

**UNIVERSITY OF REGINA BOARD OF GOVERNORS**  
**Meeting of the Board of Governors**  
**Tuesday, September 14, 2021 by Video Conference (Zoom)**

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

Resources: D. Button, d. Gregory, K. McNutt, S. Stewart (Technical Assistance), G. Sylvestre

Recorder: P. Daniels

Guest: L. Campbell

**1. Call to order**

The Board Chair called the meeting to order at 8:01 a.m.

**2. Approval of the Agenda**

A typographical error was noted in Item 10.3. The item is recommended for approval by the F&F Committee.

Smadu – Bosgoed  
*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 one of the agenda items. No conflicts were declared.

**4. Minutes**

**4.1 Approval of the Minutes of July 27, 2021**

Opseth – Bosgoed  
*Moved approval of the minutes as circulated.*

CARRIED

**5. Business Arising**

The Board Chair provided an update on items raised at the July meeting related to the following:

- Pension investments, and the role of the Board in oversight of pension investment and strategic or reputational risk

- Student concerns regarding racism on campus, and the work identified on equity, diversity, inclusion and anti-oppression in the President’s Report to the Board
- Submission of the approved Operations Forecast to the Ministry of Advanced Education

## 6. Strategic Presentation

### 6.1 Lori Campbell, Associate Vice-President Indigenous Engagement

J. Keshen introduced L. Campbell to the Board. L. Campbell shared her vision and priorities for the office of Indigenous Engagement.

Discussion followed and included:

- Decolonization will be difficult and might require the University to consider adjustments to governance processes
- Opportunities to engage with First Nations University, Indigenous leaders and community members
- Continued importance of building relationships
- Promotion of Indigenous research, and Indigenous content within University programs

All questions were addressed by L. Campbell.

The Board Chair thanked L. Campbell for her presentation and for accepting the inaugural role of Associate Vice-President, Indigenous Engagement.

The presentation is *appended to the Official File*.

*(L. Campbell withdrew from the meeting at 8:43 a.m.)*

## 7. Chair’s Report

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

- Golf event, including introduction of J. Keshen to community members and government officials
- Meetings with the Minister of Advanced Education
- Regular meetings with the Vice-Chair and President

The Board Chair referred to the letter from the Minister of Advanced Education included with the Governance and Nominations Committee materials and noted the following:

- Post-secondary institutions must continue to respond to changes in the labour market
- Significant activity in revenue generation was noted, with less activity than expected in expense reduction
- Guidelines were provided for January reporting on incremental funding

Discussion followed and the Board agreed that the next Board retreat should focus on long-term financial sustainability of the University.

## 8. Strategic Items

### 8.1 Statement of Expenses for the Healthcare Professional Training and Retention Project for the period of April 1, 2020 to March 31, 2021 (A&RM)

Lang – Smadu

*That the Board of Governors approve the Statement of Expenses for the Healthcare Professional Training and Retention Project for the period April 1, 2020 to March 31, 2021 (APPENDIX I) as circulated.*

M. Lang introduced the item to the Board and noted that the Provincial Auditor's Office confirmed there were no matters of concern identified and that an unqualified audit opinion was issued.

The question was called on the motion.

CARRIED

### 8.2 Campus Master Plan (F&F)

Bosgoed – Londoño Sulkin

*That the Board of Governors approve a budget for \$300,000 for an update of the Campus Master Plan, with a schedule to be completed by 2023.*

G. Bosgoed introduced the item to the Board and noted that the pandemic slightly delayed the regular five-year planning cycle, but the adjusted timing will align planning efforts with those of the Provincial Capital Commission.

The question was called on the motion.

CARRIED

### 8.3 East Campus Precinct Planning Study (F&F)

Bosgoed – Londoño Sulkin

*That the Board of Governors approve a budget of \$150,000 for study of future east campus development opportunities including:*

- *University Dining Hall and Conference Facility*
- *Health Sciences Building*
- *Aquatics Facility*
- *Surface Parkade or alternative parking options*

G. Bosgoed introduced the item to the Board.

Discussion followed and included:

- Potential opportunity for partnerships, especially related to an aquatics facility and dining hall
- A University dining hall project would also benefit student residences and overall student service
- Interest in exploring opportunities to re-purpose existing space rather than undertake new construction

Management noted that any future construction resulting from this study would follow normal staged Board approval processes.

The question was called on the motion.

CARRIED

## 9. Administrative Items

### 9.1 2021-22 Terms of Reference and Annual Work Plan for the Board of Governors and Standing Committees (A&RM, F&F, GOV&NOM, DSA, HR)

Smadu – Bosgoed

*That the Board of Governors approves the amendments for the Terms of Reference and Annual Work Plans of the Board of Governors and its Standing Committees.*

M. Smadu introduced the item to the Board and noted that each Committee had reviewed and approved minor changes to the terms of reference and work plans, as identified.

The question was called on the motion.

CARRIED

### 9.2 Trust and Endowment Committee Terms of Reference (F&F)

Smadu – Bosgoed

*That the Board of Governors approves the attached terms of reference for the Trust & Endowment Committee (TEC);*

*And that the Board of Governors affirm that the current five appointees to the Trust & Endowment Committee are:*

- *Dr. R.J. Tomkins;*
- *Dave Button, Vice-President (Administration);*
- *Dean Biesenthal, Associate Vice-President (Human Resources);*
- *Lamont Stradeski, Associate Vice-President (Finance); and*
- *Financial Analyst (Accounts Payable, Banking & Trust) (ex-officio).*

G. Bosgoed introduced the item and noted that the only proposed change was the addition of D. Biesenthal, Associate Vice-President (Human Resources) to the Trust & Endowment Committee.

The question was called on the motion.

CARRIED

## 10. Consensus Items

Chow – Delorme

Agreed to move items 10.1 – 10.3 as an omnibus motion as follows:

**10.1 Approval Authorities Policy (Appendix to GOV-010-005) (GOV&NOM)**

*That the Board of Governors re-approve the unchanged policy GOV-010-005 Approval Authorities and Execution of Documents (Attachment A) and approve the revised Appendix I Signing Authority/Approval Authority Registry (Attachment B).*

**10.2 Delegation of Authority, Senior Executive Policy (GOV-010-010) (GOV&NOM)**

*That the Board of Governors approve the revised policy GOV-010-010 Delegation of Authority, Senior Executive as attached (Attachment A).*

**10.3 Research Cost Recovery Policy (RCH-030-005) (F&F)**

*That the Board of Governors approve the revised policy RCH-030-005 Research Cost Recovery, including future delegation of policy ownership and approval, and related appendices as attached (Attachment A).*

In response to a question, it was noted that the Board also re-confirms annually the priority of assignment for acting president in accordance with the Board bylaws.

The question was called on the omnibus motion.

CARRIED

*(The Board had a brief recess from 9:25 – 9:40 a.m.)*

**11. Reports**

**11.1 Chancellor's Report**

The Chancellor provided an update on recent meetings and activities, including:

- Involvement with Prince's Operation Entrepreneur supporting veteran transition
- Planning for the National Truth & Reconciliation Day ceremonies to be held at Mosaic Stadium next year
- Presidential Transition Committee meetings
- Visit to the Faculty of Business Administration's Leaders' Council by President Keshen

*(C. Delorme rejoined the meeting at 9:48 a.m. by telephone)*

**11.2 President's Report**

**11.2.1 President's Objectives (GOV&NOM)**

Smadu – Opseth

*That the Board of Governors approves the President's Objectives for the period September 2021 – June 2022.*

M. Smadu introduced the item to the Board. She noted that the Governance and Nominations Committee discussed the draft objectives with the President and suggested that this was an ambitious list.

Discussion followed, and a recommendation made to ensure that international student success is reflected as part of the goal of increased enrolment described in Objective 1. The President agreed to add clarifying language to that effect.

The question was called on the motion.

CARRIED

A final version of the document is *appended to the Official File*.

### **11.2.2 President's Report to the Board (GOV&NOM)**

J. Keshen thanked the Board for their continued support. He also thanked the University executive team and URSU for their work related to ongoing challenges resulting from the pandemic.

The President spoke to highlights of his report as well as updates on other plans and events.

Discussion followed including an update on the process by which the University will allocate the additional funding provided by the provincial government.

The Board Chair thanked Dr Keshen for his report.

### **11.2.3 Key Messages (GOV&NOM)**

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.

A question was raised related to the level of resistance of employees and students to the vaccination requirement. The President noted that the overall response has been very positive, and individual concerns are being managed.

### **11.3 Report from the Vice-President (Research)**

K. McNutt presented her report to the Board and also highlighted additional new funding, partnerships and projects.

Discussion followed and included:

- The report provided a few highlights, with many more exciting initiatives underway related to research areas considered both more quantitative and qualitative in nature
- The innovation eco-system and entrepreneurial strategy will tie to the University's Reconciliation goal by targeting seats for Indigenous graduate students and supporting Indigenous entrepreneurship
- Entrepreneurship support for student researchers and student groups is also an area of focus

All questions were addressed by K. McNutt.

#### **11.4 URSU President's Report**

H. Tait presented her report to the Board and noted URSU's recent hiring of senior management staff to fill vacant positions. URSU is also considering how best to represent and support Indigenous students.

Discussion followed and included:

- The role and oversight of international agents for student recruitment
- Natural justice for students and tuition advocacy are focus areas for URSU

The Board Chair thanked H. Tait for her report.

#### **11.5 Committee Chair Highlights**

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

- Review of pension and endowment funds performance, and the Trust & Endowment Fund annual report
- Student enrolments and the recent decrease in student registrations, which is an area of focus in the President's objectives
- Indigenous procurement initiatives are underway
- Fundraising results continue to be positive and are ahead of target after the first quarter

A. Opseth provided an update from the Human Resources Committee, including:

- 2021 Academic Workforce Demographics
- Update on senior academic and administrative appointments and searches, including a search for a new Dean of Engineering and Applied Science to commence shortly

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

- Annual risk and internal audit planning meetings will begin in October
- An update on enterprise risk management and mitigation of the top ten risks
- A cybersecurity update was requested for the next Committee meeting

Discussion followed. Topics included:

- The planned digital transformation hub could include research and initiatives related to cyber security
- Risks related to student recruitment and retention relate not only to the financial implications of lower than expected enrolment, but also pressures on University resources resulting from significantly increased enrolment levels

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

- Update on proposed changes to post-secondary legislation and anticipated timing
- Planning for the upcoming Board retreat including timing, retreat structure and focus

*(P. Daniels and S. Stewart withdrew from the meeting at 11:26 a.m.)*

**12. *In Camera* Session** – 11:26 a.m.

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

**13. Adjournment** – 11:54 a.m. Moved by Bosgoed.



Marlene Smadu  
Acting Board Chair



Glenys Sylvestre  
University Secretary