

UNIVERSITY OF REGINA BOARD OF GOVERNORS
Meeting of the Board of Governors
Tuesday, July 29, 2025
AH 527

Present: A. Russell (Interim Chair), K. Addison (part), A. Cameron (via videoconference), C. Delorme, K. Howlett (part - via videoconference), J. Keshen, M. Lang

Resources: D. Ford, d. Gregory, D. Kenzle, G. Sylvestre

Regrets: L. Bellegarde, L. Campbell, M. Deters

Guests: M. Butikofer, G. Raboud, L. Rabyj, J. Spitzer

Recorder: S. Nelson

1. Call to order and Introductions

The Chair called the meeting to order at 8:04 a.m.

1.1 Reconciliation

The Chair acknowledged that the University of Regina and its federated colleges are on Treaty 4 and Treaty 6 — the territories of the nêhiyawak, Anihşināpēk, Dakota, Lakota, and Nakoda peoples, and the homeland of the Michif/Métis nation.

A. Russell acknowledged C. Delorme for his service as board chair.

2. Approval of Agenda

Delorme - Howlett

Moved approval of the agenda as circulated.

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. No conflicts were declared.

(All resources and guests with the exception of G. Sylvestre withdrew from the meeting at 8:07 a.m.)

4. In Camera Session

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

(All resources and guests returned to the meeting at 8:08 a.m.)

5. Minutes

5.1 Approval of Minutes of April 29, 2025

Cameron - Delorme

Moved approval of the minutes of April 29, 2025 as circulated.

CARRIED

6. Business Arising

None

7. Strategic Presentation – “50th Anniversary Wrap-Up”

The chair invited M. Butikofer and L. Rabyj to share the presentation.

At the conclusion of the presentation, discussion followed and included:

- Future engagement of alumni
- Creation of a database to house alumni information in a single location

All questions were addressed by management.

(M. Butikofer and L. Rabyj withdrew from the meeting at 8:42 a.m.)

8. Strategic Items

8.1 Annual Audited Financial Statements and Reports for the University, Year Ending April 30, 2025 (A&RM)

Lang – Delorme

That the Board of Governors approve the financial statements (Attachment A) of the University of Regina for the year ended April 30, 2025.

M. Lang introduced the item to the Board and noted the Committee met with representatives from the Office of the Provincial Auditor. No major issues or significant errors were identified in the reports or through discussion with the auditors.

The question was called on the motion.

CARRIED

8.2 Annual Audited Financial Statements and Reports for the Pension Plans, Year Ending December 31, 2024 (A&RM)

Lang – Cameron

That the Board of Governors approve:

- 1. the financial statements of the University of Regina Academic & Administrative Employees' Pension Plan for the year ended December 31, 2024 as circulated (Attachment A); and*
- 2. the financial statements of the University of Regina Non-Academic Employees' Pension Plan for the year ended December 31, 2024 as circulated (Attachment B).*

M. Lang introduced the item to the Board. The two main reasons for changes from the prior year relate to performance of the plan assets and an increase in the discount rate (impacting the defined benefit plans). The Committee met with representatives from the Office of the Provincial Auditor. No major issues or significant errors were identified in the reports or through discussion with the auditors. Understanding of pension plans and accounting practices for pensions will be an important skill set for a member of the Board going forward.

The question was called on the motion.

CARRIED

8.3 Statement of Expenses for Health Care Professional Training and Retention Project for the period of April 1, 2024 to March 31, 2025 (A&RM)

Lang – Howlett

That the Board of Governors approve the Statement of Expenses for the Healthcare Professional Training and Retention Project for the period April 1, 2024 to March 31, 2025 (Attachment A) as circulated.

M. Lang introduced the item to the Board and noted that the University prepares a statement of expenses for the Healthcare Professional Training and Retention project in support of bilingual nursing, as required by the 5-year funding agreement. No issues were identified by the Provincial Auditor.

The question was called on the motion.

CARRIED

(J. Spitzer withdrew from the meeting at 8:57 a.m.)

8.4 2024-2025 Annual Report (A&RM)

Lang – Cameron

That the Board of Governors approve the draft content for the 2024-2025 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 Board, noting that the Audit and Risk Management Committee felt the tone and content of the report was appropriate. Any editorial suggestions can be sent to G. Sylvestre and J. Keshen.

The question was called on the motion.

CARRIED

8.5 2026-2027 Operations Forecast (A&RM)

Lang – Cameron

That the Board of Governors approves the attached 2026-2027 Operations Forecast (Attachment A).

M. Lang introduced the item to the Board. The Ministry of Advanced Education requires submission of this annual forecast.

J. Keshen reported that work is underway to respond to the drop in international enrolments with D. Ford and d. Gregory providing a summary of initial discussions and ideas under consideration.

Discussion followed and included:

- Limited reserves to draw on as most are restricted, but potential to use some carryforward funds to balance in the short-term
- Strategic Enrolment Management plan will be critical to future sustainability
- Engagement with faculty/staff, and transparency in processes will be key

The question was called on the motion.

CARRIED

8.6 Performance Measurement Framework: 2024-2025 Results (I&I)

J. Keshen introduced the item to the Board and noted good performance was achieved overall.

8.7 Performance Measurement Framework: 2025-2026 Targets (I&I)

Cameron – Howlett

That the Board of Governors approve the individual recommended targets (below) for the 2025-26 Performance Management Framework (PMF), measuring progress on the goals of the 2020-2025 Strategic Plan, kahkiwaw kiwâhkômâkaninawak: All Our Relations.

J. Keshen introduced the item to the Board, noting that there is desire to explore student satisfaction results more deeply, and to consider potential new indicators for measuring research productivity.

The question was called on the motion.

CARRIED

8.8 President's 2024-2025 End of Year Board Report (GOV&NOM)

J. Keshen provided highlights from the written report circulated prior to the meeting. He thanked his team for their excellent work and support.

The Board Chair thanked President Keshen and the executive team for their efforts.

(K. Addison joined the meeting at 9:40 a.m.)

(K. Howlett withdrew from the meeting at 9:40 am)

Discussion followed and included:

- The implementation of the new food services model, including initial revenue experience, expectations for future commissions, and satisfaction improvements. Trifon's will open soon, hoarding in the Riddell Centre will be down in early September, and work is underway to provide a food plan for students
- Reported health and safety incidents have increased year over year due to improvements in reporting ease, and increased understanding of the importance of reporting to allow issues to be identified and addressed

All questions were addressed by management.

8.9 President's 2025-2026 Performance Objectives (GOV&NOM)

Lang – Cameron

That the Board of Governors approves the President's Proposed Objectives for the 2025-2026 academic year as provided in Attachment A.

J. Keshen introduced the item and noted his proposed goals are grounded in the University's current strategic plan.

Discussion followed regarding the new strategic planning process and expected timing of completion and approval.

The question was called on the motion.

CARRIED

9. Administrative Items

9.1 Collection of Student Services Fees (I&I)

Addison – Cameron

That the Board of Governors approve collection of fees from students to deliver services previously provided by the Students' Union of the University of Regina (URSU). This fee collection will be effective Fall 2025 term and assessed fee amounts will remain consistent with the amounts approved for collection for the 2024-2025 academic year.

J. Keshen introduced the item to the Board and noted that the funds collected will be placed into a special purpose account and used solely for the provision of student services such as health and dental, bus passes, and support of student groups.

Discussion followed and included:

- Confirmation that student fees to be collected in Fall of 2025 have not increased from the prior year
- The Board's continued commitment to financial stewardship of student funds

The question was called on the motion.

CARRIED

9.2 Faculty of Education Teacher Prep Centre Project – Level 2 (I&I)

Addison – Delorme

That the Board of Governors approve a \$50,000 budget with Level One and Two Approval (approval to complete the full design) to update the Faculty of Education Teacher Preparation Center (TPC).

J. Keshen introduced the item to the Board and noted the project is being funded by the Faculty and that a substantial donation to the project was received.

The question was called on the motion.

CARRIED

9.3 ED 619 and 621 Audio Visual (AV) Upgrades – Level 3 (I&I)

Addison – Cameron

That the Board of Governors approve a \$505,000 budget with Level Three Approval (approval to tender the project) to update the AV equipment and supporting infrastructure for ED 619 and 621.

J. Keshen introduced the item to the Board and noted these upgrades have been completed in other classrooms with success. K. Addison noted that this budget has been reduced from the original amount proposed.

D. Ford added that the financial situation resulted in the University pulling back on centralized funding of classroom upgrades as initially planned, but the Business faculty had the funds available to proceed with this project.

The question was called on the motion.

CARRIED

9.4 Saskatoon Site – Faculty of Nursing and Faculty of Social Work – Level 3 (I&I)

Addison – Cameron

That the Board of Governors approve a \$6.1M maximum upset budget with Level Three Approval (approval to tender the project) for renovation of leased space in Saskatoon for the Faculties of Nursing and Social Work.

J. Keshen introduced the item to the Board and noted this project is required due to the current leased space in Saskatoon no longer being available as a result of the new Saskatchewan Polytechnic campus construction.

Discussion followed and included:

- Availability of the site to the University for class and exam delivery, not limited to use by the Faculties of Nursing and Social Work
- Utilization of a third party to obtain the space, negotiate tenant improvements, and obtain a good rental rate

The question was called on the motion.

CARRIED

9.5 Cooling Tower Replacement Project – Request for Budget Increase (I&I)

Addison – Delorme

That the Board of Governors approve an additional \$850K and a new total budget of \$7.15M for the Cooling Tower Replacement project. The current \$6.3M budget is being funded in full by the Provincial Government, with the proposed \$850K increase to be funded by Facilities Management Capital Equipment Fund.

J. Keshen introduced the item to the Board. The Board suggested a request from government to assist with the unanticipated cost increase.

The question was called on the motion.

CARRIED

9.6 2026-2027 Board Meeting Schedule (GOV&NOM)

Delorme – Lang

That the Board of Governors approves the 2026-2027 Board Meeting Schedule (Attachment A).

G. Sylvestre introduced the item to the Board and noted this schedule is consistent with previous years. The Board was advised that the schedule can be altered at a subsequent meeting if desired.

The question was called on the motion.

CARRIED

(Board recessed at 10:37 a.m. and returned at 10:55 a.m.)

10. Consensus Items

Lang – Addison

Agreed to move items 10.1, 10.2, 10.3, and 10.4 as an omnibus motion as follows:

10.1 Policy Update: GOV-010-060 – Account Write Offs

That the Board of Governors approve the revised policy GOV-010-060 – Account Write-Offs (Attachment A).

10.2 Policy Update: GOV-022-005 – Code of Conduct (GOV&NOM)

That the Board of Governors approve the revised policy GOV-022-005 Code of Conduct (Attachment A).

10.3 Policy Update: GOV-050-010 – Use of Copyrighted Material (GOV&NOM)

That the Board of Governors approve the revised policy GOV-050-010 Use of Copyrighted Materials (Attachment A) and Fair Dealing Guidelines (Attachment C).

10.4 Annual Assessment of Board Governance (GOV&NOM)

That the Board of Governors approves the assessment of substantial compliance with the 14 categories as defined in the attached report Governance Practices (Fiscal 2024-2025): Compliance with the Adapted TSX Corporate Governance Guidelines.

The question was called on the omnibus motion.

CARRIED

11. Reports

11.1 Interim Board Chair's Report

A. Russell provided a verbal update, including a meeting with C. Delorme regarding the role of the Board Chair.

11.2 Chancellor's Report

The Chancellor provided highlights from the written report circulated prior to the meeting. He expressed his thanks to everyone for their support during his tenure as Board Chair. Prior to becoming the Chancellor, he had the opportunity to attend the national conference related to university governance (CUGA) and highly recommends attendance by future Chairs.

He thanked P. Klein for her service as Chancellor.

The Chair thanked C. Delorme for his report.

11.3 President's Activity Report

J. Keshen provided a verbal update on events and activities since the last meeting and discussed current initiatives underway.

The Chair thanked J. Keshen for his report.

11.4 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.

11.5 Report from the Vice-President (Research)

C. Yost provided a written report for the Board's information.

It was noted that the University is ranked 4th in research quality amongst comparative universities by Times Higher Education (THE).

11.6 Report from the Associate Vice-President (Indigenous Engagement)

L. Campbell provided a written report for the Board's information. J. Keshen advised L. Campbell was away to join in the repatriation of art to a remote West coast community.

11.7 Committee Chair Highlights

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

- Report from management confirming compliance with all statutory remittance requirements
- Accounts receivable and bad debt analysis update was provided
- The Committee received a report on year-end carry forward balances
- Receipt of the annual ERM and policy update
- Internal audit reports including completed audits on cybersecurity and employee on-boarding/off-boarding
- No significant changes in this year's annual litigation update

K. Addison provided an update from the Investment and Infrastructure Committee noting that additional costing information for capital projects was previously requested and the Committee is pleased with the information now being provided

A. Russell provided an update from the Governance and Nominations Committee, including potential for a Fall Board retreat.

(Resources with the exception of D. Ford and G. Sylvestre withdrew from the meeting at 11:16 a.m.)

12. In Camera Session I – 11:16 a.m.

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

(D. Ford withdrew from the meeting at 11:41 a.m.)

(J. Keshen and G. Sylvestre withdrew from the meeting at 12:03 p.m.)

13. In Camera Session II – 12:03 p.m.

The Board held an *In Camera* session with the President excused.

14. Adjournment – 12:10 p.m. Moved by Lang.



Adynea Russell
Interim Board Chair



Glenys Sylvestre
University Secretary