serious problem. We have been dealing with it and will continue to deal with it but we are looking at doing some debt financing to move this along more quickly. We are working on our entire capital project so we can move projects along in the right order and we have identified the

priorities over the next decade, given the academic mission, to include the following buildings: Biology, Murray, Arts and Science, Physics, Thorvaldson and Engineering.

A Senator advised that she was glad with the level of detail about the budget and asked why during the TransformUS process students and others were not given this information even though there were numerous requests. Mr. Dumba replied that he was not in his current role during the TransformUS process but when he was putting this presentation together his conclusion was that we had limited resources so we were focusing on the transformative changes and doing those changes and measuring the changes at the same time. There was also a lag before the results came into fruition and we are currently in a better position to address this now than we were last year as we have more resources and more information. The Senator noted that she thought there was a lack of transparency that added to the issues. Vice-president Fowler explained that there were quarterly town hall meetings, they spoke to Senate twice, and they talked about financials at Board meetings and at university student meetings. In his opinion the situation and actions taken were necessary and the reporting was completed.

13. Report on Secondary Logo

Ivan Muzychka, Associate Vice-President, Marketing and Communications, advised that the university has developed a brand, which is a way of talking about the institution, to tell a narrative about what we are about. It includes what our strengths are and what people consider when they think of the university. At the university we have many different units and colleges so there is a challenge as to how to best represent each layer of the university. It was identified that we needed a policy for secondary logos. Mr. Muzychka noted the current situation and the proposed solution advising that once this policy is in place people will generally want to comply with the policy so we will not have to police it or be heavy-handed.

Mr. Muzychka also spoke to the marketing campaign that has been recently launched. Its purpose is to raise awareness in locations where the university may have less name recognition and to recognize accomplishments at the university. Mr. Muzychka noted the key audiences targeted and provided examples of the awareness images in the "knowledge is beautiful" campaign. He explained that this campaign is one plank of six or seven initiatives to rebuild the university's image.

14. Items from University Council

14.1 Report to Senate on University Council Activities 2014/15

Roy Dobson provided this report to Senate as the Council chair was unable to attend the meeting. He drew Senate's attention to the report contained in the written meeting materials, and invited any questions.

A Senator inquired about the meaning of termination of programs as the report on page 71 of the materials indicated that there had been program terminations for

“Bachelor of Arts and Bachelor of Science 3 year, 4 year and honors degree programs”. As Peter Stoicheff, Dean of Arts and Science was present at the meeting, Prof. Dobson invited Dean Stoicheff to reply. Dean Stoicheff advised that some of the three year degrees that are currently being offered are not as attractive and so all of these are being assessed but they have not been terminated on mass. Another Senator inquired about the programs that were terminated in Arts and Science to which Dean Stoicheff advised that this list should have been expressed better in the report as the specific programs listed which have been terminated are correct and include: the Bachelor of Science four year and honors degree programs in Biology and Biotechnology; Bachelor of Science four year and honors degree programs in Biomolecular Structures Studies; and the General Honours Degree. Dean Stoicheff advised that the college looks at very specific programs that people no longer have interest in.

[Secretary’s note: Following the Senate meeting it was identified that the last bullet in Agenda Item 14.1 - Council report on page 71 of the meeting materials was included in error and notification was provided to all Senators on Wednesday, April 29th, 2015 recirculating this report with the following line deleted:

“Program termination:

...

- Bachelor of Arts (B.A.) and Bachelor of Science (B.Sc.) three year, four year and honors degree programs.”*

Our office apologizes for the error in this report, and any confusion this may have caused.]

14.2 College of Education – Direct Entry Proposal

Prof. Dobson drew Senate’s attention to the information in the meeting materials regarding College of Education direct admission on pages 75 to 110. He noted that he will be able to take questions as will Michele Prytula, Dean of the College of Education, who is present at the meeting.

A Senator asked what were the pros and cons in making this change. Prof. Dobson advised that there were four things identified as being very positive about this change: i) to be competitive with the University of Regina that has an entry-level program; ii) to be sure candidates are in the College of Education for the full four years as there was concern that students were not selecting important classes for their initial two years but rather those classes that they could get a good grade in so that they were better able to get into Education; iii) more engagement while in the college itself to build a stronger alumni connection; and iv) to allow socialization amongst their colleagues so they feel more connected to the profession. Prof. Dobson advised that financially there will be a small incremental cost as the college is in need of 1.5 additional student advisors.

A student Senator noted that the labour market for teachers in the province is described as balanced in the materials however that is not what she has heard from

students and her concern is that there is a teacher job crises in Saskatoon and a shortage in rural locations. The Senator asked if there was a plan in the direct entry program to address the job crises in Saskatoon and the job shortage in rural locations. Dean Prytula replied advising that there is a challenge for matching students to teachers and the comment regarding balance is talking about numbers rather than locations. The college is also looking at developing a rural cohort of teachers that will specialize in rural teaching and resource for that need.

A Senator asked if there is a way to forecast how this change will effect students to which Dean Prytula advised that students will still be able to apply after two years and will also be able to leave before the end of the program.

A Senator asked how the college will screen students as a direct-entry college to which Dean Prytula advised that a new admission process was developed three years ago which lowered consideration of grade point average to 50% of the elements being considered and two more elements were added: a professional reference from the 40+ hours of volunteerism for 25%; and an online interview with a multiple mini interview process for the other 25%.

KRISMER/ISINGER: That Senate confirm the change to make the College of Education a direct-entry college, effective for those students applying for direct admission and entry to the college in September 2016.

CARRIED

15. Items for Information

15.1 Update on Fall and Winter Enrolment

Patti McDougall, vice-provost teaching and learning, provided this report. She advised that the numbers for the year as a whole had been annualized and that this report focused on trend lines. She noted the highlight sheets provided in the written meeting materials at pages 111 to 112, with one page addressing the fall enrolment and the other the winter enrolment. The university is looking at its goals for enrolment targets. Total enrolment is down 0.9% to 23,572, our target was 23,000 students so we are aligning with our objective. Vice-provost McDougall advised that we are seeing enrolments in spring and summer increase. On a college-by-college basis the 2015/16 targets were set in 2012 and eight of the colleges were already above the targets, two were below, and a handful were very close.

Vice-provost McDougall advised that the university was at the beginning of a large enrolment discussion on campus regarding, "What size do we want to be? What proportion of graduate students do we want? What proportion of Aboriginal and international students do we want?"

Vice-provost McDougall advised that the reduction in undergraduate enrolment of less than 1% is due to: a strong provincial and western economy with low unemployment; highly competitive market for post-secondary education in Canada; and a decline in the number of Saskatchewan high school grads. The university has been focusing on out-of-province and international students to address this. The bulk of our students come from Saskatchewan (76%), with 14% coming from out of province and 10% overall for international students. Regarding our international students, we draw most of our undergraduate students from China, secondly from Nigeria and thirdly from Romania; but we have over 100 countries represented.

Regarding graduate students, enrolment is down 1.6% at 3,840 students which is below the target for 2015/16 of 4,400 students. We know our limitations and are working to change them. About two-thirds of our graduate students are in research-based masters or PhD programs. Our international graduate students form approximately one-third of our graduate students, which is at the high-end when compared to the U15. Again most of our graduate students are from China, followed by India and then Iran. International undergraduate and graduate students continue to increase and have yet to plateau and we are actively looking at other markets. We had set ourselves a 7% target and we have achieved that target.

Regarding Aboriginal students, Vice-provost McDougall advised that increasing the number of Aboriginal students has been a key focus for the university. There has been a steady increase of undergraduates, but graduate student numbers are down slightly. We do not think the increase is due to something extraordinary that we have been doing but rather due to it becoming more enticing for students to self-proclaim their Aboriginal origin. We are targeting 7% of our graduate students to be Aboriginal students and currently we are only at 6%. Approximately 10% of our graduating students are Aboriginal.

Regarding disability services to students, we have seen an increase of approximately 70% which we believe is due to higher graduation rates for high school students with disabilities. Vice-provost McDougall advised that many of our students have invisible disabilities, including mental health issues – so in the coming year we will be working on a campus-wide mental health initiative.

Vice-provost McDougall advised that retention rates are very important and after the end of the first year we see a significant drop in re-enrollment. International students have a high rate of retention; Aboriginal students' retention is approximately 60%; and the retention rate of other students is 78%.

Vice-provost McDougall reported on three-credit unit activity noting that it has declined from 23,723 students in 2013/14 to 22,897 students in 2014/15. The off-campus activity is down 3.5% after a fairly steep increase.

A Senator asked if Vice-provost McDougall had the retention numbers by college as he had heard that the Engineering retention rate was declining to which Vice-provost McDougall advised that we do have the ability to track by college but she was unable to comment on whether the College of Engineering's retention had gone down. She did mention that the College of Engineering was actively engaged in a retention project.

15.2 Update on Senate Elections

Elizabeth Williamson, university secretary, listed those Senators eligible for re-election advising that the nomination close date had changed to May 8, 2015 so all of those individuals do have the ability to seek reelection and she encouraged those members who were interested, to run for another term. Ms. Williamson thanked Stefano Fertugno for her time as a Senator and noted that she was no longer eligible to run as she had served two terms. Ms. Williamson also thanked all of those who would not be returning for their active participation to date.

The university secretary advised that according to the bylaws and Act, there must be four weeks between the close of nominations and the Senate elections therefore Senate elections will open Monday, June 8th and end on Monday, June 29th. The voting will be done electronically and she encouraged all Senators to vote and encouraged all alumni to vote as well.

16. Question Period

A Senator asked Vice-president Fowler and Associate Vice-president Dumba what was happening to the senior administrators' salaries while people were being let go during TransformUS. Vice-president Fowler explained that when speaking about senior administrators we include the president, vice-presidents, associate vice-presidents, deans, associate deans, and vice-provosts. From his knowledge over the last three years there were different salary changes although no change to the general base rate. There is the ability to move a position to market as compared with comparators and we also have a merit process which includes either a merit increase to base or a one-time bonus merit so yes there were salary increases for some individuals during this period.

A Senator asked about the institutional uncertainty, impact of stock markets and the 6.6% increase moving away from bonds to equity and asked whether this increased the associated risk. AVP Dumba replied that they took the operating reserve fund and increased the target risk and funded that associated increased risk from market increases that had been received through past gains.

A Senator asked President Barnhart regarding a reference to the need for action about climate change among universities, and whether this working group could be extended to include people who were teaching economics as we needed to recognize the flaws in our economic indicators. The president replied that this could be considered and that this

priority is intended to be an interdisciplinary operation across the board and thereafter it will spread to other colleges and disciplines. The Senator asked whether this could be a topic for the Senate education committee and the president replied that the committee chair was here and he was sure that she would be taking note of the comment.

A Senator noted that in March 2014, 69 pieces of Aboriginal art from the university collection were sold in an online auction at an estimated sale price of \$7,000 although the estimated value was \$20-28K. She noted that the art had been privately donated and there were some restricting covenants and she was concerned of a loss of cultural values and heritage for the students and asked whether there can be a policy or change indicating that it would require all three governing bodies to approve this type of sale. The president replied that he understood that the art pieces were donated a number of years ago and it was determined by a committee that they would not become a part of the university collection. He advised that this suggestion will be taken forward for consideration.

The Senator then directed a question to Provost Barber regarding the Global Institute for Food Security and her concern about the scope and vision of the institute as she had seen more of a focus on the *how* rather than the *what* or *why*. Her desire was to see it as a real global centre for excellence in the area of food security. It had a strong impact on policy development, but she would like to see why there has been such an interest in dealing with food production - as technology is good but it will not solve all of our problems. She noted that there were three areas that have a strong impact: climate change; loss of biodiversity; and nitrogen and phosphorus depletion. Her concern was that when she looked at the CERC in food security what is being sought is experience in food biology, technology, policy governance and digital agriculture and she wanted to know what would be done to bring this to the centre for food security and not biotechnology. Provost Barber noted that what was identified as being done here affects what goes on in the rest of the world and that there is a global value network, and that optimizing one part of the global value chain does not necessarily optimize the productivity and value of the whole chain. He also noted it was important to recognize the big issues including food quality, security and sovereignty and climate change. Provost Barber advised that one institute in one university cannot possibly do it all and that GIFS is set up to build on the strengths of this community and do what we can as part of the great big system. Given the money that is available and the intersection of these problems, although we cannot do it all we can work on the front end of that chain with our focus being: plants, soils, and policy issues – but this means we need to work in collaboration with lots of other people.

A Senator noted that her concern was about things related to “news speak” and the use of English language and what happens to it. She noted that the previous Senator recommended that the term Global Institute is not accurate and rather our institute should be known as the “Local Institute of Biotechnology” and she questioned whether it was appropriate to use the work “global” on an institute that is not global. Vice-president Chad suggested that more of the university’s terrific world leaders in terms of our centres should come to speak to Senate to allow us to have a broad and diverse look at these centres.

A Senator advised that it was a high priority in curriculum to have critical thinking and she congratulated those Senators who had the critical thinking skills and the courage to ask tough questions. She asked that Senate create a safer environment in which to ask tough questions and recommended that Senate executive consider having an end time of 3:30 p.m. to allow the tough questions to be asked. The secretary noted that she will bring the suggestion forward to Senate executive.

17. Other Business

A Senator advised that he and others in his community were complexed by the approach taken by Neil Alexander the Executive Director of the Fedoruk Centre who suggested the creation of small nuclear reactors. He wanted to bring to the attention of the Board of Governors a study lead by Dan Perrins wherein 86% of participants were opposed to a plan of a 3,000 MW reactor on the Saskatchewan River.

A Senator brought forward a point of information noting that it is standard practice to have questions after every report.

18. Adjournment and Dates of Convocations and Future Senate Meetings

Spring Convocation: June 1-4, 2015 Fall Senate: October 17, 2015

Fall Convocation: October 24, 2015 Spring Senate: April 23, 2016

BRAATEN/SENECAL: moved adjournment at 3:24 pm.

CARRIED

Senate attendance October 18, 2014

APPOINTED MEMBERS		DISTRICT MEMBERSHIP		EX-OFFICIO	
Acton, Pamella	A	Binnie, Sarah	P	Barber, Ernie	P
Albritton, William	P	Girardin, Theresa	P	Barnhart, Gordon	P
Alexander, Jeanne	P	Hoback, Jerri	P	Bilson, Beth	R
Ashley, Linda	P	Jonsson, Janice	P	Baxter-Jones, Adam	A
Baker, Carey	P	Kopp-McKay, Adelle	P	Buhr, Mary	P
Braaten, Lee	P	Krismer, Robert	P	Butler, Lorna	P
Brandt, Arlene	P	McLeod, Tenielle	R	Calvert, Lorne	P
Christensen, Helen	P	McPherson, Russ	P	Chad, Karen	R
Danyliw, Adrienne	P	Michalenko, Richard	P	Cram, Bob	R
Derdall, Michele	P	Nicol, Jim	P	Doherty, Kevin	R
Dutchak, Dave	P	Pulfer, Jim	P	Downey, Terrence	P
Enoch, Simon	P	Schriml, Ron	P	Favel, Blaine	P
Flaten, Patricia	P	Stevenson, Corinna	P	Fowler, Greg	P
Forbes, Richard	P	Stumborg, Mark	P	Freeman, Douglas	R
Fron dall, Doug	P	ELECTED MEMBERS-AT-LARGE		Greenberg, Louise	R
Fyfe, Ryan	P			Harasmychuk, Robert	R
Gerwing, Karen	P	Antony, Jenalene	P	Kirpouros, Georges	P
Gjetvaj, Branimir	P	Bentham, Davida	P	Magotiaux, Heather	P
Greschner, Toby	A	Cole, Evan	P	Martini, Jeromey	A
Hollick, Barry	P	Docken, Doreen	P	McCaffrey, Geordy	P
Hubich, Larry	P	Finley, Sandra	A	McKercher, Peggy	P
Hryniw, Crandall	P	Fortugno, Stefania	A	Molloy, Tom	P
Isinger, Lori	R	Hande, Mary Jean	P	Ogilvie, Kevin	A
Kies, Richard	P	Mihalicz, Deborah	P	Pawelke, Michael	A
Lamontagne, Shelly	A	Rempel, Richard	A	Pezer, Vera	P
Lanigan, Dennis	R	Rooney, Karen	P	Prytula, Michelle	P
Lavoie, Armand	P	Swystun, Lenore	P	Rodgers, Carol	P
Lee, Bryan	P	Thompson, Michelle	P	Smith, Preston	R
Loewen, Mairin	P	Wells, Joyce	P	Stoicheff, Peter	P
Lohrenz, Kathleen	P	Wickenhauser, Joe	P	Taras, Daphne	R
MacArthur, Sandra	P	STUDENTS		Turner, Ted	R
MacMillan, Judy	P	Arcand, Jaylynn	P	Uswak, Gerry	R
Martin, Stephanie	P	Franklin, Heather	P	Wasan, Kishor	R
McKechney, Margaret	P	Iron, Monica	P	Williamson, Vicki	R
Menzies, Craig	P	LeBlanc, Daniel	P		
Mushinski, Valerie	P	Senecal, Gabe	P	NON-VOTING	
Neufeldt, Victoria	P	Vlahu, Izabela	P	Russell Isinger	P
Olfert, Charles	P	Wilson, Kate	P	Patti McDougall	P
Olfert, Ernest	P	P=present		Williamson, Elizabeth	P
Prisciak, Karen	P	R=regrets			
Prokopchuk, Nadia	P	A=absent			
Spitzig, Doug	R				
Thibodeau, Lisa	P				
Toye, Colleen	R				
Wiens, Rod	A				
Young, Colleen	R				

SENATE COMMITTEE MEMBERSHIP 2015-16

Terms - July 1, 2015 to June 30, 2016

Executive Committee

Chancellor (Chair): Blaine Favel

President or designate: Gordon Barnhart

Two ex officio members: Daphne Taras, Mary Buhr

Three appointed members: Charles Olfert, Lee Braaten, Karen Prisciak

Three elected members: Jim Nicol, Bob Krismer, Mark Stumborg

One student member: Jordan Robertson

Secretary: Elizabeth Williamson

Honorary Degrees Committee

President (Chair): Gordon Barnhart

Chancellor (Vice Chair): Blaine Favel

Provost and Vice President (Academic): Ernie Barber

Two ex officio members: Lorne Calvert, Peter Stoicheff

Two appointed members: Nadia Prokopchuk, Mairin Loewen

Two elected members: Tenielle McLeod, Richard Michalenko

One student member: Monica Iron

Secretary (non-voting): Elizabeth Williamson

Membership Committee

Chair of committee: Jerri Hoback

Chair of executive committee or designate: Blaine Favel

Four elected members of Senate: Davida Bentham, Jerri Hoback, Joyce Wells, Michelle Thompson

Education Committee

Chair of committee: Lenore Swystun

Two ex-officio members: Blaine Favel, Michelle Prytula

Two appointed members: Pat Flaten, David Dutchak

Two elected members: Lenore Swystun, Richard Rempel

One student elected by student members of Senate: Kristen Daniels

Nominations Committee

Chair of committee: Mairin Loewen

Chancellor (as chair of the executive committee): Blaine Favel

Four members of Senate: Mairin Loewen, Lori Isinger, Vera Pezer, Colleen Toyé

Round Table on Outreach and Engagement

Four district Senators: Ron Schriml, Mark Stumborg, Jim Nicol, Robert Krismer

University Council

Sarah Binnie and Jim Pulfer

Senate Hearing Board for Non-academic Student Discipline and Appeals

(3-year terms ending June 30, 2017)

Six members of Senate: Armand Lavoie, Ernest Olfert, Nadia Prokopchuk, Jerri Hoback, Lenore Swystun, Valerie Mushinski

Senate Tuition Notes – April 2015 meeting

Is there a philosophical statement re the role of the University and the role of Colleges and cost of tuition to value of tuition in post-secondary education.

Is there any consultations with the public and separate high school systems to discuss what they see as issues re access to university?

Question – other universities same 24% proportion?

Over 12 year span – Administration doubling all programs for relatively flat. Is this part of discussion?

% of tuition cost related to projects they are in – post grad income relation

Student numbers growing? Will be a factor in discussing tuition rates.

Are there other considerations:

Is the differential on foreign student 50%

Value of foreign students to university. Why recruit?

Does any portion of tuition go to operating expense?

Does cost of living play a part of determining tuition?

Does cost of daycare play a part?

How can we better access student participation in determining tuition?

Does tuition reflect on retention rate?

Does corporate sponsorship have an impact on tuition?

Q 1. What do you think about what you heard?

Thorough – like the process

Excellent explanation of the three [cures]

Should share with media

Good to understand process

Continue consultation with students

Strong connection with quality and cost

Really appreciated the statistical analysis presentation

Q 2. Other considerations

Would like to see a discussion around the university experience

-why are students invested

-what are \$ geared to? Classes? Extracurricular?

Discussion about

-identifying means to support students who cannot meet tuition

Why do students today choose partial loads (class loads)

1. Include all fees in reporting tuition costs.
2. Students want transparency to see the breakdown of how their tuition fees are being spent.
3. “Comparability” is not the most important indicator.
4. WCVM students are ‘doing better’ compared to other vet colleges 25% of WCVM’s operating budget comes from tuition.
5. Tuition should pay for program quality but that is hard to measure. “Comparability” should include more than just number. e.g. What are the parameters of education resources provided to students?
6. Tuition nationally has increased exponentially over past few decades.
7. Make tuition an issue in next federal election: Federal cash transfers for post-secondary education in the last decade have declined 50% when measured as a proportion of GDP. When accounting for inflation and increases in enrolment, cash transfers are still over \$400M short of 1992 levels. Even though tuition has risen, access to resources and debt repayment support has improved. Debt load actually went down.
8. Good to know the role of scholarships/grants - donations to compensate for tuition increases (an important piece of the puzzle).
9. Emphases could be placed on employability for college grads.
10. Keep advocating for student voice in how tuition is set and affects them (democratic process).

1. Thoughts:

- Stats Canada explanation useful
- proportion of tuition to government grant

2. Questions/considerations

- student Government loans
- differential international student rates where does it go?
- How do we come up with the % that is tuition based?

Consultation: What would keep students here

- tuition does matter
- consideration of ‘free’ tuition
- where is benefit to taxpayers to pay for certain students

Get jobs where your employer will pay for your post grad education.

1. Thoughts so far

- feel Sask population recognize value and are willing to pay – not “take the free meal.”
- consulting students is valuable and must include education to explanation to students
- would like to see actual stats on comparable fees (U15)

2. Why do students choose U of S? Cost? Education quality? Because they live here? Etc.

3. Problem identified: Stats Can comparing apples and oranges.

Question: Does U of S have a plan to discuss and get changed so that apples are compared to apples.

Need to take stats/Can methodology seriously.

Struck that students aren't used to consultation.

USSU/GSA have strong role; more local college conversations beginning.

Where is USSU/GSA action plan on tuition?

Length of time a person is a student is short. Takes time to become engaged in student issues – so many other pressures on their time.

Larger social issues – cost of living.

Ideal world – no tuition?

Debt levels continue to grow.

What is the state of student debt at the U of S? Other means of financing education.

How does RESP system affect enrolment?

Growth in use of these funds.

Are students not attending because they can't afford PSE?

Students work 3X hours as they used to, to afford/pay tuition (compared to 40 years ago).

SK has least regulated relationship in terms of tuition and quality with government compared to other provinces.