



UNIVERSITY OF REGINA BOARD OF GOVERNORS
Meeting of the Board of Governors
Tuesday, July 26, 2022
AH 527

Present: M. Smadu (Chair), G. Bosgoed (by videoconference), D. Chow, C. Delorme, N. Kaur, J. Keshen, P. Klein, M. Lang, C. Londoño Sulkin, A. Russell

Regrets: L. Bellegarde, d. Gregory

Resources: D. Button, G. Sylvestre

Recorder: J. Shafer

Guests: D. Biesenthal, L. Mitchell, L. Stradeski, M. Voss

1. Call to order and Introductions

The Chair called the meeting to order at 8:00 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 noted this meeting would not be opened with a prayer and a blessing as Elders are away over the summer tending to community and ceremony engagements, but to keep them in our thoughts during the historic events of this week.

The Chair brought the Research Annual Report and Indigenous Engagement Report, distributed with the Board package, to the Board's attention.

Welcome to new Board members A. Russell and N. Kaur. Meeting participants introduced themselves.

2. Approval of Agenda

Chow - Londoño Sulkin
Moved approval of the agenda as circulated.

CARRIED

The Chair noted that some of the *In Camera* items might be re-ordered to accommodate appropriate attendance of the President and resources.

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. No conflicts were declared.

(J. Shafer, all resources and guests withdrew from the meeting at 8:13 a.m.)

4. In Camera Session

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

(J. Keshen left the meeting at 8:35 a.m. to attend to a media commitment)

(All participants, with the exception of J. Keshen, returned to the meeting at 8:44 a.m.)

5. Approval of Minutes of April 29, 2022

Klein - Londoño Sulkin

Moved approval of the minutes of April 29, 2022 as circulated.

CARRIED

6. Business Arising

None

7. Strategic Presentation – ‘Employee Engagement – Survey Results and Next Steps’

D. Biesenthal presented on Employee Engagement – Survey Results and Next Steps.

(J. Keshen returned to the meeting at 8:51 a.m.)

Discussion followed and included:

- Recognition that results may have been negatively impacted by the pandemic
- The University’s commitment to an environment that enhances wellness, aligning with the Strategic Plan area Well-being and Belonging, and the importance of mental health
- Next step is for individual units to address areas of improvement
- Mixture of generations in work environment and the difference in staff expectations between generations
- Acknowledged that a culture of disrespect may exist in certain units, including interpersonal issues that have not been dealt with in a timely manner. These will receive focused attention in unit work plans
- Part of the culture of a University includes encouragement of critique and protest
- The survey will be repeated in 2024. Management will set targets and look for incremental improvement
- Granular information provided to employees leads to a greater chance of improvement through desire to facilitate specific change

The Board Chair thanked D. Biesenthal for the presentation.

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

8. Chair’s Report

The Chair provided an update on activities and meetings since the last meeting of the Board.

9. Strategic Items

9.1 Annual Audited Financial Statements for the University, Year Ending April 30 (A&RM)

Smadu - Russell

That the Board of Governors approve the financial statements (Attachment A) of the University of Regina for the year ended April 30, 2022.

M. Lang introduced the item to the Board. He thanked D. Button, L. Stradeski and M. Voss and noted the Auditors are prepared to provide a clean audit opinion, and they had no internal control concerns.

Discussion followed and included:

- In response to decreased revenues, the University is carefully managing expenditures
- Staff and faculty understand the situation, and seem to appreciate that difficult decisions are made after careful consideration and discussion

The question was called on the motion.

CARRIED

9.2 Annual Audited Financial Statements and Reports for the Pension Plans, Year Ending December 31 (A&RM)

Lang – Russell

That the Board of Governors approve:

1. *the financial statements of the Pension Plan for the Academic & Administrative Employees of the University of Regina for the year ended December 31, 2021 (Attachment A); and*
2. *the financial statements of the University of Regina Non-Academic Pension Plan for the year ended December 31, 2021 (Attachment B).*

M. Lang introduced the item to the Board and noted:

- The Auditors are prepared to provide a clean audit opinion, and they had identified no internal control issues
- There was a robust discussion of assumptions contained within the financial statements at the meeting the day prior

D. Button noted revisions to the Pension Obligation notes of both Pension Plans to provide additional clarity. M. Lang read out the new wording for both Plans.

In response to a question, management clarified the disclosure error of \$27.075M was adjusted and related only to disclosure in the financial statement notes, and was therefore not of concern to management or the auditors.

The question was called on the motion, with the amended wording to the Pension Obligation notes.

CARRIED

The final version of the Annual Audited Financial Statements for the Pension Plans is [appended to the Official File](#).

9.3 2021-22 Annual Report

Lang – Delorme

That the Board of Governors approve the draft content for the 2021-22 Annual Report and authorize the President to approve additional material and amendments as necessary to satisfy the Provincial Auditor’s requirements, consistent with the draft material.

M. Lang introduced the item to the Committee and noted suggestions made at the A&RM meeting the day prior:

- On Page 7, the second bullet should be “Truth and Reconciliation” to correctly align with the University’s strategic plan
- Consider a section on student success
- Add images of student and faculty engagement

Although it was recognized that this document is not widely circulated, it was suggested that the University should take any opportunity to communicate the virtues of public availability of quality post-secondary education and the positive impact of post-secondary graduates on the health of the province.

The question was called on the motion.

CARRIED

The final version of the 2021-22 Annual Report is [appended to the Official File](#).

9.4 Operations Forecast (A&RM)

Lang - Delorme

That the Board of Governors approve the attached 2023-24 Operations Forecast.

M. Lang introduced the item to the Board and noted:

- Recognition of significant assumptions
- Forecasts are balanced, but require use of available carryforward funds
- Significant risks include student enrolment, specifically of international students given the federal visa backlog, and continued government funding

Discussion followed and included:

- Acknowledge initiatives that university has undertaken, especially related to international student recruitment
- Efforts to engage government officials regarding implication of administrative delays on post-secondary institutions

The question was called on the motion.

CARRIED

9.5 Performance Measurement Framework: 2021-2022 Results (GOV&NOM)

G. Bosgoed introduced the item to the Board, noting that the 2021-2022 results would inform the following Decision Item.

9.6 Performance Measurement Framework: 2022-2023 Targets (GOV&NOM)

Bosgoed – Chow

That the Board of Governors approve the individual recommended targets (below) for the 2022-23 Performance Management Framework (PMF), for the third year in the five-year life of the 2020-2025 Strategic Plan, kahkiwaw kiwâhkômâkaninawak: All Our Relations.

G. Bosgoed introduced the proposed targets to the Board. Management noted the importance of student satisfaction measures, and also noted items that were paused or adjusted. The Board Chair noted there are many other means of reporting on strategic initiatives as well, including the President's progress on his goals and objectives.

Discussion followed and included suggestions by the Board for management's consideration in setting future targets:

- Consider the addition of a procurement element, in light of the work on Indigenous procurement initiatives
- Water consumption and carbon reduction is currently measured in terms of investment, which helps in strategic decision making, but could instead be results-based as had been included pre-pandemic
- Possible inclusion of a net promoter score in 2024 in conjunction with the next employee engagement survey, to measure progress on Well-being and Belonging

The question was called on the motion.

CARRIED

9.7 President's 2022-2023 Performance Objectives (GOV&NOM)

Bosgoed – Klein

That the Board of Governors approve the President's Proposed Objectives for the 2022-2023 academic year as provided in Attachment A.

J. Keshen pointed out key goals, including development of a comprehensive academic plan, progress on Truth and Reconciliation, sustainability, EDI initiatives, and Research. The Board Chair noted that prior year Objectives not completed had been carried forward to 2022-2023.

Discussion followed and included:

- Objective 5, third bullet, suggestion to remove the word "clean", to be more inclusive of energy alternatives
- With emphasis on increasing enrollment, ensure students are academically ready and supported in university level study
- Recognition that the University of Regina has limited opportunity to generate non-academic revenue due to limited land and other resources
- The difference between Indigenization and Reconciliation, and the importance of the partnership with First Nations University of Canada
- In relation to Impact and Identity, universities should create a healthy environment for students and staff to have uncomfortable conversations

The question was called on the motion.

CARRIED

The final version of the President's 2022-2023 Performance Objectives is *appended to the Official File*.

9.8 MOU Funding Accountability Report as of June 30 (GOV&NOM)

G. Bosgoed introduced the item to the Board, noting this required reporting on the use of additional funds.

(L. Stradeski and M. Voss withdrew from the meeting at 10:23 a.m.)

(The Board had a brief recess from 10:23 a.m. to 10:41 a.m.)

10. Administrative Items

10.1 Policy Update: GOV-022-025 Research and Scholarly Integrity (F&F)

Chow – Londoño Sulkin

That the Board of Governors approve Policy GOV-022-025 Research and Scholarly Integrity as attached (Attachment A).

The question was called on the motion.

CARRIED

10.2 Policy Update: EMP-050-005 Travel (HR)

Bosgoed – Lang

That the Board of Governors approve the policy EMP-050-005 Travel as attached (Attachment A).

G. Bosgoed introduced the item to the Board and noted the policy now links to Government of Saskatchewan rates.

The question was called on the motion.

CARRIED

10.3 Appointment of Board Members to Committees (GOV&NOM)

Bosgoed – Klein

That the Board of Governors approves the addition of the following:

- *Navjot Kaur to the membership of the Finance & Facilities Committee*
- *Adynea Russell to the membership of the Audit & Risk Management Committee and the Human Resources Committee*

The question was called on the motion.

CARRIED

11. Consensus Items

Londoño Sulkin – Chow

Agreed to move items 11.1, 11.2, 11.3 and 11.4 as an omnibus motion as follows:

11.1 Policy Update: GOV-010-060 Account Write Offs (A&RM)

That the Board of Governors re-approve the policy GOV-010-060 Account Write Offs as attached (Attachment A).

11.2 Policy Update: GOV-080-015 Internal Audit (A&RM)

That the Board of Governors re-approve the policy GOV-080-015 Internal Audit as attached (Attachment A).

11.3 Appointment of Retiree Representative to the Non-Academic Benefits Committee (HR)

That the Board of Governors approves the appointment of Jim Carlson as retiree representative to the Non-Academic Benefits Committee (NABC).

11.4 Acting President Assignment (GOV&NOM)

That the Board of Governors, in the absence of the President for periods of normal business travel, illness, or vacation, approve the following priority for Acting President:

- 1. The Provost and Vice-President (Academic) or, if absent,*
- 2. The Vice-President (Research) or, if absent,*
- 3. The Vice-President (Administration)*

If all the vice-presidents will be absent, the President may designate another member of the senior leadership team as Acting President for a period of not more than five days.

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 her appreciation for the opportunity to serve as Chancellor for a second term, congratulations to A. Russell on her election as a representative of Senate on the Board, attendance at numerous Senate committees and university events including in-person Spring Convocation, and Board training opportunities. She also encouraged Board members to support an upcoming fundraiser for Lulu's Lodge.

The Board Chair thanked Chancellor Klein for her report.

12.2 President's Report

J. Keshen noted highlights of his written report. He also provided a verbal update on events and activities since the last meeting, as well as upcoming recruitment and retention initiatives.

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. L. Mitchell provided highlights.

12.4 URSU President's Report

N. Kaur presented her report to the Board and noted governance structure and policies are being reviewed by URSU staff and executives.

The Board Chair thanked N. Kaur for her report.

12.5 Committee Chair Highlights

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

- Regular report from Executive of Council
- Annual Board evaluation
- Upcoming Board vacancies and renewals
- Possible Board retreat topics

G. Bosgoed provided an update from the Human Resources Committee. In addition to the items on today's Board agenda, the Committee reviewed the Respectful University Services annual report.

Discussion followed and included:

- Impacts of pandemic response activities on the University community
- Caution to avoid tokenism or other non-substantive actions that may result in employee cynicism

M. Lang provided an update from the Audit and Risk Management Committee. He reported that quorum was not reached but attendees engaged in discussion, including:

- Report on statutory remittance compliance
- Summary budget carryforward balances
- Update on Policy and Enterprise Risk Management
- Reports from the Internal Auditor including completion of the business continuity audit, finalization of the fraud awareness training program, and an update on two safe disclosure reports (neither of which related to items under the Internal Auditor's purview, so were passed to units for follow-up)

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

- Major capital projects update
- Update on the Federal Low Carbon Challenge Funding Submission – Photovoltaic Installation project
- Indigenous procurement and the proposed collaborative Indigenous Lead position with Saskatchewan Polytechnic and the University of Saskatchewan
- Facilities condition assessment conducted on campus
- Advancement Report, including reduced expectation for 2022-23 fundraising revenue due to internal and external factors

(J. Shafer, resources and guests, with the exception of G. Sylvestre, withdrew from the meeting at 11:32 a.m.)

In Camera items are recorded in the *In Camera* minutes and are **appended to the Official File**.


13. In Camera Session I – 11:32 a.m.

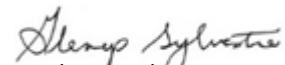
(G. Sylvestre withdrew from the meeting at 11:40 a.m.)

(J. Keshen withdrew from the meeting at 11:57 a.m.)

14. In Camera Session II – 11:57 a.m.

15. Adjournment – 12:42 p.m. Moved by Delorme.


Marlene Smadu
Board Chair


Glenys Sylvestre
University Secretary