

UNIVERSITY OF REGINA BOARD OF GOVERNORS
Meeting of the Board of Governors
Friday, April 29, 2022
AH 527 or Video Conference (Zoom)

Present: M. Smadu (Chair), L. Bellegarde (part), G. Bosgoed, D. Chow, C. Delorme, J. Keshen, P. Klein, M. Lang, C. Londoño Sulkin, A. Opseth, H. Tait

Resources: D. Button, d. Gregory, K. McNutt, G. Sylvestre

Recorder: J. Shafer

Guests: D. Biesenthal, P. Streete

M. Smadu introduced Elder Lorna Standingready to the Board. Elder Lorna provided a blessing and prayer to open the meeting.

1. Call to order

The Chair called the meeting to order at 8:23 a.m. and acknowledged that the University of Regina is situated on Treaty 4 lands with a presence in Treaty 6. These are the territories of the nêhiyawak, Anihšînāpēk, Dakota, Lakota, and Nakoda, and the homeland of the Métis/Michif Nation.

The Chair recognized it will be the last regular meeting for Governors A. Opseth and H. Tait. She thanked them for the contributions they have made to the Board. The Chair also acknowledged D. Button and d. Gregory and the work they have done as they near the end of their service to the University.

2. Approval of Agenda

The Agenda was amended as follows:

- Removed item 9.3 as it was postponed to the July meeting by the Human Resources Committee
- Removed item 10.2 as it was postponed to the July meeting by the Finance and Facilities Committee
- Moved item 11.3 Parking Bylaws from Consensus Items to 10.3, as discussion was requested by a Governor
- Under *In Camera*, moved 13.8 to be addressed after 13.2

Chow – Londoño Sulkin

Moved approval of the agenda as amended.

CARRIED

3. Governor Conflict of Interest

The Chair asked Board members to declare a conflict of interest should they have one with any of the agenda items.

C. Londoño Sulkin noted that his spouse is now in an out-of-scope position at the University of Regina. Depending on the nature of agenda items and related discussion, he could choose to declare a conflict and recuse himself from participating in items that may arise during Committee or Board meetings.

No other conflicts were declared.

(All resources and guests with the exception of J. Keshen withdrew from the meeting at 8:30 a.m.)

4. In Camera Session

The Board held an *In Camera* session with management excused.

(All resources and guests returned to the meeting at 8:48 a.m.)

5. Approval of Minutes of March 8, 2022

Klein – Chow

Moved to approve the minutes of March 8, 2022 as circulated.

CARRIED

6. Business Arising

None

7. Strategic Presentation – ‘Equity, Diversity, Inclusion and Anti-Oppression Action Plan’, Pauline Streete, Senior Advisor to the President (EDI-AO)

J. Keshen introduced P. Streete to the Board. P. Streete presented the draft Equity, Diversity, Inclusion and Anti-Oppression Action Plan.

Discussion followed and included:

- Clarification of affinity groups, and examples of current groups already active in the University community
- Consideration of value pluralism and need for open and inclusive communication
- Suggestion that the Board of Governors be added to the plan, and their role also recognized
- Consideration of language and tone to invite inquisitorial rather than adversarial thinking with the goal of creating a culture of inclusion and belonging for diverse groups
- Importance of psychological safety and empathetic leadership styles and skills
- Need for clear targets and metrics to measure progress on goals
- Need to recognize intersectionality, and acknowledgement that individuals have their own experiences which may require individualized and flexible response

The Board Chair thanked P. Streete for her presentation.

The presentation is [appended to the Official File](#).

(P. Streete withdrew from the meeting at 9:30 a.m.)

8. Chair's Report

The Chair provided an update on activities and meetings. In addition to those provided in her written report, she also reported on:

- The grand reopening of Darke Hall
- The Distinguished Service Awards dinner to honour Beverley Montague

The Board Chair noted that the final Presidential Transition Committee meeting has not yet occurred, and will be rescheduled.

9. Strategic Items

Items 9.1 and 9.2 were presented in tandem.

9.1 2022-2023 Tuition and Fees (A&RM)

9.2 2022-2023 Comprehensive Budget Plan (A&RM)

M. Lang introduced items 9.1 and 9.2 to the Board and noted:

- The recommended comprehensive budget plan largely reflects “Scenario C” previously circulated to and discussed with the Board
- The Audit & Risk Management Committee discussed concurrence with financial policies
- The proposed budget includes the transfer of bridging funds from administrative and academic units
- The plan is for the budget to be fully balanced (without the need for bridge funding) by fiscal 2024/25

Discussion followed and included:

- Clarification of ESL tuition, and transferability to degree programs
- Scholarships and bursaries can assist students with specific need, although uncertainty and timing of funds can be problematic
- Benefits of student awards can be improved through ease of application and educating donors to ensure terms of reference do not inappropriately restrict distribution of funds
- Commitment to being mindful of expenditures as an institution, including at the Board and executive level
- Recognition that high tuition costs can create barriers to positive student experience, although there is potential for focused tuition/fee increases for certain professional and non-credit programming based on market comparators
- Continued focus on fundraising as a source of revenue
- Clarification of tuition transfer to federated colleges, and how this is reflected in the budget

Lang – Chow

That the Board of Governors approve the following tuition and fee actions effective for the Fall 2022 semester:

- *That tuition for undergraduate credit hours be increased by 3.5%.*
- *That tuition in the Johnson-Shoyama Graduate School of Public Policy for the Master of Public Administration be increased by 6.0%, the Master of Public Policy be increased by 21.6% and PhD programs be increased by 18.4% to match tuition charged at the University of Saskatchewan campus.*
- *That an early non-refundable tuition deposit arrangement be instituted for students in the Johnson-Shoyama Graduate School. The proposed deposit will be \$1,000.*

- *That graduate tuition for all other master’s and PhD students be increased by 3.5%.*
- *That the tuition for courses in the certificate programs in the Centre for Continuing Education be increased by 3.5%.*
- *That the Co-op Fee be increased by 3.5%.*
- *That the Graduate International Surcharge be increased by 3.5%.*
- *That the Recreation & Athletic Fee and Academic Technologies Fee be increased by 3.5%.*
- *That the Academic Transitions Program Fee be increased from \$900 to \$1,000.*
- *That English as a Second Language courses that qualify as being taught at the post-secondary level be assessed credit tuition based upon the Arts undergraduate tuition rate with the non-credit program fee set at the equivalent rate.*
- *That all tuition and fees be rounded to the nearest \$0.25 after percentage increases are applied.*

The question was called on the motion.

CARRIED

Lang – Opseth

That the Board of Governors approve the attached Comprehensive Budget Plan for 2022-23.

The question was called on the motion.

CARRIED

(The Board of Governors agreed to remove item 9.3 when the Agenda was approved. The Board had a brief recess from 9:57 a.m. to 10:13 a.m.)

9.4 Indigenous Procurement Strategy and Actions (F&F)

D. Chow introduced the item to the Board and noted that each component of the recommendation would be dealt with as a separate motion. He further reported that:

- G. Bosgoed will assist in facilitating a workshop on the process and significance of Indigenous procurement enablement activities
- Management has committed to bring the proposed policy back to the Finance & Facilities Committee for review and recommendation to the Board
- The job description and parameters with regard to the joint position will be reviewed by the Committee and Board

Chow – Opseth

That the Board provide:

1. *Approval to proceed with a comprehensive Procurement Strategy and Policy Changes that include and focus on Indigenous Procurement.*

Discussion followed and included:

- Procurement is not solely a price-based decision, so there is opportunity for purchasing criteria to include necessity for Indigenous representation
- Importance to develop and communicate fair and transparent criteria

J. Keshen committed to setting clear and aggressive targets, which will be reported to the Board at a future meeting.

The question was called on the motion.

CARRIED

Chow – Bosgoed

That the Board provide:

2. *Approval for \$30,000 of base budget funding to work with the University of Saskatchewan and Saskatchewan Polytechnic to establish a joint position to coordinate Indigenous Procurement in the provincial PSE sector.*

In response to a question, management responded that the three post-secondary institutions (University of Regina, University of Saskatchewan, and Saskatchewan Polytechnic) already work together on a number of projects and large purchases, e.g. for utilities, in order to realize efficiencies.

The question was called on the motion.

CARRIED

9.5 Solar Photovoltaic Installation and Campus Master Plan Revision (F&F)

Chow – Bellegarde

That the Board of Governors provide an adjusted Level 1 (Approval in Principle) approval for a slightly larger scale solar photovoltaic (PV) installation. Budget approval for this preliminary design and due diligence will remain at \$200,000 per the March 8, 2022 Board approval. Full project scope and budget for implementation will be determined once any funding is announced from the Federal Low Carbon Challenge submission, however, to maximize the opportunity, the scope will be increased from the previously approved \$15M to a new proposed budget of \$27M.

D. Chow introduced the item to the Board.

It was noted by a Board member that there may be additional opportunities for grants if strategic partnerships with Indigenous communities are considered, and if all opportunities for funding to support environmental initiatives are pursued. This is a good opportunity to show leadership.

The question was called on the motion.

CARRIED

9.6 10 Year Capital Plan (F&F)

Chow – Bellegarde

That the Board of Governors approve the development projects listed in Table 1 for submission to the Ministry of SaskBuilds and Procurement for incorporation into the Province Wide 2023-24 Integrated Capital Plan.

D. Chow introduced the item to the Board and noted that this is a report required annually by government.

The question was called on the motion.

CARRIED

9.7 Graduate Advanced Training and Entrepreneurship (GATE) Centre (F&F)

Chow – Londoño Sulkin

That the Board of Governors approve the proposal for the Graduate Advanced Training and Entrepreneurship (GATE) Centre.

D. Chow introduced the item to the Board. K. McNutt noted that this initiative will provide an opportunity for students to gain training in entrepreneurship and will set them up for success. Training will also be available to alumni.

Discussion followed and included:

- Use of the term “career readiness” can be perceived as incongruent with the benefits of university education but should be more broadly interpreted beyond job training, to include preparation for contribution as members of society
- Responsibility to prepare students for success post-graduation
- Consider benefits to students with varied academic backgrounds contributing to economic development, and possible commercialization of innovative ideas

The question was called on the motion.

CARRIED

9.8 Student Tuition/Housing/Fees Initiative (F&F)

Chow – Londoño Sulkin

That the Board of Governors approve the creation and administration of a cohort-based assessment model that would offer a bundled, fixed, all-in-one price for tuition, discounted residence and other fees, targeted for our international students.

J. Keshen introduced the item to the Board and noted that this option provides a benefit to students while responding to a desire to increase access to campus housing.

Discussion followed and included:

- Board encouragement to think creatively to respond to other University challenges
- This initiative could be a differentiator and should be communicated widely

The question was called on the motion.

CARRIED

9.9 President’s 2022-2023 Performance Objectives (GOV&NOM)

G. Bosgoed introduced the item to the Board.

J. Keshen noted that some objectives carry on from the current year, while other objectives are part of a commitment to advance reconciliation, equity, diversion and inclusion, an emphasis on improved student experience, and advanced research recognition and ranking. Performance objectives are tied to the Strategic Plan and also reflect new realities. The objectives were set with the executive team, with clear metrics and targets.

The Board Chair noted that a decision item will be brought to the Board in July for their approval, and this is the Board’s opportunity to provide feedback.

Discussion followed and included:

- Benefit of differentiating measures that are quantitative and qualitative, and then reporting on what might have interfered with completion
- Inclusion of SMART goals to help with next year's performance assessment

J. Keshen thanked the Board for their input.

10. Administrative Items

10.1 Strategic Preventative Maintenance and Renewal (SPMR) Submission (F&F)

Chow – Londoño Sulkin

That the Board of Governors approve the following four projects for Facilities Management's (FM) submission to the Ministry of SaskBuilds and Procurement for consideration of funding through the Strategic Preventative Maintenance and Renewal (SPMR) Program.

1. *Fire Code Deficiency Repairs*
2. *Lab Fume Hood Cleaning and Inspections*
3. *Comprehensive Building Envelope Audit*
4. *Water Reduction Upgrades*

D. Chow introduced the item to the Board and noted that items 1 and 2 are largely fire code issues in relation to older buildings that will require upgrades to be in compliance.

Discussion followed and included:

- Importance of preventative maintenance to reduce safety risks and maintain institutional reputation
- Consideration of creating a building and capital replacement fund or borrowing funds to accelerate maintenance projects, management noted that funds will be freed when the debenture is paid off in 2024
- If these are not funded, the University could proceed independently, without the use of matching government funds

The question was called on the motion.

CARRIED

(The Board of Governors agreed to remove item 10.2 when the Agenda was approved.)

10.3 Parking Bylaws (F&F)

Chow - Tait

That the Board of Governors approve updates to the current Parking Bylaws to include:

1. *Additions / clarifications to defined terms*
2. *Shared permit clarification*
3. *Controlled Pay Parking Lot operational clarification*
4. *Responsibility of permit holder relative to their parking account*
5. *Updated provisions regarding forged permits*
6. *Enforcement language clarifications identified by the Provincial Court (including default conviction language)*
7. *Inconsequential / housekeeping / formatting (numbering) amendments*

Additional provisions regarding operation of bicycles were removed upon recommendation of the Finance and Facilities Committee the day prior, due to concerns regarding the authority and training of people enforcing bicycle bylaws and the difficulty in communicating expectations to members of the public who are bicyclists on University property.

The question was called on the motion.

CARRIED

There was further discussion regarding future infrastructure requirements:

- for hybrid/electrical vehicles (EV parking), and
- preparation of streets and infrastructure for eBikes and electronic scooters

All questions were addressed by management.

11. Consensus Items

Delorme – Klein

Agreed to move items 11.1, 11.2 and 11.4 as an omnibus motion as follows:

11.1 AABC and NABC Committee Appointments (HR)

That the Board of Governors approves the appointment of Dean Biesenthal, Associate Vice-President (Human Resources), as a representative to the Academic and Administrative Benefits Committee (AABC) and the Non-Academic Benefits Committee (NABC) effective May 1, 2022.

11.2 Revised Facilities Management 2022-2023 PMR Plan (Budget Increase) (F&F)

That the Board of Governors approve the revised list of Facilities Management (FM) projects shown in Table 1. This approval is for the Base Preventative Maintenance and Renewal (PMR) Funded Projects for 2022-23 and advance commitments for future years of funding for select projects.

(The Board of Governors agreed to remove item 11.3 from Consensus Items when the Agenda was approved.)

11.4 Annual Assessment of Board Governance (GOV&NOM)

That the Board of Governors approves the assessment of substantial compliance with the 14 categories as defined in the attached report Governance Practices (Fiscal 2021-2022): Compliance with the Adapted TSX Corporate Governance Guidelines.

The question was called on the omnibus motion.

CARRIED

12. Reports

12.1 Chancellor's Report

The Chancellor provided an update on recent meetings and activities, including chairing a Senate Appeal hearing, attendance at numerous University events, and commencement of planning for the 2023 Inspiring Leadership Forum.

The Board Chair thanked P. Klein for her report.

12.2 President's Report

J. Keshen provided a verbal update on events and activities since the last meeting, as well as upcoming meetings and recruitment initiatives, including:

- The University was a 2022 Paragon Award Winner for Environmental Excellence
- Participation in the Times Higher Education Impact Rankings
- The University's establishment of Project Resilience to support students affected by war

The Board Chair thanked President Keshen for his report.

12.3 Key Messages

This report is regularly provided for the Board's information. It provides a few key messages for Governors to speak to in their conversations with community members.

12.4 Report from the Vice-President (Research)

K. McNutt presented her report to the Board and noted that the annual report on research will be provided at the July Board meeting.

12.5 URSU President's Report

H. Tait presented her report to the Board and noted the government requested additional feedback from URSU on Saskatchewan loans, bursaries and scholarships.

H. Tait also reported:

- Recognition that there is still work to do at the University to respond to issues involving gender-based violence, and potential to learn from other community organizations
- Some concerns with URSU election processes and low voter turnout
- Complexity in supporting students from federated colleges on different campuses

The Board Chair thanked H. Tait for her report.

(L. Bellegarde withdrew from the meeting at 11:45 a.m.)

12.6 Committee Chair Highlights

G. Bosgoed provided an update from the Governance and Nominations Committee, including:

- Consideration of potential adjustments to the annual Board evaluation process
- Regular report from Executive of Council

D. Chow provided an update from the Finance and Facilities Committee, including:

- Update regarding the La Cité project
- Update on major capital projects, with all projects continuing to be reported as 'green'
- Regular report on the capital fund
- Report from the Trust and Endowment Committee
- Information and report on advancement activity, including positive fundraising results of \$12M to the end of the year compared to a target of \$10M

- C. Delorme provided an update from the Human Resources Committee, including:
- Reminder that there are four open collective agreements
 - An update on early results from the employee engagement survey
- M. Lang provided an update from the Audit and Risk Management Committee, including:
- 4th quarter operating fund report, with results almost exactly as reported in the previous forecast
 - Update on the enterprise risk management dashboard, and risk mitigation activities
 - Review of the draft 2021/22 annual report
 - Update from the Internal Auditor, including updates on fraud risk awareness training

(J. Shafer withdrew from the meeting at 11:54 a.m.)

13. In Camera Session I – 11:54 a.m.

These items are recorded in the *In Camera* minutes and are [appended to the Official File](#).

(G. Sylvestre and all resources except for D. Biesenthal withdrew from the meeting at 12:16 p.m.)

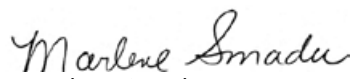
(D. Biesenthal withdrew from the meeting at 12:25 p.m.)

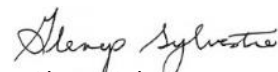
(J. Keshen withdrew from the meeting at 12:45 p.m.)

14. In Camera Session II – 12:45 p.m.

The Board held a brief *In Camera* session with the President excused.

15. Adjournment – 1:00 p.m. Moved by Klein.


Marlene Smadu
Board Chair


Glenys Sylvestre
University Secretary