



UNIVERSITY OF REGINA BOARD OF GOVERNORS
Meeting of the Board of Governors
Tuesday, December 15th by Video Conference (Zoom)

Present: R. Brandvold (Chair), G. Bosgoed, T. Chase, D. Chow, C. Delorme, P. Klein, M. Lang, G. Singh Lehal, C. Londoño Sulkin, A. Opseth, M. Smadu

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

Recorder: P. Daniels

Guests: A. Cameron, K. Kummerfield, L. Mitchell, R. Seidler, R. Styles
Consultants from Aon – J. King, J. Myrah, J. Schwartz, R. Vandersanden

1. Call to order

The Chair called the meeting to order at 8:02 a.m. The Chair acknowledged T. Chase for his leadership through the COVID-19 pandemic. He also acknowledged the work of the Presidential Search Advisory Committee and thanked all members of the Board of Governors for their commitment to the University.

The Chair wished all Board members a happy and safe holiday season.

2. Approval of the Agenda

It was noted that the Performance Measurement Framework was missed from the circulated agenda and would be added as Item 11.2.3.

Londoño Sulkin – Klein
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.

M. Lang noted that his firm would be engaged with Information Services on a small information security project. The Board agreed that this did not result in a conflict.

4. Minutes

4.1 Approval of the Minutes of September 15, 2020

Smadu – Delorme
Moved approval of the minutes as circulated.

CARRIED

4.2 Approval of the Minutes of the Special Meeting of October 29, 2020

Londoño Sulkin – Opseth

Moved approval of the minutes as circulated.

CARRIED

5. Business Arising

T. Chase confirmed that qualitative information supporting the strategic plan will be regularly included as part of the Performance Measurement Framework reporting via the President's Report to each Board meeting.

6. Strategic Presentation

6.1 'Post-Pandemic Scenario Planning and Risk Mitigation', Dr Andrew Cameron

T. Chase introduced Dr Andrew Cameron and R. Seidler to the Board, and thanked them for their work as part of University Recovery Planning Group.

Following the presentation by A. Cameron, discussion followed. Topics included:

- The University's potential role in rapid testing, and possibility of take-home tests for routine monitoring
- Possible COVID-19 vaccination clinics on campus, requiring protocols differing from those of the University's previous vaccination clinics
- Legal considerations of mandated vaccinations, with Saskatchewan postsecondaries beginning a discussion of possible vaccination requirements
- The importance of ventilation and air exchange in buildings

All questions were addressed by A. Cameron and T. Chase.

(A.Cameron and R. Seidler withdrew from the meeting at 8:43 a.m.)

7. Chair's Report

The Board Chair provided a brief update on meetings and activities since the last Board meeting, including:

- Conversations and email communications with Interim President Chase
- A meeting with the departing Minister of Advanced Education, Hon. Tina Beaudry-Mellor
- A meeting with the new Minister of Advanced Education, Hon. Gene Makowsky
- Meetings with the Presidential Search Advisory Committee, including consultations with Boyden

8. Strategic Items

8.1 Sustainable Utilities Master Plan (F&F)

Bosgoed – Chase

That the Board of Governors approve \$300,000 to create a Sustainable Utilities Master Plan, in support of the University's new strategic plan "All Our Relations: kahkiyaw kiwâhkômâkaninawak".

G. Bosgoed introduced the item and summarized the discussion held by the Committee the day prior.

Discussion followed. Topics included:

- Use of the funds, and campus-wide work on sustainability initiatives
- Transportation demand is excluded from this decision item, as the focus is specifically on utilities

The question was called on the motion.

CARRIED

8.2 Cypress Hills Field Station Facility Replacement (F&F)

Bosgoed – Opseth

That the Board of Governors provide Level 3 Approval (approval to tender the project) for the Cypress Hills Field Station Facility Replacement project. This provides authorization to proceed with design and construction based on a total upset budget of \$1,500,000 and target completion date of September 2022. Until funding is in place to support the full project, only Phase I work (\$350,000) will proceed.

G. Bosgoed introduced the item and noted the importance of the facility to the University and the region.

Discussion followed. Topics included:

- Sustainability will be a priority for the new facility, including use of a sustainable grey water system
- The project will be executed in phases and additional funding for the project will be sought

The question was called on the motion.

CARRIED

(The Chair made an adjustment to the agenda to approve the Consensus Items prior to the break.)

10. Consensus Items

Bosgoed – Opseth

Agreed to move Item 10.1 and 10.2 as an omnibus motion as follows:

10.1 Provincial Auditor's Audit Planning Memorandum (A&RM)

That the Board of Governors approves the 2021 Audit Planning Memorandum prepared by the Office of the Provincial Auditor of Saskatchewan.

10.2 Academic and Administrative Pension Plan Amendment (HR)

That the Board of Governors approves Amendment 2020-1 as recommended by the Academic and Administrative Benefits Committee (AABC) in order to increase the contribution rate for Academic members of the defined contribution (DC) component of the Plan, update eligibility for out-of-scope employees, move the terms of reference of the AABC to a separate document and clearly set out the administrative deadlines and defaults for members who are entitled to a pension.

The question was called on the omnibus motion.

CARRIED

(The Board had a brief recess from 8:55 – 9:20 a.m. and K. Kummerfield and the Consultants from Aon joined the meeting at 9:20 a.m.)

9. Administrative Items

9.1 Presentation - 'Pension Oversight'

D. Button introduced the consultants from Aon to the Board.

The Aon consultants provided an overview of Master Trust performance, comparison of funding ratios and contribution rates, Master Trust asset mix and investment management structure, and Environmental, Social and Governance (ESG) considerations.

Discussion followed. Topics included:

- History of the Academic Plan, and expectation that the Defined Benefit (DB) portion of the Academic Plan will maintain a positive funded position
- Expected performance and contribution levels related to the Non-Academic Plan
- The University's fiduciary obligations as the sponsor of the pension plans, and related responsibilities for risk management and investment and funding policy
- The University is currently undertaking an Asset-Liability study for the Academic Plan to identify possible asset mix changes. Recommendations are expected to include investment in direct infrastructure funds
- Fund value is added mainly through appropriate security selection, with asset mix also having some impact
- Reasons for termination of investment managers
- Average ages of employees enrolled in the Defined Benefit plans
- Strategies to increase returns on fixed income securities, including investment in higher yield bonds or mortgages
- ESG metrics and the UN Principles for Responsible Investment, and the Board's attentiveness to potentially problematic investments in this regard
- Potential to overlay pension investments against the University's Strategic Plan

All questions were addressed by the consultants from Aon and management.

(The consultants from Aon and K. Kummerfield withdrew from the meeting at 10:09 a.m.)

9.2 Pension Governance Documents (Policies and Standards) (HR)

Opseth – Bosgoed

That the Board of Governors approves the Academic and Administrative Benefits Committee (AABC) and the Non-Academic Benefits Committee (NABC) pension governance standards, including the Code of Conduct Policy, Meeting Procedures Policy, Agenda & Minute Taking Standards, Committee Member Education Standards, Expense Standards, Plan Member Minimum Communication Standards and the Annual Activities Outline.

A. Opseth introduced the item to the Board and summarized the discussion held by the Committee the day prior.

The question was called on the motion.

CARRIED

9.3 Annual Board Meeting Schedule (2021-2022) (GOV&NOM)

Smadu – Opseth

That the Board of Governors approve the 2021-2022 Board Meeting Schedule (July 2021 to July 2022) as attached. Revisions to the approved schedule may be made in consultation with the Board Chair and President.

M. Smadu introduced the item to the Board and noted the change in July 2021 meeting dates to accommodate completion of the audited financial statements.

The question was called on the motion.

CARRIED

9.4 Safe Disclosure Policy (GOV-022-020) (A&RM)

Lang – Delorme

That the Board of Governors approve the revised policy GOV-022-020 Safe Disclosure (Attachment A).

M. Lang introduced the item to the Board and noted that the proposed revisions include a simplified reporting and response process to be centralized and led by the Office of Internal Audit.

Discussion followed. Topics included:

- Although there is not a time limitation for reporting, there is recognition in the Policy that delays in reporting may impact the investigation and the ability to address the allegation
- The Safe Disclosure Report form will be reviewed for wording and grammatical accuracy prior to finalization and posting

The question was called on the motion.

CARRIED

The final version of the Safe Disclosure Report form is [appended to the Official File](#).

9.5 Internal Audit Charter (A&RM)

Lang – Smadu

That the Board of Governors approve the revised Charter of the Office of Internal Audit (Attachment A).

M. Lang introduced the item to the Board and noted that the revisions reflect the additional duties of the Office of Internal Audit due to the changes in the Safe Disclosure Policy that will impact the work of the Internal Auditor. The Board discussed the capacity of the Internal Auditor to undertake these additional duties, and the shift from compliance audits to consulting engagements.

The question was called on the motion.

CARRIED

9.6 Campus Store Transition (F&F)

G. Bosgoed introduced the item and noted that the process to transition management and operation of the campus store is occurring in order to provide better service to students, and mitigate the risk of continued revenue losses.

Discussion followed. Topics included:

- Many other Canadian universities have also transitioned to an external provider, with only one company (Follett Higher Education) currently delivering these services to the Canadian post-secondary sector
- Communication to the University community included discussion with faculty and staff at a Town Hall on December 4th

All questions were addressed by management.

(Item 9.6 is followed by Item 11 due to the consensus items being approved earlier in the meeting.)

11. Reports

11.1 Chancellor's Report

The Chancellor reported that Senators continue to be highly engaged in the academic governance process. She also noted the outcome of the most recent Senate appeal, and reminded Board members of the Inspiring Leadership Forum to be held virtually in March, which she will chair.

11.2 President's Report

11.2.1 President's Report to the Board (GOV&NOM)

T. Chase presented his report to the Board and thanked the Board of Governors and the Executive Team for their support and work through the COVID-19 pandemic. T. Chase also noted his appreciation of the Board Chair for his continued support.

T. Chase introduced R. Styles to the Board and welcomed him to the University and the Executive Team.

T. Chase also offered highlights on:

- Canadian University Survey Consortium (CUSC) survey results
- Implementation of Proctortrack and the use of the platform
- The Prime Minister of India and Indian news outlets celebrated the repatriation of the Annapoorna statue and commended the University for returning the statue to its home city

Discussion followed. Topics included:

- Academic and Administrative units developing their own unit plans to support the overall Strategic Plan
- Engagement of faculties in the work on Indigenization, including incorporation of Indigenous content into courses and program structures
- Recruitment of the new Associate Vice-President, Indigenous Engagement is underway

All questions were addressed by T. Chase.

11.2.2 Key Messages (GOV&NOM)

This report is regularly provided for the Board's information. It provides a few key messages for the Board of Governors to speak to in their conversations with community members. M. Smadu noted that Winter 2021 enrollments are holding steady in comparison to the prior year.

11.2.3 Performance Measurement Framework (GOV&NOM)

M. Smadu introduced the item and noted that data are available for four measures. M. Smadu also noted that qualitative reporting on progress toward strategic goals will be provided as part of the President's Reports.

T. Chase noted that the Performance Measurement Framework reports will be also be posted on the University's website.

This information was inadvertently omitted from the agenda materials, and has been [appended to the Official File](#).

11.3 Report from the Vice-President (Research)

In addition to the highlights in her report, K. McNutt reported on other recent announcements and initiatives including:

- The Energy Transition Hub, an initiative focused on sustainability using clean energy alternatives, will occur in January
- Welcome to Dr. Aziz Douai, the new Dean of the Faculty of Graduate Studies and Research who will be joining the University as of January 1, 2021
- Partnership activities underway, including with the with the Royal Astronomy Society, All Nations Healing, International Mineral Innovation Institute, robotics precision health care work with Jim Pattison Children's Hospital, and the waste management project with Regina Exhibition Association Limited
- Research InfoSource named the University of Regina the Research University of the Year in the undergraduate university category

The Board expressed appreciation for the new format of the report, noting the overlay with the University's Strategic Plan.

11.4 URSU President's Report

G. Singh Lehal presented his report and highlighted the URSU survey regarding some students' perceptions of the Proctortrack remote proctoring tool. He noted that conversations would continue with University administration related to the survey results.

Discussion followed on the survey results, delivery of on-line exams and other assessments, and the impact of remote delivery on academic misconduct cases.

All questions were addressed by G. Singh Lehal and management.

11.5 Committee Chair Highlights

A. Opseth provided an update from the Human Resources Committee, including the annual workforce demographics update. The Board discussed how to better align the University's policies and structures with Indigenous ideologies.

M. Lang provided an update from the Audit and Risk Management Committee, including:

- Attendance by the Provincial Auditor to discuss the Audit Planning Memorandum
- Presentation by A. Exner on cyber risk, and additional resources allocated to the Information Services team
- Operating and Capital Fund Reports, and management's plan to respond to the projected revenue shortfall

G. Bosgoed provided an update from the Finance and Facilities Committee, including:

- Major capital project updates
- Campus store transition to an external service provider
- Development report, and commendation to the Development team for their work in a difficult fundraising environment
- Committee discussion on Indigenization of procurement processes and the work of the University in this area

M. Smadu provided an update from the Governance and Nominations Committee, including:

- Report from Executive of Council
- Update on external board directorships
- Board bylaws review to be undertaken in the next year, including potential for criminal record checks for all new Governors
- Possible Board retreat and virtual Board development opportunities

(P. Daniels, the Vice-Presidents and guests withdrew from the meeting at 11:52 a.m.)

12. *In Camera* Session I – 11:52 a.m.

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

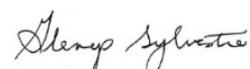
(T. Chase and G. Bosgoed withdrew from the meeting at 12:01 p.m.)

13. *In Camera* Session II

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

14. **Adjournment** - 12:06 pm. Moved by Smadu.


Roger Brandvold
Chair


Glenys Sylvestre
University Secretary