

**UNIVERSITY OF REGINA BOARD OF GOVERNORS**  
**Meeting of the Board of Governors**  
**Tuesday, December 7, 2021 by Video Conference (Zoom)**

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Present: M. Smadu (Acting 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: P. Daniels

Guests: L. Mitchell  
Aon Consultants – E. Achtemichuk, J. Schwartz, R. Vandersanden

**1. Call to order**

The Acting Chair called the meeting to order at 8:02 a.m. and introductions were made.

**2. Approval of the Agenda**

Lang – Opseth  
*Moved approval of the agenda as circulated.*

CARRIED

**3. Governor Conflict of Interest**

The Acting Chair asked Board members to declare a conflict of interest should they have one with any of the agenda items. P. Klein indicated that her agency has been engaged to provide some work related to Darke Hall and that she would recuse herself if necessary.

**4. Minutes**

**4.1 Approval of the Minutes of September 14, 2021**

An addition to 8.3 East Campus Precinct Planning Study was requested to include discussion of an interest in exploring opportunities to re-purpose existing space rather than undertake new construction.

Keshen – Opseth  
*To approve the minutes of September 13, 2021 as amended.*

CARRIED

**5. Business Arising – None**

*(The Board had a recess from 8:15 – 8:30 am to meet with the Minister and Deputy Minister, after which time L. Bellegarde withdrew.)*

## 6. Acting Chair's Report

The Acting Chair provided an update on activities and meetings, including:

- October 14<sup>th</sup> assumed the role of Acting Board Chair
- Exit Interview with R. Brandvold
- Various meetings and communications with President Keshen
- Retreat planning and Board preparatory sessions
- Attendance at the October Senate Meeting and Fall Convocation
- Participation in a Presidential Transition Committee meeting
- Attendance at the opening of the Student Wellness Centre
- Orientation of new Board member, Leanne Bellegarde

M. Smadu encouraged Board members to visit the Student Wellness Centre if they have an opportunity.

*(H. Tait joined the meeting at 8:38 a.m. and E. Achtemichuk, J. Schwartz, and R. Vandersanden joined at the same time.)*

## 7. Presentation

### 7.1 NABC Pension Presentation, presented by consultants from Aon

The consultants delivered a presentation to the Board on the Non-Academic Pension Plan.

Discussion followed. Topics included:

- 3.69% of the 18.35% total 2022 contribution is funding past deficits rather than improvements for the future
- Long term investment performance is 80-90% attributable to asset mix (e.g. investments in Canadian equities, US equities, real estate and bonds, etc.) while active management typically improves performance by 10-20%
- Discount rate has significant impact on pension obligation, and is expected to decrease slightly at the next valuation

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

The Acting Chair thanked the consultants for their presentation.

*(E. Achtemichuk, J. Schwartz, and R. Vandersanden withdrew from the meeting at 9:15 a.m.)*

## 8. Strategic Items

### 8.1 Performance Measurement Framework Update (GOV&NOM)

Smadu – Klein

*That the Board of Governors approve the attached ("PMF Scorecard") targets for use in the 2021-22 Performance Management Framework (PMF), the second year in the five-year life of the 2020-25 Strategic Plan, kahkiwaw kiwâhkômâkaninawak: All Our Relations.*

M. Smadu introduced the item to the Board and noted that the metrics were approved last year, and are based on the new strategic plan. The recommendation is to continue with the same metrics for the coming year, although work will continue on the full definition of a few of the metrics. The item also includes reporting on those metrics for which data is available.

Discussion followed on metric 5a. and the possibility that field weighted citations may result in an underrepresentation of certain types of research productivity. It was noted that this indicator is to measure the University's performance against other institutions, and that it isn't possible to completely measure all things that are valued at an institution the size of the University.

The question was called on the motion.

CARRIED

## **8.2 Tuition Proposal – Jay Treaty (A&RM)**

Lang – Opseth

*That the Board of Governors approve the University of Regina to honour the Jay Treaty, 1794 and therefore allow Indigenous peoples from the United States to access domestic tuition rates.*

M. Lang introduced the item to the Board and noted that the proposal supports the University's commitment to Truth and Reconciliation.

Discussion followed. Topics included:

- The University has had limited success in recruiting students from the United States and this is an opportunity to increase recruitment, especially of Native American students with an interest to attend the University of Regina, including through the First Nations University of Canada
- Risk of Canadian Indigenous students being recruited by institutions in the United States is considered low at this time due to lack of knowledge of the Treaty

The question was called on the motion.

CARRIED

## **8.3 SREP Capacity Building Program Application (F&F)**

Bosgoed - Londoño Sulkin

*That the Board of Governors approve the creation of a Carbon Neutral Plan, Sustainability Office and Facilities Energy Manager position at a total cost of \$2,550,000, subject to approval of the pending SREP grant application to Natural Resources Canada that will cover \$2M of this cost.*

G. Bosgoed 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

## **8.4 IPRHC – Transition to First Nations University (F&F)**

Bosgoed – Opseth

*That the University of Regina Board of Governors approve the transition of the Indigenous Peoples Health Research Centre (IPHRC) as a research centre under the Johnson Shoyama Graduate School of Public Policy to First Nations University of Canada.*

G. Bosgoed 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

### **8.5 SaskPower Chair in Cultural Heritage (F&F)**

Bosgoed - Londoño Sulkin

*That the Board of Governors approve the creation of the SaskPower Chair in Cultural Heritage.*

G. Bosgoed introduced the item to the Board and noted that a congratulatory letter will be sent to the newly-appointed Research Chair on behalf of the Board.

The question was called on the motion.

CARRIED

### **8.6 Operating Fund – 2<sup>nd</sup> Quarter Report (A&RM)**

M. Lang introduced the 2<sup>nd</sup> Quarter update to the Board and noted that the University had proactively managed the projected 2021-2022 deficit, but that there is now an additional unfunded shortfall due to declining enrolment. As the Winter enrolment numbers become more certain and the full financial impact is determined, the Senior Leadership Team will work to address the unfunded shortfall through carry forward management or other means.

Discussion followed. Topics included:

- Mitigation of reduced revenue due to enrolment losses cannot continue long-term using carryforward without impacting future-focused initiatives such as infrastructure planning, research investment, etc.
- Increased in-person classes and services will improve revenue, especially related to ancillaries
- Vaccination requirements have been almost unanimously well-received by students, who are appreciative of the continued focus on the health and safety of the campus community
- Management is carefully looking at opportunities for efficiencies and cost reduction

Additional projections and options for response will be provided to the Board in advance of their planned retreat in early 2022.

All questions were addressed by management.

### **8.7 Multi-Year Funding Accountability Report (A&RM)**

M. Lang provided an update to the Board and noted that formal submissions for funding have been received from various academic and administrative units. These have been assessed using rigorous criteria (provided in the agenda material), with several approved for funding.

Discussion followed. Topics included:

- Agent Commission Incentive Program cost is projected over the four year funding period
- The University currently has one dedicated global recruiter, who has typically undertaken only limited travel. The additional investment will enable focused attention to international recruitment in priority markets

The next report to the Ministry of Advanced Education is due January 31, 2022.

All questions were addressed by management.

## 9. Administrative Items

### 9.1 Budget Process Policy (GOV-090-055) (A&RM)

Lang – Bosgoed

*That the Board of Governors approve the revised policy GOV-090-005 Annual Budget Process, as attached (Attachment A).*

M. Lang introduced the item to the Board and noted that there were no major changes to the intent of the policy, and changes were largely reflective of current practices.

It was noted that the conservatism reflected in the practice to underestimate revenues and overestimate expenses is not always well understood by the University community.

The question was called on the motion.

CARRIED

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

Lang – Opseth

*That the Board of Governors approves the 2022 Audit Planning Memorandum prepared by the Office of the Provincial Auditor of Saskatchewan.*

M. Lang introduced the item to the Board and noted that this is part of the annual audit process. He noted that the new Provincial Auditor (T. Clemett) was at the Committee meeting and that there will be lots of continuity on the audit team for the current year-end. The Provincial Auditor's team intends to conduct the majority of its audit work on-site.

The question was called on the motion.

CARRIED

### 9.3 Appointment of Direct Infrastructure Manager (F&F)

Bosgoed – Keshen

*That the Board of Governors approves Kohlberg Kravis Roberts (KKR) to manage the funds allocated to a direct infrastructure mandate as recommended by the Joint Pension Investment Committee (JPIC) on behalf of the Master Trust.*

*That the Board of Governors approves KKR to manage the funds allocated to a direct infrastructure mandate as recommended by the Trust & Endowment Committee (TEC) on behalf of the University Endowment Fund.*

G. Bosgoed introduced the item to the Board and noted that this was a unanimous recommendation of both the JPIC and TEC.

The question was called on the motion.

CARRIED

#### **9.4 La Cité Space Modernization/Heritage Canada Funding Application (F&F)**

Bosgoed – Opseth

*That the Board of Governors provide Level 3 Approval (Approval to Tender the Work) for the La Cité Classroom, Boardroom, and Community Space Modernization Project, contingent upon the approval of Federal Government funding. This provides authorization to proceed with design and construction based on total upset budget of \$300,000. Costs will be shared equally between the Federal Government and the University of Regina, with work required to be complete by fall 2022.*

G. Bosgoed introduced the item to the Board and noted that this is a small renovation project for La Cité, which is contingent on government funding.

The question was called on the motion.

CARRIED

#### **9.5 Emergency Power Enhancement Project (F&F)**

Bosgoed – Opseth

*That the Board of Governors provide Level 3 Approval (Approval to Tender the Project) for the Emergency Power Enhancement Project – Phase II. This provides authorization to proceed with design and construction based on the total project budget of \$1,000,000 and a target completion date of December 15, 2022.*

G. Bosgoed introduced the item to the Board and noted that this project results partly from a sustained major utility outage in November 2020, which highlighted a number of risks. This project was also selected by the Ministry of SaskBuilds and Procurement for funding under the Strategic Preventative Maintenance and Renewal (SPMR) Program, and the University will receive \$500,000 to help fund this critical work.

Management clarified that this project will provide enhancements to current facilities and equipment where weaknesses have been identified.

The question was called on the motion.

CARRIED

#### **9.6 Champion Lease Renewal and Podium Space Purchase (F&F)**

Bosgoed – Keshen

*That the Board of Governors approve in principle the following agreements and authorize Administration to take all legal steps necessary to finalize the terms and conditions, and to sign the finalized agreements:*

- 1. Champion College Lease Renewal*
- 2. Champion Podia Purchase and Sale Agreement*
- 3. East Podium Lease*
- 4. West Podium Lease*

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

Discussion followed related to the College's request to continue with a long-term (50-year) lease, and the positive partnership between the University of Regina and Campion College over the years.

The question was called on the motion.

CARRIED

#### **9.7 College Avenue Campus Basement Slab Heaving (F&F)**

Bosgoed – Opseth

*That the Board of Governors provide Level 3 Approval (Approval to Tender the Work) for the College Building Basement Slab project. This provides authorization to continue with design and construction based on the total project budget of \$800,000 and a target completion date of spring 2023.*

G. Bosgoed introduced the item to the Board and noted that the need for this work is due to moisture and soil conditions.

In response to a question related to the source of the problem, management observed that site changes, soil characteristics and changes in moisture conditions may all have an impact.

The question was called on the motion.

CARRIED

#### **9.8 Approval Authorities Policy (GOV-010-005) (GOV&NOM)**

Smadu – Klein

*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).*

M. Smadu introduced the item to the Board and noted that this policy has come forward due to changes to the Signing Authority/Approval Authority Registry. The proposed policy changes will enable future Registry changes to be made without Board approval, except in situations where Board authority is impacted.

The question was called on the motion.

CARRIED

### **10. Consensus Items**

Londoño Sulkin – Bosgoed

Agreed to move items 10.1 – 10.7 as an omnibus motion as follows:

#### **10.1 Appointment to the Non-Academic Benefits Committee (HR)**

*That the Board of Governors approves the appointment of Vandana Kumari as CUPE 5791 representative to the Non-Academic Benefits Committee (NABC).*

#### **10.2 Academic and Administrative Benefits Committee/Non-Academic Benefits Committee Terms of Reference (HR)**

*That the Board of Governors approves the updated terms of reference for the Academic and Administrative Benefits Committee (AABC) and the Non-Academic Benefits Committee (NABC).*

**10.3 Non-Academic Pension Plan Amendment (HR)**

*That the Board of Governors approves revised Amendment 2021-1 in order to confirm that where a member does not elect to make a transfer, the administrator may transfer the commuted value to an insurance company to purchase an annuity.*

**10.4 Annual Board Meeting Schedule (GOV&NOM)**

*That the Board of Governors approve the 2022-2023 Board Meeting Schedule.*

**10.5 Disestablishment of Research Centre – Centre for Collaboration, Justice and Safety (F&F)**

*That the Board of Governors approve that the Centre for Collaboration, Justice, and Safety (CCJS) be disestablished and all activities (i.e., research and knowledge translation projects) be transferred to the Canadian Institute for Public Safety and Research (CIPSRT).*

**10.6 Statement of Investment Policies & Goals – Non-Academic, Academic and Administrative (DC) Pension Plans (F&F)**

*That the Board of Governors approves the Statements of Investment Policies and Goals (SIP&Gs) for the Academic and Administrative Pension Plan – defined benefit component (“Attachment A”), defined contribution component (“Attachment B”) and the Non-Academic Pension Plan (“Attachment C”).*

**10.7 Statement of Investment Policies & Goals – Trust and Endowment Fund (F&F)**

*That the Board of Governors approves the attached Statement of Investment Policies & Goals (SIP&G) for the University of Regina Trust and Endowment Fund (TEF).*

The question was called on the omnibus motion.

CARRIED

*(The Board had a brief recess from 10:13 a.m. – 10:30 a.m.)*

**11. Reports**

**11.1 Chancellor’s Report**

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

- Attendance and participation in the Installation of President Keshen and the in person on-campus Fall Convocation ceremony
- The upcoming Inspiring Leadership Forum is a hybrid event, with both virtual and in person attendance
- Attendance at the Alumni Crowning Achievement Awards
- Participation in a Presidential Transition Committee meeting
- October Senate meeting, with highlights provided in the Governance and Nominations Committee agenda materials

The Acting Chair thanked the Chancellor for her report.

**11.2 President’s Report**

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

J. Keshen thanked the Chancellor and Board members for the numerous networking opportunities provided to him, through introduction to community members.

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

Discussion followed. Topics included:

- A working group has been created to consult the community in relation to the University's identity with some early themes emerging that will align well with the University's Strategic Plan
- Maclean's rankings have been disappointing for a number of years and it will take time to develop strategies to address
- The Equity, Diversity and Inclusion and Anti-Racism committee will provide reporting and recommendations to senior leadership on the University's progress toward systemic institutional change

All questions were addressed by J. Keshen.

The Acting Chair thanked President Keshen for his report.

### **11.2.2 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.

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

K. McNutt presented her report to the Board and highlighted new funding, partnerships and projects. She also expressed her anticipation to work with two new associate deans in the Faculty of Graduate Studies and Research.

Discussion followed on research initiatives supporting Truth and Reconciliation, the relationship with First Nations University of Canada and support for Indigenous research methodologies.

All questions were addressed by K. McNutt.

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

H. Tait presented her report to the Board and also noted a recent student town hall on the impact of students' return to campus in Winter 2022, new halal and vegetarian menu options to be introduced at the Lazy Owl, and the importance of the Student Advocate position and the new advocacy department to support students.

Discussion followed and included:

- Opportunity to work with student leaders to generate ideas on student recruitment
- H. Tait expressed appreciation to University Advancement and Communications for promotion of URSU events on social media to support campus life
- Supporting students' mental health
- University leadership is actively working with URSU to respond to concerns related to racism and discrimination

The Acting Chair thanked H. Tait for her report.

### **11.5 Committee Chair Highlights**

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

- Update on community based programs, including three new program agreements in 2021

- Carbon Reduction Technical Pathways Study, and the University’s goal of 25% reduction in ecological footprint
- Capital Fund Report, noting a few COVID-related delays
- Advancement activity is very positive and fundraising results are up 78% over last year
- Presentation on International Student Recruitment by H. Chaudhry and Y. Siggins

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

- Presentation by A. Exner on cyber security
- Internal Audit update on projects currently in progress
- Enterprise Risk Management (ERM) update, and the heightened risk related to uncertainty around student enrolment
- Canadian Campus Wellbeing Survey summary

Discussion followed related to the ERM update. Topics included:

- Whether reputational damage is an appropriate proxy for reduced teaching or research quality; perhaps the focus should be reconsidered
- Experience of COVID impacts on enrolments has been varied among Canadian post-secondary institutions, and the University of Regina is undertaking various mitigation strategies to increase student enrolment

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

- Changes in public disclosure of salary information
- Annual Workforce Demographics report

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

- External Directorships – Annual Report
- Board Retreat planning, noting upcoming pre-planning interviews with the facilitator

*(P. Daniels, S. Stewart, and L. Mitchell withdrew from the meeting at 11:38 a.m.)*

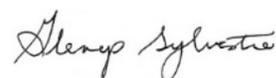
**12. In Camera Session – 11:38 a.m.**

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

**13. Adjournment – 12:20 p.m.** Moved by Bosgoed.



Marlene Smadu  
Acting Board Chair



Glenys Sylvestre  
University Secretary