



**UNIVERSITY OF REGINA BOARD OF GOVERNORS**  
**Meeting of the Board of Governors**  
**Tuesday, December 16, 2025**  
**AH 527**

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Present: K. Addison, T. Beaudry, A. Cameron, C. Delorme, M. Deters, K. Howlett (via videoconference), J. Keshen, M. Lang (via videoconference), A. Russell (via videoconference)

Resources: L. Campbell, D. Ford, d. Gregory, D. Kenzle, G. Sylvestre, C. Yost

Recorder: S. Nelson

**1. Call to order and Introductions**

Prior to the meeting, it was agreed that the Vice-Chair (K. Addison) would be Acting Chair for this meeting, due to his in-person availability.

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

**1.1 Reconciliation**

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

**2. Approval of Agenda**

Cameron - Howlett  
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. No conflicts were declared.

*(All resources with the exception of G. Sylvestre withdrew from the meeting at 8:03a.m.)*

**4. In Camera Session**

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

*(All resources returned to the meeting at 8:11 a.m.)*

## 5. Minutes

### 5.1 Approval of Minutes of September 23, 2025

Deters - Cameron

*Moved approval of the minutes of September 23, 2025 as circulated.*

CARRIED

## 6. Business Arising

None

## 7. Strategic Presentation – “Indigenous Citizenship and Substantiation Protocol”

The Acting Chair invited L. Campbell, Associate Vice-President (Indigenous Engagement) to share the presentation.

Discussion followed and included:

- The focus for implementation is currently on employee recruitment, with additional considerations related to students, procurement and other activities to receive future attention
- The intent is for the Protocol to be a living document and evolve

A copy of the presentation has been appended to the [Official File](#).

## 8. Strategic Items

### 8.1 Performance Measurement Framework – 2025-2026 Update (I&I)

J. Keshen introduced the item to the Board and highlighted the results indicating there were no significant concerns with the targets that were missed. Many were very close to full achievement, which is positive given the current environment.

### 8.2 Strategic Plan Update (GOV&NOM)

J. Keshen introduced the item to the Board noting this draft of the strategic plan includes feedback from the November 26, 2025 Board Retreat. The intent is that the Board will approve the final Plan in March.

The Board requested another opportunity to engage with the Plan prior to the March meeting.

## 9. Administrative Items

### 9.1 Provincial Auditor’s Audit Planning Memorandum (A&RM)

Lang – Deters

*Moved that the Board of Governors approve the 2026 Audit Planning Memorandum prepared by the Office of the Provincial Auditor of Saskatchewan.*

M. Lang introduced the item to the Board and noted the Audit and Risk Management Committee met with the Provincial Auditor and representatives from her office. The auditors anticipate no significant changes to audit procedures, and no new risks were identified. The planned timing of the audit will meet July Board approval timelines.

The question was called on the motion.

CARRIED

**9.2 Policy Update: GOV-090-045 – Tuition and Instructional Fees (A&RM)**

Lang – Russell

*That the Board of Governors approves the revised policy Tuition and Instructional Fees (GOV-090-045) (Attachment A), as attached.*

M. Lang introduced the item to the Board and noted this was a regularly scheduled review and the policy was extended to include not only tuition but also similar instructional fees. Content relating to instructional fees was removed from policy GOV-010-020 - Authority to Set Fees for Non-Instructional Goods and Services and added to this policy.

The question was called on the motion.

CARRIED

**9.3 Policy Update: GOV-010-020 – Authority to Set Fees for Non-Instructional Goods and Services (I&I)**

Addison – Cameron

*That the Board of Governors approves the revised policy Authority to Set Fees for Non-Instructional Goods and Services (GOV-010-020) (Attachment A), as attached.*

J. Keshen introduced the item to the Board and noted this was part of the regular policy review process. Adjustments were made to the policy to more clearly focus on non-instructional fees. Content related to academic/instructional fees was removed and added to the related Tuition and Instructional Fees policy (GOV-090-045) which directly preceded this item in the Board materials.

Additional revisions removed references to URSU and replaced it with ‘student representative organization’ and provided clarification for the potential new student representative organization fee collection process.

The question was called on the motion.

CARRIED

**9.4 Faculty of Education Teacher Prep Centre – Level 3 (I&I)**

Addison - Cameron

*That the Board of Governors approve a \$300,000 budget with Level Three Approval (approval to tender and construct) to update the Faculty of Education Teacher Preparation Centre (TPC).*

K. Addison introduced the item to the Board noting there were small cost increases since initial estimates, which could be covered by contingency.

The question was called on the motion.

CARRIED

**9.5 Statements of Investment Policies and Goals – University of Regina Trust and Endowment Funds (I&I)**

Addison - Cameron

*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).*

K. Addison introduced the item to the Board, noting a few small changes to clarify Environment, Social, and Governance (ESG) considerations

The question was called on the motion.

CARRIED

**9.6 Statements of Investment Policies and Goals – University of Regina Pension Plans (HR)**

Howlett - Deters

*That the Board of Governors approves the 2025 Statements of Investment Policies and Goals (SIP&Gs) for the University of Regina Academic & Administrative Pension Plan and Non-Academic Pension Plan:*

- *Defined benefit component (“Attachment A”)*
- *Defined contribution component (“Attachment B”) and*
- *Non-Academic Pension Plan (“Attachment C”)*

K. Howlett introduced the item to the Board and noted that, in addition to ESG updates, there were also monetary adjustments to the to the Defined Benefit component of the Academic and Administrative Pension Plan to reflect adjustments resulting from the last actuarial valuation

Clarification was provided that the proportion of US investment has remained similar year over year and investments are made on the advice of the investment manager.

The question was called on the motion.

CARRIED

## 10. Consensus Items

Beaudry – Delorme

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

### 10.1 Review of the Office of Internal Audit Charter (A&RM)

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

### 10.2 Fighting Forced Labour and Child Labour (A&RM)

*That the Board of Governors approve the proposed reporting for compliance with the Fighting Against Forced Labour and Child Labour in Supply Chains Act (Canada) (the Act) (Attachment A) as well as the responses to Public Safety Canada's on-line questionnaire (Attachment B).*

### 10.3 Policy Update – RCH-010-005 – Research Institutes and Chairs (I&I)

*That the Board of Governors approves the revised Research Institutes and Centres Policy (RCH-010-005) and appendices (Attachment A).*

### 10.4 Policy Update – GOV-100-018 – Sexual Violence/Misconduct (HR)

*That the Board of Governors approves the revised Sexual Violence/Misconduct Policy (GOV-100-018) (Attachment A) and Procedures (Attachment C).*

The question was called on the omnibus motion.

CARRIED

*(Board recessed at 9:29 a.m. and returned at 9:45 a.m.)*

## 11. Reports

### 11.1 Board Chair's Report

A written report was circulated prior to the meeting. The Board Chair spoke to highlights within the report and noted that she also attended the November 12 convocation dinner and the Advanced Education sector meeting.

### 11.2 Chancellor's Report

The Chancellor provided highlights from his written report circulated prior to the meeting, noting that he will be chairing his first Senate Appeal Hearing on Friday, December 19. He has committed to meet with each faculty and speak to reconciliation. This was started with the Faculty of Business Administration and went well.

The Acting Chair thanked C. Delorme for his report.

### **11.3 President's Report**

J. Keshen provided a verbal update on events and activities since the last meeting noting:

- Administration Humanities Building Pit renovation received one of three Project of the Year awards from Project Management Institute Regina/ South Saskatchewan chapter
- Minifie Lecture was held November 27 with Andrew Coyne
- Vanier Cup was a success with 10,000 people in attendance
- Domestic enrolment has increased while international enrolment is in decline
- Attended a meeting with Advanced Education on Friday, December 5 regarding the distribution of PALs with a commitment to have the distribution numbers out by Christmas
- Federal government has announced a talent acquisition program
- Actions considered to respond to revenue shortfalls
- Plan to join the Minister of Advanced Education on a mission to Philippines and Thailand in the new year
- Planning for further international recruitment missions to China and Vietnam is underway

The Acting 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 presented his report to the Board and provided further information on the recent federal government announcements.

The Acting Chair thanked C. Yost for his report.

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

L. Campbell presented her report to the Board.

The Acting Chair thanked L. Campbell for her report.

### **11.7 Committee Chair Highlights**

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

- A presentation was provided by A. Exner, Associate Vice-President (Information Services) on cybersecurity
- An Internal Audit update was provided by Y. Yevlanova including the annual review of the internal audit function
- The Committee received an Enterprise Risk Management update and reviewed the Operating Fund Report

K. Howlett noted that the Human Resources Committee items came forward for approval by the Board earlier in the meeting. In addition, a presentation on the Sexual Violence and Misconduct policy and procedures was given which assisted with the Committee's understanding of the changes.

A. Cameron provided an update from the Investment and Infrastructure Committee, including:

- T. Beaudry attended the meeting and the Committee looks forward to her contributions on the Committee
- The Major Capital Project Status report included some projects that are delayed and discussion was held around reasons and potential impacts to cost
- Some progress has been made on Indigenous procurement
- Performance Measurement Framework outcomes and progress on achievement of strategic goals
- Received the fundraising report, and are on track to meet fundraising target

It was noted that the Committee expressed continued interest in expense mitigation actions given the current revenue situation.

C. Delorme provided an update from the Governance and Nominations Committee, including:

- Discussion of current board vacancies

*(Resources, with the exception of D. Ford and G. Sylvestre withdrew from the meeting at 10:48 a.m.)*

**12. In Camera Session I – 10:48 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 11:09 a.m.)*

*(J. Keshen withdrew from the meeting at 11:29 a.m.)*

**12. In Camera Session II – 11:40 a.m.**

*(G. Sylvestre withdrew from the meeting at 11:45 a.m.)*

**13. Adjournment – 11:49 a.m. Moved by Delorme.**



Adynea Russell  
Board Chair



Glenys Sylvestre  
University Secretary