

**DATE:** 27 February 2013  
**TO:** ALL MEMBERS OF COUNCIL  
**FROM:** Annette Revet, Executive Director and University Secretary  
**RE:** MEETING AGENDA

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A meeting of Council will be held on Wednesday, March 6<sup>th</sup>, 2013 in the Education Auditorium, ED 106, as follows:

2:30 p.m. Registration Opens (All Members and Guests will be required to sign in)  
3:00 p.m. Call to Order

**AGENDA**

1. Approval of the Agenda
2. Introductions and Comments of the Chair
3. Report from the Council Agenda Committee
  - 3.1 Items for Approval, Appendix I, Pages 2-5
  - 3.2 Items for Information, Appendix I, Pages 6-9
4. Other Business
5. Adjournment

**REPORT TO  
COUNCIL MEETING  
March 6, 2013  
FROM THE COUNCIL AGENDA COMMITTEE**

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**1. ITEMS FOR APPROVAL**

The Council Agenda Committee has approved the following motions for consideration by Council.

**1.1 Motions from Susan Johnston, Associate Professor, Faculty of Arts**

Whereas budgetary decisions have affected and will continue to affect the core academic mission of the University of Regina,

And whereas the protection of this mission is the primary business of University Council and its Executive,

And whereas the transparent and accountable governance of the institution is in a system of collegial governance properly the business of all its members,

And whereas a lack of transparency on the part of the senior administration may threaten to imperil the academic mission of the institution.

**MOTION 1: BE IT RESOLVED THAT**

University Council recommends to the President that the University of Regina immediately freeze all administrative hiring and non-contractual salary increases and bonuses pending an independent and thorough external review of all finances, including spending and revenue by account code, from 2000-2012, and full public disclosure of this review;

(end of Motion 1)

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**Rationale:** The university's own budget data indicate that the increasing cost of administering our university over the past seven years, and especially the cost of administrative salaries, have absorbed the increases in the provincial government operating grant. While administrative salaries in 2004 totaled \$26 million and equaled 80% of academic salaries, by 2011, administrative salaries had increased by 70%, to \$44 million, and equaled 99.97% of academic salaries. From 2006-2011 academic positions saw a net increase of 3, while administrative positions increased by 89. Immediate action is needed to ensure that the management of the university is in the service of the academic mission, not at its expense. A freeze of all administrative hiring combined with the implementation of a hiring committee (as suggested in resolution #2) would allow the University to proceed with replacements and new positions with the explicit purpose of restoring the centrality of the academic mission. Resolution #1 calls only for a freeze on administrative hiring; it DOES NOT call for a freeze on salaries and is not meant to interfere with the progress of collective contract negotiations.

**MOTION 2: AND BE IT FURTHER RESOLVED THAT**

University Council recommends to the President that the University of Regina develop a 3-year plan for reducing the cost of university management, including the institution of a hiring committee (one half of which is comprised of in-scope faculty ) to approve new positions;

(end of Motion 2)

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**Rationale:** According to the comprehensive budget plan (available at [http://www.uregina.ca/orp/UofRBudget/2012-2013\\_ComprehensiveBudgetPlan.pdf](http://www.uregina.ca/orp/UofRBudget/2012-2013_ComprehensiveBudgetPlan.pdf)) the total operating budget of the University amounts to \$177,704,000 for the 2012-2013 academic year. According to slides presented to the URSU Town Hall and available at

(<http://www.uregina.ca/president/assets/docs/PVPA%20docs/UPDATED%20VERSION%20APR%20Forum%2014%20November%202012-final%20with%20annotations.pdf>) the amount allocated to the University's 10 faculties amounts to \$67,026,000 and represents 37.718% of the total operating budget. A 3 year plan to invest in the academic mission of the University is needed in order to restore the balance between administration and the core mission (teaching, research and public service) of the University. A joint hiring committee would have only the authority to approve the creation of new positions and the filling of vacant positions. This hiring committee would have no hand in the selection process; it would simply be a mechanism to ensure that progress is being made toward the restoration of the academic mission. It should be noted that all faculty positions, whether new or replacement, must now be approved at the level of senior administration. This motion calls for an open and collegial process for such approvals, which treats academic, staff, and managerial positions in the same way.

**MOTION 3: AND BE IT FURTHER RESOLVED THAT**

University Council recommends to the President that the University of Regina develop a 3-year-plan for restoring the university's academic mission to its proper place as the first priority of its budgets;

(end of Motion 3)

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**Rationale:** The University's strategic plan conceptualizes our work as "Teaching, Research, and Public Service". It foregrounds as priorities:

A1 "promote and reward the pursuit of excellence in teaching, research, and public service;" and;

A2 "Reaffirm our historic commitment to the liberal arts and sciences".

Under "Goals and Objectives" the strategic plan states:

B4.1 "Promote a culture of administrative excellence by striving to improve the efficiency of administrative processes. Review processes to ensure that they support our core mission of teaching, research, and public service. Change or eliminate them if they do not."

In 2010, an administrative review, called for under the Strategic Plan, was begun under the oversight of Dr. Harvey King with the expectation that once the review was completed it would report, first, to the President and then to Executive of Council. However, as the President indicated in response to a student question at one of the November town halls, that administrative review was cancelled, on her authority, because it would be disruptive. A new process is shortly due to begin; this motion sets goals for that review which are in line with the budgetary situation and the academic priorities of the University of Regina.

**MOTION 4: AND BE IT FURTHER RESOLVED THAT**

University Council recommends that the President return to the long-standing practice of publishing an annual Budget Book, complete with all budget allocations, including administrative salaries and overall costs, and their justifications.

(end of Motion 4)

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**Rationale:** The University's available on-line budget documents are not sufficiently detailed in their description of allocations, do not provide administrative salaries and costs, and provide no justifications for allocations. Given that the University is a public institution there is no reason that more detailed budgets that already exist for internal purposes cannot be made public. A publicly available Budget Book is necessary to fulfill the University's commitments to collegial governance and transparency.

## 1.2 Motion from Peter Campbell, Associate Professor, Faculty of Arts

*Note: Dr. Campbell submitted additional motions that are similar to those submitted by Dr. Johnston. They are appended for information on Page 6.*

**MOTION 5:** That Council recommend creating the Budget Committee of Council, the purpose of which shall be to provide recommendations from faculty to the President on annual budget allocations, and in particular, on budget allocations as they pertain to the academic mission of the University; that the Budget Committee of Council shall report to Council, and shall consult with Council, deans and the senior administration; and that, based on these consultations and on timely access to budget information, the Budget Committee of Council shall make annual recommendations to the President regarding budget allocations.

(end of Motion 5)

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**Rationale:**

Whereas: The University of Regina Council is “a senior legislative body on academic matters”; and

Whereas: “All matters of substance related to the academic affairs of the University must be considered and approved by the Council”; and

Whereas: Council may “make recommendations to the president regarding matters considered by the council to be of interest to the university”; and

Whereas: In the past, Council created the Council Budget Committee for the purpose of providing the President with recommendations from faculty on annual budget allocations; and its successor committee, the Senior Academic Committee, included this purpose in its terms of reference; and

Whereas: Council shall “establish committees as required”.

## 1.3 Motion from Lee Ward, Associate Professor, Campion College

**MOTION 6:** University Council recommends to the President that the University of Regina halts implementation of any and all structural changes pertaining to the Faculties and/or Departments of the university unless and until these matters have been fully reviewed and decided by University Council on the basis of transparent and accountable collegial governance of the University of Regina.

(end of Motion 6)

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**Rationale:** The University Council is the proper forum to discuss and decide such important academic matters as radical structural changes to the Faculties and Departments. University Council is also the only legislative body that allows for the open and inclusive deliberative process required by the principle of collegial governance on serious academic issues.

## 1.4 Motion from Neil Ashton, Professor, Faculty of Science

**MOTION 7:**  
That Council recommends that a ‘thinktank’ comprising at least 50% in-scope faculty members, shall be instructed to collect and generate ideas from which to devise strategies for effective fiscal management within this framework.

(end of Motion 7)

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**Rationale:**

That the generation and dissemination of knowledge, research and teaching respectively, shall be acknowledged as the **primary** roles of our university.

That economies necessitated by adverse fiscal circumstances shall be implemented firstly in areas that perform secondary and subsidiary functions.

**1.5 Motion from Ann Ward, Associate Professor, Campion College**

**MOTION 8:** Be it resolved that the Executive of Council shall not meet at any one of the previously scheduled dates and times for the remainder of 2013 until the reconvening of Executive of Council has been expressly authorized by the University Council.

(end of Motion 8)

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**Rationale:** The University Council has reconvened, and thus it recalls the powers it has previously delegated to the Executive of Council. The proposed meetings of March 27, 2013, April 17, 2013, May 22, 2013, and June 26, 2013, and any future meetings of the Executive of Council, are therefore cancelled unless and until authorized by the University Council.

## 2. ITEMS FOR INFORMATION

### 2.1 Submission from Peter Campbell, Associate Professor, Faculty of Arts

**MOTION:** Council requests an immediate freeze of all administrative hiring and non-contractual salary increases and bonuses pending an independent and thorough review of all finances, including spending and revenue by account code, from 2000 to 2012, and full public disclosure of this review

**MOTION:** Council requests the development of a 3-year plan for reducing the cost of university administration, including the institution of a hiring committee (having equal administrative and faculty representation) to approve new positions.

**MOTION:** Council requests the development of a 3-year plan for restoring the university's academic mission to its proper place as the first priority of its budgets.

**MOTION:** Council requests a return to the long-standing practice of publishing an annual Budget Book, complete with all budget allocations, including administrative salaries and overall costs, and their justifications in light of the University's academic mission.

**Rationale:** Whereas:

1. In 1992, the University budget was approximately \$65M, and its total enrolment approximately 12,082,
2. In 2002, the University budget was approximately \$90.7M, and its total enrolment approximately 12,457,
3. In 2012, the University budget was \$172.2M, and its total enrollment was approximately 13,119,
4. The University's budget increased by approximately 165% in 20 years to educate 8% more students,
5. The rate of inflation (CPI) for the period 1992-2012 is approximately 35.9%,
6. The University budget increased by approximately 129%, in adjusted costs, to educate 8% more students; and

Whereas: The cost to administer the University has increased by more than 100% in the last decade or so; and

Whereas: Faculty salaries comprise 27% of the University budget; and

Whereas: The academic mission is a university's most important mission, and faculty are the guardians of the academic mission; and

Whereas: Faculty cannot judge whether the University's annual budgets give the academic mission its due as the first priority of its budgets without full and timely access to all budget information.

### 2.2 Information Item from the Faculty of Fine Arts

**Agenda Item: Speaking to the consequences of sustained 3% cuts to the Faculty of Fine Arts from the perspective of the Heads of Theatre, Film, Music, Visual Arts.**

**Submitted by: Karen Finnsson, Kathleen Irwin, Robert Truszkowski and Mark Wihak**

Over the past months, the Faculty of Fine Arts has received multiple assurances from the President that it will continue to be supported during her tenure. Yet, as a result of this most recent 3% budget cut, the Faculty of Fine Arts, will be crippled in the new fiscal year and, in the

second year and third year of cuts, will no longer be able to support existing faculty and staff, programs and material infrastructure. The 3% across the board cut seems egalitarian but it's more like a flat tax. Every unit contributes the same percentage of its budget, regardless of their ability to pay. What kind of support is this? It is not the kind of support that attracts and retains students, research funds or faculty. It is rather the kind of support that decimates 60 years of vital growth of the fine arts within the institution and the decimation of the Faculty of Fine Arts will impact art production, performance and the quality of life in the province for years to come. Indeed, this recent news is merely the latest indignity visited on budgets that have been whittled away over the past 10 years. In some areas operating budgets are half of what they were a decade ago. Faculty numbers have also been reduced to the point that our ability to deliver some degree programs has been compromised. The essence of what we do, the business of training artists, is profoundly challenged. In this agenda item, we address three main points.

Firstly, we would like to question the fundamental inequity of the unilateral 3% reduction to budgets. While larger units and faculties may be able to absorb this without eliminating faculty or staff, the impact on Fine Arts is enormous. The Faculty of Fine Arts is being cut to the bone in ways that impact everything we do including, pedagogy, research and public service. Faculty and staff positions will be lost, as will programs, and students will go elsewhere. Details of budgetary impacts will follow on an area-by-area breakdown.

Secondly, we question the fundamental argument that supports these cuts – that we are overly costly and our budgets must be brought in line with other areas within the university. Not all areas of society are run, can be run on a strict cost recovery basis. If this were true, there would be no public transport, no libraries, medical services or education systems. Using the blunt measuring stick that the University is currently employing that counts only numbers, we will lose the ability to train artists, a process that is highly specific, specialized and hands on – and yes, if measured by numbers alone, costlier than other areas. The alternative and net result of further reduction is a diminishment of the cultural fabric, the connective tissue of our society.

Thirdly, but connected to our second point, is that those who attempt to measure our merit through numbers and dollars, fundamentally do not understand what we do in the disciplines that make up the Fine Arts, and do not comprehend that we need an adequate number of APT and CUPE staff to attend to our specific needs. Our CUPE staff members are all highly and very specifically skilled in, for example, firing kilns, flying sets and hanging lighting instruments, wood working, costume making, camera, musical instrument and digital technology maintenance, piano repair etc. These skills are not transferable, not interchangeable. Equally, APT staff members are specifically trained to manage and support the range of fine arts disciplines. The Theatre Department is run on the model of a regional theatre, the Music Department is run on a model that respects the importance of the mentor/student relationship. Our CUPE admin support staff are responsible for much more than the regular academic activities of a department secretary: they initiate publicity, create promotional material, coordinate the use of specialized facilities, and control access to equipment and supplies: one person cannot take on the work of another area without compromising productivity. In this, the Faculty of Fine Arts is fundamentally unique and different from other areas in the University. While it may look that we are overstaffed, we are, in fact, at the breaking point.

**What the Theatre Dept. is losing:**

Through the 3% cut, the Theatre Dept. sees its base budget reduced to the point where we can no longer adequately support our productions, the focus of our training and pedagogy. We have reduced our output from 4 shows to 2 per year. As our teaching is entirely linked to these activities in all areas (acting, stage management and design), this is a devastating blow. The reduction will impact our ability to attract and train students.

Our capacity to hire student assistants is similarly curtailed (about 150 hours lost in the first 3% cut). Without these positions in costume construction, dressing, props making, set design, front of house duties and publicity, we can simply not do what is required to produce shows. Furthermore, our students lose valuable learning opportunities. Through these cuts, we have lost the means to offer the BFA. While our BA has considerable merit, we mourn the loss of the flagship degree – as do our students.

Historically, the Theatre Dept. has been at the centre of the arts community – our outreach (script development through the Playwrights Reading Series and the Saskatchewan Playwrights Centre, educational outreach through the Saskatchewan Drama Association and public arts support, in general) has been extensive and exemplary. Such activity has also been drastically reduced by diminished budgets. These activities are our public profile – losing them will impact our power to attract students, funding and community goodwill. Importantly, we have recently lost (and cannot replace) half of our studies faculty – this was the final blow to the BFA. Finally, all our sessional have been cut – these positions have, over time, supported entire areas of what we do – stagecraft, costume training, movement, acting for the camera, improv, etc. We are very quickly reaching the point beyond which our program is simply not attractive or viable. This needs to be said loudly and clearly.

**What the Film Dept. is losing:**

Film helped the Faculty of Fine Arts meet the 3% cut in 2012/13 by giving up the vacant faculty position held by the current Dean of Fine Arts and eliminating sessional hires. However, the cuts the department is experiencing have been going on for much longer than one year. Over the past decade, the department budget has been cut close to 50%. Resources for capital purchases used to come from the Faculty every year; about six years ago that form of support went from annual to at best every two or three years, and these resources cannot be planned on. Ten years ago, there were Faculty resources to support individual faculty member's research. That support disappeared seven years ago.

Despite a decade of cuts, we have created two new graduate programs and continue to deliver a BFA program in which most classes are at capacity. However, we are at the breaking point. In 2013/14, we are losing a significant percentage of our student assistants, whose work helps make the department function. We are losing our ability to sponsor students attending the Women In The Director's Chair at the Banff Centre. We are no longer able to hire sessional instructors to supplement the courses our students can take. We are stretched to provide support for our Student Film Festival, which the students have run for 26 years. The impact on student morale and recruitment will be devastating.

Subsequent 3% cuts to Fine Arts will result in the elimination of faculty and staff positions, and with them, the Faculty's ability to deliver many of the undergraduate and graduate programs. If the University continues with its current approach to balancing the budget, the Faculty of Fine Arts, which has done so much to raise the profile of the University of Regina and the province of Saskatchewan through the work of its alumni and faculty members, will be gone; the province of Saskatchewan will no longer have a university Fine Arts program.

**What the Music Dept. is losing:**

The current 3% budget reduction translates into significantly higher cuts to the Music Department operating budget. Actual cuts faced by the Music Department in the 2013/14 year are:

- Base budget cut by 10%
- Student assistant budget cut by 24%
- Ensemble budgets cut by 17%

These cuts come on top of a series of reductions over the past decade that have reduced the music department pool budget from c. \$21,000 in 2002 to \$13,109 in the coming fiscal year. Previous cuts have resulted in the elimination of the Fine Arts Concert Series and have greatly limited the department's ability to offer performances and master classes. Three positions have been lost in recent years and our sessional allotment reduced. The department has responded by revising degree programs, reducing course offerings and increasing both online offerings and courses taught through CCE. Any further reductions in faculty or our few remaining sessional appointments threaten delivery of our core programs. In addition, the services of our student assistants are extremely important to the functioning of the music department and support departmental activities in a wide variety of ways: supervision of piano labs, maintenance of music libraries, ushers at music department events, rehearsal setup to name a few. The reduction of our previous allotment for student assistants will result in a loss of valuable opportunities for our students and inevitably will lead to faculty and administrative support having to assume a portion

of these duties on top of already heavy loads.

**What the Visual Arts Dept. is losing:**

The 3% cut to the Faculty of Fine Arts translates to a 10% reduction to the Base Budget for Visual Arts, and more than a 20% reduction to Student Assistants. The implications of (essentially) zero funding for sessional instruction will be devastating.

Implications:

**Base budget** – A 10% cut will be felt in all areas of the Department of Visual Arts, but most acutely in basic studio sundries and equipment, models for drawing classes, guest speakers for classes, and many of the other bits of support we typically offer to graduate students, as well as the BFA Graduating Exhibition at the MacKenzie Art Gallery each year. Every single dollar trimmed from the base budget negatively impacts our students.

**Student Assistants** - A 20% cut takes desperately needed assistance from studio and studies areas, leaving FT faculty to do more themselves, as well as add to the burden of our already stretched Departmental Technicians. Furthermore, this deprives senior undergraduates or graduate students of funding, and important professional work experience.

**Zero Sessionals** – The Department of Visual Arts has worked carefully in the past few years to assess and re-assess its programming based on sound pedagogy, professional norms and expectations, as well as budgetary pragmatics. Despite the perceived “ease” of reducing sessional instruction, vis à vis financial savings, the Department of Visual Arts maintains insistence on the profound importance of having local, professional free-lance artists, historians, and curators as part of our programme delivery. Tenured (and Tenure-Track) faculty are in a privileged position, without a doubt, but as such, they provide only one model for students in terms of how to survive and thrive as artists beyond the academy. Currently, we work with Distance Learning to offer courses (on their model of cost-recovery), using sessional instructors. Up to this point, we have been able to support a small number of our loyal and important sessionals, and enrich our students’ experiences here. The likelihood that even this method of including sessional instruction in our programme is less and less assured going forward, and we foresee a point when “what we consider to be a thorough-but-practical, professional curriculum in the Visual Arts” will no longer be possible.

**Conclusion**

In conclusion, we would like to stress that:

- a) the diminishment of the Faculty of Fine Arts represent not merely the unfortunate loss of a few faculty, staff and programs (although it is this). It is also the loss of potential – the potential to train up students to enter the cultural industry in this province, to make Saskatchewan a better place to live and to help enrich the lives of all of us.
- b) The measurement of value currently employed in the Academic Program Review is arbitrary and provisional. When better sense prevails and the provincial budget is healthier, the University will have lost one of its flagship faculties.
- c) It is through the many details here presented, that we make our case. Indeed, it is where the devil resides.

Prepared by: D’arcy Schauerte	On behalf of: John Conway, Chair, Council Agenda Committee	February 25, 2013
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