AGENDA
2:30 p.m. Thursday October 20, 2016
Neatby-Timlin Theatre – Arts 241

*In 1995, the **University of Saskatchewan Act** established a representative Council for the University of Saskatchewan, conferring on Council responsibility and authority "for overseeing and directing the university's academic affairs." The 2016/17 academic year marks the 22nd year of the representative Council.*

As Council gathers, we acknowledge that we are on Treaty 6 Territory and the Homeland of the Métis. We pay our respect to the First Nations and Métis ancestors of our gathering place and reaffirm our relationship with one another.

1. Adoption of the agenda
2. Opening remarks
3. Minutes of the meeting of September 22, 2016 pp. 1-12
4. Business from the minutes
5. Report of the President pp. 13-16
6. Report of the Provost pp. 17-28
7. Report of the Vice-president Research – Verbal Report
8. Student societies
   - 8.1 Report from the USSU pp. 29-30
   - 8.2 Report from the GSA pp. 31-34
9. Nominations Committee
   - 9.1 Request for Decision –Academic Programs Committee Member Nomination pp. 35-38

     It is recommended that Council approve the nomination of Darrell Mousseau, Department of Psychiatry, College of Medicine to serve on the academic programs committee for a one-year term beginning immediately and ending June 30, 2017.

   - 9.2 Request for Decision –Planning and Priorities Committee Member Nomination pp. 39-42

     It is recommended that Council approve the nomination of Gregory Wurzer, University Library to serve on the planning and priorities committee for a one-year term beginning immediately and ending June 30, 2017.

9.3 Request for Decision –Promotions Appeal Panel Member Nomination pp. 43-46

It is recommended that Council approve the nomination of Diane Knight, Department of Soil Science, College of Agriculture and Bioresources to serve on the promotions appeal panel for a three-year term beginning immediately and ending June 30, 2019.

10. Teaching, Learning and Academic Resources Committee

10.1 Report for Information - Learning Charter Update pp. 47-48

11. Planning and Priorities Committee

11.1 Request for Decision - Vision, Mission and Values of the University of

Saskatchewan pp. 49-56

It is recommended that Council adopt the Vision, Mission and Values of the University of Saskatchewan as presented

11.2 Request for Decision – Centre for Research, Evaluation and Action Towards Equal Justice (CREATE Justice) in the College of Law pp. 57-128

It is recommended that Council approve the Centre for Research, Evaluation and Action Towards Equal Justice (CREATE Justice) as a type A centre in the College of Law

12. Academic Programs Committee

12.1 Request for Decision – Changes to the Admissions Qualifications of the College of Education pp. 129-132

It is recommended that Council approve changes to admissions qualifications for the Bachelor of Education (B. Ed.) program for students who are entering the program in or after September 2017.

13. Other business

14. Question period

15. Adjournment

Next meeting November 17, 2016 – Please send regrets to katelyn.wells@usask.ca

Deadline for submission of motions to the coordinating committee: October 31, 2016

AGENDA ITEM NO: 3.0

UNIVERSITY OF SASKATCHEWAN

Minutes of University Council
2:30 p.m., Thursday, September 22, 2016
Convocation Hall – Peter MacKinnon Building

Attendance: See Appendix A for listing of members in attendance.

The chair called the meeting to order at 2:30 p.m., observing that quorum had been attained.

David Burgess, associate dean, research, graduate support, and international initiatives in the College of Education delivered a memorial tribute to honour Professor Vivian Hajnal, former professor in the Department of Educational Administration and associate dean in the College of Education.

1. Adoption of the agenda

FLYNN/SARJEANT-JENKINS: *To adopt the agenda as circulated.*

CARRIED

2. Opening remarks

The chair indicated that she was honoured to have been elected as chair of Council and would work diligently on Council's behalf. She thanked Marcel D'Eon, member of Council, for letting his name stand for election and recognized the work of Jay Kalra, former Council chair, indicating that Professor's Kalra's contributions as Council chair would be recognized more formally at a later Council meeting this fall.

The chair asked members to reflect on how Council, as the academic governing body of the university, could play a more active role in determining the future direction of the university and relayed a conversation at a recent Council committee chairs breakfast with the president's executive team. At the meeting, the president mentioned five priorities for the coming year:

1. To achieve research success that is recognized nationally and internationally, as demonstrated by a move up in university rankings;
2. To become an outstanding institution for Aboriginal and Métis students;
3. Sustainability, including financial sustainability and other forms of sustainability;
4. Diversity, which would include international;
5. Connectivity, both interdisciplinary and relationships.

The chair asked members to keep these priorities in mind as Council discusses and debates issues this year. At the October Council meeting, the *Vision, Mission and Values of the University of Saskatchewan* will be presented to Council. She encouraged members to read the document carefully as it will inform the university's next steps.

The chair also recognized that the meeting was the last Council meeting that Ernie Barber, interim provost and vice-president academic would attend in this role. She recognized the strong

leadership and focus that Provost Barber provided to the institution at a difficult time, and the shining example of service which he set. Provost Barber was recognized with applause.

The chair reflected on the concept of service as it indicates the desire to serve and to participate in decisions that move the university forward. The chair reminded members that Council meetings are a place of collegial debate and that Council should aspire to a high standard with respect to diversity of opinion. As Council meetings are open, the way in which members speak to one another shows the media, members of the public and students how Council conducts its business, and Council should strive to set a strong example.

3. Minutes of the meeting of June 23, 2016

> AITKEN/FLYNN: *That the June 23, 2016, Council minutes be approved with the correction requested to the minutes under item 5 President's report to include the statement, "Our supporters expect us to improve our rankings."*
>
> CARRIED

4. Business from the minutes

The chair indicated that at the June Council meeting, a question was raised about Council committees making the minutes of their meetings publicly available. The coordinating committee discussed the issue at its recent meeting and came to the conclusion that the current practice is appropriate. The Council committee guidelines indicate that excerpts from the minutes may be released at the discretion of the chair. The chair indicated the request, as understood by members of the coordinating committee, was to better inform Council members about the discussion that occurs during committee meetings, particularly discussion informing recommendations that are then brought to Council. She suggested that providing more detailed cover notes that summarized the committees' discussions of substantive agenda items might help to address the concerns raised.

A number of Council members spoke in turn about the issue. As Council committees report to Council, withholding Council committee minutes from Council was imputed to be misguided. The view was expressed that providing information to some members, but not to others, and particularly withholding information from student members created a hierarchy among Council. Some members affirmed that there are times when they wish to see exactly what happened in committee and what information administrators provide to the committee. Providing committee minutes on a rationalized basis for particularly difficult items was proposed.

Other members suggested that making committee minutes available to Council would limit the discussion and impede the work of the committee as members would no longer engage in frank discussion. Council members who served on committees indicated that a number of unintended consequences could result if committee meeting minutes are widely released. These included having the record be so generic as to be meaningless for fear of challenge. The possibility of inadvertently releasing sensitive details to the government and other stakeholders was mentioned.

As committees have little authority in and of themselves, Council is able to freely question committee chairs about the discussion leading to the committee's recommendation to Council. Decision items can also be turned back to the committee for further discussion. Trusting committee members to conduct their business with due diligence and in good faith to the best of their abilities was said to be at the heart of collegial decision-making.

The chair thanked all members who spoke to the question and confirmed that Council committee chairs should provide more extensive cover notes to accompany recommendations to Council that include the details of the discussion that led to the recommendation.

5. Report of the President

The chair called on Ernie Barber, interim provost and vice-president academic to present the president's report as President Stoicheff was away on university business. Provost Barber acknowledged Lisa Kalynchuk in her new role as Council chair and for her service over the years in other capacities. Provost Barber also acknowledged Professor Graham George and Professor Jo-Anne Dillon as colleagues recently appointed as fellows to the Royal Society of Canada.

Provost Barber reported on the university's accomplishment in securing two of the Canada First Research Excellence Fund (CFREF) grants, which comprise $115 million in funding or 8% of the total federal funding awarded in total for these grants. In addition, the university was awarded three Canada Excellence Research Chair (CERC) awards, although it was only able to recruit world-class leaders for two of the three chairs awarded, in the areas of global food security and global water security. Recruitment efforts to fill the CERC chair in public health (infectious disease mitigation) were unsuccessful.

Provost Barber asked Council to celebrate these accomplishments and the ability of the university to lead these initiatives with global import. Provost Barber briefly described the CERC chair in food security, which enhances the work of plant breeders and focuses attention on the plant root system. He then elaborated on the recent CFREF $77.8 million award to lead Global Water Futures research in fresh water stewardship noting that it is built on collaborations across many different universities and disciplines, and includes Indigenous communities. Funds from the academic priorities fund (APF) and the university's strategic funding envelope were used to leverage the matching funding required for the awards. The university has also applied permanent incremental funding toward Indigenous and international initiatives.

A Council member expressed that he was impressed by the two grants and inquired about the food security area, which matches genotypes to soil and water conditions. He asked who the matching partners were and referred to Monsanto and Bayer as companies with operations in the area and on campus and wondered whether they were involved. Provost Barber described the work as creating databases of genome information and functional growth conditions so that plant breeders can use the information to develop crops. He assured the member that there is no requirement about what kind of technologies are used to select the crop variety developed. Because of climate change, land needs to be brought into production across the world, with more local and more rapid development of plant varieties. The project does not require collaboration with any company to use the information.

A Council member gave notice of a question to the president, with the request for a response at the next Council meeting. The questions posed were in relation to the president's trip to China as reported on page 18 of the president's report to Council. The specific questions were: Who decided to have the president's trip to China coincide with the premier's trip to China? And what joint activities with the premier were planned to occur during the trip?

6. Report of the Provost

Provost Barber presented this report to Council, referring to his written report and the enrolment snapshot appended. Patti McDougall, vice-provost, teaching and learning presented a highlight summary enrolment report. Enrolment figures this fall are strong, with degree enrolment at 20, 234 students—a 2.6% increase over last year. Overall enrolment is approximately 23,000 students, including non-degree students. There is evidence that enrolment is increasing in targeted areas, including Aboriginal graduate students. Indigenous enrolment has been steadily increasing as a trend over the past 5 years, and there has been an 8.4% increase in graduate enrolment compared to undergraduate enrolment over the past year. A full report on enrolment will be presented in April.

Vice-Provost McDougall advised that as the university considers its next round of strategic planning, the president has indicated his mind remains open to the various possibilities of what size of institution the university aspires to be, and that this includes discussions on the number of undergraduate and graduate students, diversity of students, and the mix of students and programs at the university. The groundwork has already been laid through discussions with colleges and schools this year on their enrolment plans. This information will be compiled and used to inform an institutional discussion on enrolment. In response to a question from a member about numbers of graduate students and graduate degree programs at the university, Vice-Provost McDougall requested leave to share with the member the annualized numbers presented last spring to Council.

A member spoke of the College of Nursing and the indigenization of its student body and encouraged secondary analyses on the Indigenous student enrolment figures. Many First Nations and Métis students spend more time in their programs as many of these students have young families and study in their home community, and therefore the number of Indigenous students may be inflated. She encouraged the university to set more precise goals and numbers, and indicated she was interested in the exact number of Indigenous graduate versus undergraduate students. Vice-Provost McDougall noted that uVIEW, the university's data portal, provides access to up-to-date snapshots of enrolment at the college level.

Provost Barber invited John Rigby, associate vice-provost, Institutional Planning and Assessment (IPA) to address Council on the recent StatsCanada report on tuition released two weeks ago. The StatsCanada report compares post-secondary education in the province of Saskatchewan with the post-secondary sector in Ontario. StatsCanada uses the concept of average tuition. Professor Rigby explained that this is intuitively appealing, but if you have differential tuition across programs, it is very difficult to calculate a meaningful average. Because the university has more professional programs that charge a higher rate, our tuition on average is higher. The StatsCanada report also does not factor in mandatory fees that are quite a bit higher at other institutions.

Tuition rates are set in consultation with deans who consult directly with their own student body on the issues of affordability, comparability and quality. The university's unweighted tuition increase was approximately 2.5% last year. As the university's tuition policy is refreshed, the principle of affordability will take into account changes in the cost of living. Professor Rigby indicated the university is at, or below, the median of comparator institutions when all of these factors are taken into consideration.

Professor Rigby provided some standard figures across a number of categories for a standard Arts student, graduate student, and international student (undergraduate and graduate). Last year, the

university distributed approximately $43 million in scholarships, bursaries and other student awards.

Provost Barber closed his report with remarks on the value of the work of Council in its deliberation of decisions. He recalled that in the spring of 2014 he accepted the role of interim provost and vice-president academic as he was encouraged by his belief in a collective mission. Despite differences, he indicated there is a deep caring at the level of the individual about the university and the sharing of knowledge and noted it was his privilege to have served the university in a leadership capacity.

7. Student Societies

7.1 Report from the USSU

Kehan Fu, president of the University of Saskatchewan Students' Union, presented the USSU report to Council. Mr. Fu acknowledged the efforts of Provost Barber over his term as interim provost and vice-president academic. The USSU executive has spent the summer developing leadership in the area of undergraduate research and seeking research opportunities for existing students. Within the USSU vice-president finance portfolio, efforts have focused on creating a co-curricular record so that students can provide a history of achievement in non-academic areas. The USSU Women in Leadership week seeks to celebrate the promotion of women in leadership roles within the USSU and other areas of campus.

Mr. Fu reported that tuition will be a main priority this year as the USSU executive members are not only elected leaders but elected advocates. There will be an intense consultative process with college societies and constituent groups to decide on the most relevant tuition topic. In general, the USSU wishes to consider the general question of tuition accessibility. This is a large topic, given the limitation of one-year terms as an executive. The USSU wishes to work together with academic bodies and other stakeholders to have a sustainable tuition policy.

The second priority is around improving and increasing student engagement with the provincial government and on advocating for post-secondary education from a student perspective. The USSU wishes to examine the question of education accessibility as a whole, in relation to the less tangible costs of transit, open textbooks, access to support services for mental and student health, student residences, and campus security, among other costs. These are important services that may be excluded in discussions on funding. Mr. Fu concluded by indicating the USSU would entertain collaborative discussion on these and other topics.

7.2 Report from the GSA

Ziad Ghaith, president of the Graduate Students' Association, presented the GSA report to Council. Mr. Ghaith noted that the GSA Welcome Week was attended by more than 1,500 graduate students and thanked the university administration and the College of Graduate Studies and Research (CGSR) for their help, facilitation and participation in the event.

Mr. Ghaith noted that graduate students continue to be underrepresented on important Council committees, including the governance committee, and at Council. The GSA continues to work to increase representation on Council and Council committees. The GSA is also consulting about the possibility of having a memorandum of understanding between graduate student

supervisors and graduate students that will ensure the quality of graduate education at the university.

On October 5, the GSA is meeting with representatives from the provincial government to discuss government support for post-secondary education. In closing, Mr. Ghaith reported the GSA is taking part in the Canadian Federation of Students National Day of Action on November 2 to ask for a reduction in tuition, an increase in funding for postsecondary education, and to provide a grant for Indigenous students. Mr. Ghaith expressed the hope that Council would support the efforts of the GSA on this day.

8. Nominations Committee

Tamara Larre, chair of the nominations committee presented the committee report to Council.

8.1 Request for Decision – Research, Scholarly and Artistic Work Committee Member Nomination

Tamara Larre referred to the materials before members. The chair called three times for nominations from the floor. There were none.

WALKER/GYURCSIK: *It is recommended that Council approve the nomination of David Burgess, associate dean (research, graduate support and international initiatives), College of Education to serve on the research, scholarly and artistic work committee effective September 22, 2016 and continuing until June 30, 2019.*

CARRIED

9. Planning and Priorities Committee

Dirk de Boer, chair of the planning and priorities committee presented the committee report to Council.

9.1 Report for Information – Report on University Lands and Capital Projects

Professor de Boer noted the planning and priorities committee is responsible for advice to the president and senior executive on operating and capital budgetary matters, including infrastructure and space allocation issues. Professor de Boer invited Greg Fowler, vice-president finance and resources to provide an overview of the development of university lands and some of the larger capital projects contemplated or underway.

Vice-President Fowler recalled that the *Vision 2057* document was endorsed by Council in 2009 and approved by the Board of Governors. This land-use planning study, issued under Brook McIlroy, derived principles to guide the university's use of its lands, based on teaching and research excellence, competitive recruitment and retention, financial sustainability, environmental sustainability, improved community integration, and enhanced partnerships. The report is based on a long-term view which will enhance the density of the university's core lands, consider transit corridors, and follow architectural guidelines.

The university holds 165,000 acres or 18% of the lands within the core of the City of Saskatoon. Working in conjunction with the City and its growth plan is integral to the

university's land use planning efforts. Although not considered as a panacea for funding, the thousands of acres of university lands designated as endowed lands are estimated to have a commercial value as high as $1 billion dollars. The university has no intention of selling its lands, but will lease them.

Presently a request for proposal (RFP) has been issued for a mixed use village in the north-west corner of the College Quarter on the 8.8 acres that intersects between Cumberland Avenue and College Drive. Other developments include the College Quarter Ice Facility and the College Quarter Hotel Development, across from the stadium parkade, which will house a Holiday Inn Express and Staybridge Suites.

VP Fowler recalled that in 2012 he asked for a phasing plan to understand the development of the core campus. The next decade will be spent on renewal rather than new build. This approach will be more disruptive as the Murray and W.P. Thompson Buildings are renewed within the academic core of the university. The Collaborative Science Research Building, which is a new building, must be completed by April 2017 under the terms of the $30 million federal grant received. The building will first be used to decant the W.P. Thompson Building as it is renewed.

Questions were invited. A member asked for an update on the Clarion Project, which was to create a new fine and performing arts facility.VP Fowler responded that the project is a priority for the president and is presently at the conceptual stage, with a change in location from the College Quarter to a space between St. Thomas More College and Emmanuel St. Chad. There will be consultation as the project proceeds.

A member asked about the lack of classroom space until the A wing in the Academic Health Sciences Complex is complete and for an update on the B wing completion. He noted that the Facilities Management website does not contain information on all of the projects mentioned, and inquired about the prioritization of capital projects. VP Fowler indicated that it is almost impossible to keep a precisely ordered and ranked list, and therefore projects are grouped. The listing of capital projects includes projects that focus on academic space, infrastructure, student experience, and a matrix that looks at the technical requirements of buildings. In addition, there are almost 300 minor capital projects that cost less than $500,000. Specifically, Board 2 approval for the A Wing is to be presented to the Board of Governors for approval in December 2016. The A Wing is planned to be complete by 2019; the B wing will be complete by early December and ready to move into by early January.

10. Coordinating Committee

Elizabeth Williamson, university secretary presented the report of the coordinating committee to Council.

10.1 Report for Information – Paperless Council Agenda Packages

Ms. Williamson reported that the coordinating committee passed a motion in May to provide the Council agenda packages in electronic format only, effective the first meeting of Council in September 2016. Council members will receive notification of when the monthly package is posted on the Council website and will have the ability to print any portion of the agenda. The decision was made to support being eco-friendly, to eliminate or decrease printing, courier and

mail costs, and to respond to the elimination of the university's printing services last May, which resulted in a new print provider with a longer turnaround time.

11. Other business

The chair invited the university secretary to provide an update on Council elections. Ms. Williamson reported the newly-elected faculty representative for the College of Medicine was Darrell Mousseau of the Department of Psychiatry. Council is presently seeking nominations to fill two one-year terms. Ms. Williamson encouraged faculty members interested in serving to submit a nomination.

16. Question period

A member asked leave from the chair to provide a comment, rather than a question, about the Day of Action on November 2, noting the high amount of debt many students are faced with after graduation. He questioned where innovation will come from when students are saddled with debt and urged fellow Council members to support students and exert pressure on governments in relation to student debt.

17. Adjournment

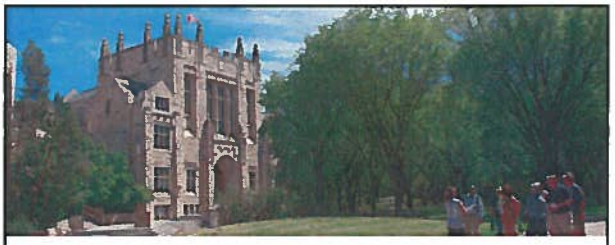
The meeting was adjourned by motion (STONE/DOBSON) at 4:25 pm.

Voting Participants

Name	Sept 22	Oct 20	Nov 17	Dec 15	Jan 19	Feb 16	Mar 23	Apr 20	May 18	June 22
Aitken, Alec	P									
Allen, Andy	P									
Barber, Ernie	P									
Baxter-Jones, Adam	P									
Bell, Scott	P									
Bergstrom, Don	P									
Bindle, David	R									
Bonham-Smith, Peta	P									
Bowen, Angela	R									
Buhr, Mary	A									
Calvert, Lorne	P									
Card, Claire	A									
Chernoff, Egan	P									
Chibbar, Ravindra	P									
Crowe, Trever	A									
De Boer, Dirk	P									
D'Eon, Marcel	P									
Deters, Ralph	P									
DeWalt, Jordyn	A									
Dick, Rainer	P									
Dobson, Roy	P									
Eberhart, Christian	A									
Ervin, Alexander	P									
Findlay, Len	P									
Flynn, Kevin	P									
Freeman, Douglas	R									
Gabriel, Andrew	R									
Gill, Mankomal	A									
Gjevre, John	P									
Gobbett, Brian	A									
Goodridge, Donna	P									
Gordon, John	P									
Gray, Richard	P									
Greer, Jim	R									
Grosvenor, Andrew	P									
Gyurcsik, Nancy	P									
Hamilton, Murray	P									
Havele, Calliopi	P									
Hayes, Alyssa	P									
Honaramooz, Ali	A									
Horsburgh, Beth	P									
Jamali, Nadeem	R									
Jones, Paul	P									
Julien, Richard	A									
Kalagnanam, Suresh	P									
Kalra, Jay	P									
Kalynchuk, Lisa	P									
Khandelwal, Ramji	P									
Kiani, Ali	P									
Kumaran, Arul	P									
Langhorst, Barbara	P									
Larre, Tamara	P									
Lemisko, Lynn	P									

Name	Sept 22	Oct 20	Nov 17	Dec 15	Jan 19	Feb 16	Mar 23	Apr 20	May 18	June 22
Lindemann, Rob	A									
Low, Nicholas	P									
MacKay, Gail	P									
Marche, Tammy	P									
Martz, Lawrence	P									
Mathews, Rosemary	A									
McEwen, Alexa	P									
McWilliams, Kathryn	R									
Moellenbeck, Sheldon	A									
Mousseau, Darrell	P									
Muri, Allison	P									
Nel, Michael	A									
Nickerson, Michael	A									
Nicol, Jennifer	R									
Orsak, Alanna	A									
Osgood, Nathaniel	R									
Phillips, Peter	P									
Phillipson, Martin	P									
Prytula, Michelle	R									
Racine, Louise	R									
Rangacharyulu, Chary	A									
Rea, Jordan	R									
Reimer, Serena	A									
Rodgers, Carol	R									
Roesler, Bill	A									
Roy, Wendy	P									
Sarjeant-Jenkins, Rachel	P									
Scoles, Graham	P									
Shevchuk, Yvonne	A									
Smith, Preston	P									
Solose, Kathleen	P									
Soltan, Jafar	P									
Sorensen, Charlene	R									
Stiocheff, Peter	R									
Stone, Scot	P									
Tait, Caroline	R									
Thomson, Preston	A									
Tyler, Robert	P									
Uswak, Gerry	P									
Vassileva, Julita	R									
Walker, Ryan	P									
Walley, Fran	P									
Wasan, Kishor	P									
Watson, Erin	P									
Willness, Chelsea	P									
Willoughby, Keith	P									
Wilson, Jay	P									
Wilson, Ken	P									
Wotherspoon, Terry	P									
Wurzer, Greg	A									
Yates, Thomas	R									
Zello, Gordon	P									

Attachment 2



UNIVERSITY OF SASKATCHEWAN

University Land Development and Capital Projects

University Council
September 20, 2016

UNIVERSITY OF SASKATCHEWAN

University Lands and their Development

UNIVERSITY OF SASKATCHEWAN

Land-use planning

Vision2057

Land is a critical resource to sustainable university success and growth

- Teaching and research excellence
- Competitive recruitment and retention
- Financial sustainability
- Environmental sustainability
- Improved community integration
- Enhanced partnerships

UNIVERSITY OF SASKATCHEWAN

Land-use planning

- U of S lands are strategic – 1,865 acres comprise nearly 18% of land within 5 km of downtown Saskatoon

Conclusions: Land Values & Endowment Funds

- U of S lands are the most valuable large base of undeveloped property in Saskatchewan
- Monetizing some U of S lands through development and long-term land leases will result in one-time revenues to establish an endowment and also in ongoing lease revenues
- Development of land is a long-term initiative; UBC has been developing their land base over the last 30 years
- Over a 50 year period we could build an endowment of between $300M-$700M depending on density and market values

Capital Projects

Collaborative Science Research Building

Addresses imperative of advancing priorities for collaborative research space in disciplines such as biology, bioinformatics, agriculture, toxicology and engineering. Catalyst for intensive collaboration, innovation and development of partnerships

- Post-Secondary Institutions Strategic Investment Fund
  - August 2016 – Received confirmation of $30M in funding
- Space use is currently under discussion – will ultimately increase research space inventory
- ~6,800 gross m² (5,700 m² GSM with 1,100 m² rooftop greenhouse)
- Estimated capital ($60 - $64 million), and operating ($914,000/year to $967,000/year)

College Quarter Ice Facility

Project to provide a twin pad arena that enhances and fosters recreation and athletic excellence for both university students and the Saskatoon community.

- Location south of the Saskatoon Field House
- Seating capacity over 1,700
- Huskies mens and womens dressing rooms for hockey and soccer
- Twelve dressing rooms for Campus Rec and community use

UNIVERSITY OF SASKATCHEWAN

AGENDA ITEM NO: 5.0

PRESIDENT'S REPORT TO UNIVERSITY COUNCIL October 2016

Thank You to Chancellor Favel

I'd like to take this opportunity at the top of my report to thank our chancellor and outgoing chair of university Senate, Mr. Blaine Favel. The term of a chancellor at the U of S is three years and Blaine's term was slated to end on June 30th. He graciously agreed to stay on in this important role until October when our Senate could appoint his replacement. I cannot express enough thanks for the contributions, guidance and support Blaine has provided throughout his time in this role. Blaine was instrumental in bringing together last fall's "Building Reconciliation" forum and has been key in strengthening the university's connections with Indigenous communities and leaders. His contributions to Senate, the board of governors and the University-at-large will be remembered.

Thank you Blaine.

Government Relations

Provincial Relations – As most of you will know a cabinet shuffle occurred recently in our province, which resulted in a new minister in the advanced education portfolio. Minister Bronwyn Eyre is not only a grad and former employee of the U of S but, most importantly, her constituency is in Saskatoon. This will provide us opportunities to connect with her as she travels back and forth from Regina. I had the opportunity to meet with Minister Eyre this month on one of my regular trips to Regina. We will also be hosting her in October for a series of tours and meetings.

Provincially, we are focussing most of efforts this month with an eye towards our annual meeting with Treasury Board slated to occur November 16th. This meeting is an opportunity for the U of S to have some dedicated discussion with decisions makers regarding funding. I consider this one of our critical opportunities to advance our relationship with our provincial government.

Federal Relations – With a number of announcements of federal funds received by the U of S, we've had many opportunities to interact with elected officials from Ottawa. In particular, since his appointment to cabinet, Minister Goodale has been to the U of S multiple times and we've appreciated engaging with him as the key provincial representative in government. We've also had the opportunity to meet with Minster Goodale one-on-one during his time on campus. I will have many opportunities this fall to be in Ottawa to reciprocate on those visits.

Governance of Huskie Athletics

Carrying on work begun by a community-led task force on Huskie Athletics, I have announced a new governance structure for Huskie Athletics. This structure will incorporate more community involvement and is positioned to recognize the significance the reputational impact the athletics program has on our institution.

The new structure involves a Huskie Athletics Board of Trustees consisting of individuals representing the institution and members of the community-at-large. The board will be responsible for recommending the appointment of the director of Huskie Athletics to the president, to review and provide performance feedback on the director, and to steward the finances of the HA program. The chair and vice-chair of the board will rotate between the dean of kinesiology and a community member of the board.

In addition, recognizing the importance of the athletic program to the institution, the Dean of the College of Kinesiology will hold the dual role of dean *and* chair/vice-chair of the Huskie Athletics Board of Directors. In this capacity, the dean shall report directly to the president on matters pertaining to the athletics program.

The first iteration of the board will include the following community members: Diane Jones Konihowski, Tom Anselmi, David Sutherland, Shelley Brown, David Dubé and a sixth member to be named soon. The U of S representatives are: Patti McDougall, vice-provost, teaching and learning; Greg Fowler, vice-president finance and resources; Debra Pozega Osburn, vice-president university relations; Chad London, incoming dean of the College of Kinesiology; and Peta Bonham-Smith, interim dean of the College of Arts and Science.

By moving to a university-wide level, Huskies Athletics will be further mandated to provide an elite student-athlete experience within a unique, ever-changing environment that fosters athletic and academic excellence

Highlights of President's Trip to China

I look forward to reporting more fully to Council on my trip to China, but I did want to highlight a few key activities that took place, in my written report.

In particular, I am pleased to report one of the outcomes of my trip to China was that we were able to sign an unprecedented agreement with the Confucius Institute Headquarters that protects academic freedom and transparency in the activities of the U of S Confucius Institute (CI).

The five-year renewal agreement also stipulates that the activities of the CI will respect U of S institutional values, priorities and policies, and that the U of S will maintain control over the hiring, curriculum and academic practices of the CI.

The CI is important in continuing to build ties between the Canadian and Chinese educational systems. It will benefit U of S students who want to learn more about Chinese language and

culture, and participate in cultural exchanges. These revisions ensure that academic freedom and transparency continue to be embraced and enshrined as fundamental principles of the CI, and that its activities continue to align with the university's academic mission, principles, and practices.

Under a related agreement signed with the Beijing Institute of Technology (BIT), BIT will continue to be the U of S CI's academic partner in China. That agreement outlines how U of S and BIT—one of China's top universities and already one of the university's flagship academic partners in China—will co-manage the academic activities of the CI through a 10-member board that includes a co-director from each institution.

After wide consultation earlier this year led by vice-president research, Karen Chad, a CI Working Group found no evidence of academic freedom or university autonomy being compromised, nor of control of participants, the curriculum or other CI activities. The task force group did, however, recommend that these principles be made explicit in the agreement, and that the centre's governing body should regularly review the institute's operations to ensure these principles are upheld.

For more information and to view the agreements, visit the U of S Confucius Institute website at: http://confuciusinstitute.usask.ca/

Other Agreements Signed in China:

- The first U of S collaboration agreement with Hubei Institute of Fine Arts in Wuhan that will support faculty and student exchange, joint exhibitions and joint academic programming, formalizing the U of S's relationship with one of the top fine arts institutions in China
- A new agreement with Beijing Normal University to offer a collaborative doctoral scholarship program including tuition bursaries and entrance scholarships for China Scholarship Council-funded PhD students
- Renewal of an agreement with flagship partner Huazhong Agricultural University in Wuhan for a PhD scholarship program
- Renewal of a student exchange agreement with Hong Kong Baptist University, providing opportunities for U of S undergrads to experience education in one of the most dynamic cities in Asia

The trip also included meeting with two major alumni groups in Hong Kong and Beijing. The latter event was held jointly with University of Regina and Saskatchewan Polytechnic. Saskatchewan Premier Brad Wall, who was on a trade mission to China, also spoke at the event.

Currently, the U of S has more than 65 agreements and research contracts with 44 Chinese institutions. More than 40 per cent of U of S international students come from China.

AGENDA ITEM NO: 6.0

PROVOST'S REPORT TO COUNCIL

October 2016

MESSAGE FROM THE VICE-PROVOST, TEACHING AND LEARNING

Scheduling Hub - Registrarial Services

An opportunity has been identified to create a "scheduling hub" within the vice-provost, teaching and learning portfolio. This new hub will bring together existing staff responsible for room scheduling, examination scheduling, and non-credit/conference scheduling/registration under the authority of the registrar. The goal of this scheduling hub is twofold: (1) to increase efficiency and effectiveness in the use of space on campus and to improve communications with and service to the campus community with respect to scheduling, and (2) to lay the groundwork for a future implementation of timetabling software for the institution. As such, early in the new year two staff members in the room scheduling office in the Facilities Management Division will move to the Registrarial Services unit in the VPTL. As well, three staff members responsible for non-credit/conference scheduling and registration currently located in the University Language Centre, VPTL, will also move to Registrarial Services. Transition planning has already begun and communication with the campus community will be ongoing.

Innovative Practice in Collaborative Teaching and Learning

The Provost's Prize for Innovative Practice in Collaborative Teaching and Learning annually awards a project in collaborative teaching that has been implemented and demonstrated a positive impact on the student learning experience. The 2016 provost's prize was awarded this year to an interprofessional team from the health sciences programs at the U of S and health professionals from the rural community of Humboldt, SK, who started a clinical experiences program together in 2012, submitted by Hope Bilinksi, Arlis McQuarrie, Yvonne Shevchuk, and Tom Smith-Windsor. The program brings together professionals from the Colleges of Medicine, Nursing, Pharmacy and Nutrition and the School of Physical Therapy and approximately 200 students have benefited from the program in Humboldt thus far. One student said, "I enjoyed interprofessional education opportunities because they give each field more respect for each other and they allow the chance to become familiar and appreciate what each profession can bring to the table" - pharmacy student. Additionally, this program was recently replicated in the Melfort and Tisdale area.

The Provost's Grant for Innovative Practice in Collaborative Teaching and Learning annually awards a proposed collaborative teaching project that is expected to positively impact the student learning experience. The 2016 provost's grant was awarded this year to an innovative and multidisciplinary course proposal called "Becoming Water: Art and Science in Conversation," submitted by Susan Shantz and Graham Strickert. The project will bring together the Department of Art and Art History and the Schools of Environment and Sustainability and Public Health as well as local Saskatchewan artists and Saskatchewan communities. The course will integrate experiential learning opportunities through site visits to the Gardner Damn and Cumberland House. The course description states, "students will expand their awareness of water in both art and science: how contemporary, socially-engaged artists have engaged with water descriptively and conceptually and how water, in the context of climate change, has urgent social and political implications."

INSTITUTIONAL PLANNING AND ASSESSMENT

University Performance Indicators and Metrics
Work is currently underway within IPA to develop scorecards that will contain a series of key performance indicators and metrics allowing us to track progress towards our stated goals. This work involves collecting and reporting on previously identified indicators (e.g. from our Third Integrated Plan and Strategic Directions) as well as integrating and reporting on new goals and objectives that are identified through stakeholder collaborations as we move into the next planning cycle. The intent of this work is to provide campus leaders with easily accessible and understandable metrics that will assist in planning, decision making and ability to monitor progress towards stated objectives. Early drafts of these scorecards will be circulated over the coming months as we move into discussions on the next planning cycle.

Unit Reviews
Over the summer, the unit review of the Johnson-Shoyama Graduate School of Public Policy was completed by the external review team. Final documents from the review (terms of reference, external report, and the response prepared by the school) can be found on the IPA website: http://www.usask.ca/ipa/institutional-effectiveness/reviews.php.

A review of the College of Engineering is currently underway with the external review team's site-visit scheduled for October 17-19, 2016. The external review team for this review is made up of representatives from the University of British Columbia, University of Manitoba and University of Alaska Fairbanks. We expect to receive the final report from the reviewers in late-November 2016.

The Next Planning Cycle
The next integrated planning process will begin after the Mission, Vision, Values update is fully complete. Following its approval, we will embark on a campus-wide conversation about the university's goals, strategies, and plans. Conversations with individual senior leaders and governing bodies regarding refinements to the planning process will continue in the interim.

Responsibility Centre Management (RCM) update
The University of Saskatchewan's RCM framework and Transparent Activity-Based Budget System (TABBS) are being fully implemented for the 2017-18 fiscal year. Information on the university's RCM framework can be found at www.usask.ca/rcm.

Final TABBS model results will be ready in October, at which point, college and administrative unit leadership will be invited to meet with the RCM/TABBS team to review the final model, and their individual college or school's results.

The coming year will be an exciting time for in the university's history. Working together, we will establish a renewed strategy and goals for the University of Saskatchewan, and of our colleges and units. The mission of the planning office, and our commitment to you is that we will guide a continuously-relevant, evidence-based, planning process.

Our vision is that the collaborative process of institutional planning, and the plan itself, will result in renewed energy, focus, pride and momentum internally, and greater impact, reputation and support externally for the University of Saskatchewan.

COLLEGE AND SCHOOL UPDATES

College of Arts and Science

- Two College of Arts & Science PhD students have been awarded Vanier Canada Graduate Scholarships, the country's most prestigious and competitive federal scholarship for top-tier graduate students. Congratulations to **Kimberly MacKay**, a PhD student in bioinformatics (supervisor **Tony Kusalik**) and **Jacques Desmarais**, a PhD student in geological sciences (co-supervisor **Yuanming Pan** and **John Tse**)
- Congratulations to College of Arts & Science students **Andrew te Linde** and **Alana Krug-MacLeod** on winning Schulich Leader Scholarships, which are entrance awards for high school graduates enrolling in a science, technology, engineering or mathematics (STEM).
- **Bonita Beatty** (Indigenous Studies) and **Tasha Hubbard** (English) were honoured at the second annual Strength of our Women Awards, organized by the women's commission of the Federation of Sovereign Indigenous Nations, to recognize outstanding achievements by Indigenous women in Saskatchewan.
- Congratulations to **Angela Lieverse** (department head, Archaeology & Anthropology) and **Brenda Macdougall** (BA'94, PhD'05), a 2016 recipient of the College of Arts & Science Alumni of Influence Award, who will be elected as a new members of the College of New Scholars, Artists and Scientists at the Royal Society of Canada's annual general meeting Nov. 17-19 in Kingston.
- Department of Geography and Planning hydrologist **John Pomeroy** speaks about "Global Water Futures: Solutions to Water Threats in an Era of Global Change." The university-led research initiative launched with $77.8-million in funding from Canada First Research Excellence Fund: http://www.theglobeandmail.com/news/alberta/five-questions-with-hydrologist-john-pomeroy/article31812482/
- Alum **Percy Paul** (BSc'99, MSc'10) has overcome trauma, racism and mental illness to work alongside some of the world's top minds in physics: http://thestarphoenix.com/news/local-news/he-could-have-a-tremendous-impact-indigenous-physicist-recruited-by-perimeter-institute
- The Collaboratorium (Department of History), led by **Keith Carlson**, held an open house to celebrate another year of community-engaged history: http://artsandscience.usask.ca/news/articles/542/History_Collaboratorium_Open_House
- Check out our featured courses and programs website: http://artsandscience.usask.ca/news/news.php?c=14
- Panelists, videos, op-eds – professors and students speak out at: http://artsandscience.usask.ca/news/news.php?c=4
- The students of the **wîcêhtowin Aboriginal Theatre** Program (ATP) are conceiving, writing and designing an original stage production as the capstone to their two years of shared study and training: maskihkiyiwan nehiyawin: Re-igniting the Fire is an original theatrical collage of scenes, movement and music created by the ATP students that explores the challenge of balancing Indigenous cultural identities in the 21st century: http://artsandscience.usask.ca/news/articles/545/Aboriginal_Theatre_Program_final_production

For more news and events please visit: http://artsandscience.usask.ca/news/

College of Pharmacy and Nutrition

University of Saskatchewan researchers recognized by the Canadian Academy of Health Sciences

University of Saskatchewan (U of S) researchers in the **Colleges of Pharmacy and Nutrition and Medicine** have been recognized by the Canadian Academy of Health Sciences (CAHS) for their work to advance academic health science.

Debra Morgan, professor and chair of Rural Health Delivery at the Canadian Centre for Health and Safety in Agriculture (CCHSA) in the College of Medicine, and Susan Whiting, professor in the College of Pharmacy and Nutrition, have been elected as fellows to CAHS. Fellows elected to CAHS are recognized by their peers nationally and internationally for their contributions to the promotion of health science. They have demonstrated leadership, creativity, distinctive competencies and a commitment to advance academic health science.

Kishor Wasan, dean of the College of Pharmacy and Nutrition and also a CAHS fellow, was elected as secretary to the CAHS board. His two-year term will begin later in September.

CAHS conducts assessments based on evidence reviews and leading expert opinion to provide conclusions and recommendations on urgent health matters that affect Canadians. It is one of three academies that comprise the Council of Canadian Academies.

College of Education

- Professor Maggie Kovach was honoured by the Royal Society of Canada as a new member of the College of New Scholars, Artists and Scientists. She specializes in Indigenous curriculum development, research methodologies and higher learning, as well as distance and adult education.
- The college has been awarded a grant by Indigenous and Northern Affairs Canada's Post-Secondary Partnerships Program to launch a new northern Practical and Applied Arts certificate

OFFICE OF THE VICE-PRESIDENT RESEARCH

The research highlights for the month of June are reported in the attachment by the office of the vice-president, research.

Major Research Program Funding Successes

U of S awarded $77.8M CFREF to lead "Global Water Futures" research program

The U of S has been awarded $77.8 million from the Canada First Research Excellence Fund (CFREF) to lead the *Global Water Futures: Solutions to Water Threats in an Era of Global Change* initiative—the largest university-led water research program ever funded worldwide. The total budget for the program is $143.7 million, including major contributions from partners University of Waterloo ($15M), McMaster University ($12.1M), and Wilfrid Laurier University ($10.6M). U of S is the only institution to have been awarded in both inaugural rounds of the competitive program.

For more details, visit: https://goo.gl/uR54Qj

U of S awarded $20-M Canada Excellence Research Chair

Leon Kochian (Plant Sciences/Soil Science/GIFS), one of the world's most highly cited scientific researchers, was named the Canada Excellence Research Chair (CERC) in Food Systems and Security at the U of S—a $20-million initiative that will use cutting-edge plant and soil science to help feed a growing world. Additionally, the Canada Foundation for Innovation has contributed $800,000 towards the cost of a $2-million *Roots of Food Security* research facility. The CERC funding will also add three new faculty positions, and support research opportunities for 120 undergraduate, graduate and post-doctoral fellows over seven years. Kochian joins the U of S and its Global Institute for Food Security (GIFS), where he will serve as associate director, from Cornell University and the U.S. Department of Agriculture. The CERC program is a tri-agency initiative, and among the most prestigious and generous of such programs available globally.

Read more here, https://goo.gl/Gfa5E3

New U of S plant research centre launched to design crops for global food security

U of S marked the official launch of the Plant Phenotyping and Imaging Research Centre (P2IRC) with an international symposium organized by the U of S Global Institute for Food Security and a demonstration of new drone technology to be used in novel crop development approaches. The creation of P2IRC stems from the $37.2-million inaugural Canada First Research Excellence Fund (CFREF) award granted in 2015 for the innovative research program, *Designing Crops for Global Food Security*.

For more details, visit: https://goo.gl/HSWF4t

U of S Research in Dementia in Rural Settings Garners $2.3-M CIHR Foundation Grant

Debra Morgan (Medicine) was awarded $2,336,491 over seven years through a CIHR Foundation grant for her project entitled *Design and evaluation of integrated primary health care practices for dementia in rural and remote settings.*

More details are available here, https://goo.gl/vjPhvL

Saskatchewan Pulse Growers invests $23 million in pulse breeding at U of S

Saskatchewan Pulse Growers (SPG) announced nearly $23 million in funding to support pulse crop breeding at the U of S Crop Development Centre (CDC), continuing, for a further five years, a crop breeding program which has already been running for 10 years.

For more information, visit: https://goo.gl/kz6ySX

Prestigious Banting Fellowships Bring Two Top Researchers to U of S

Two outstanding young researchers from Germany and Alberta have been recruited to the U of S as 2016 Banting Postdoctoral Fellows, a federal fellowship, the most prestigious of its kind in Canada, that attracts top-tier talent both nationally and internationally. Each fellow will receive $140,000 over two years from NSERC. The 2016 Banting Fellows are

- **Markus Brinkmann** (Toxicology) from Germany's RWTH Aachen University, will be working with supervisor **Markus Hecker**, Canada Research Chair in Predictive Aquatic Ecotoxicology. His research will focus on creating computer models to predict contaminant levels and health impacts in fish.
- **Nilusha Malmuthuge** (VIDO-InterVac) from the University of Alberta, will be working with supervisor **Philip Griebel**, Canada Research Chair in Mucosal Immunology. Her research will focus on the role of microbes in the gut of new-born lambs.

For further details, see https://goo.gl/i1M8Xr

Two U of S graduate students awarded Vanier Scholarships

Two U of S PhD students have been awarded Vanier Canada Graduate Scholarships, the country's most prestigious and competitive federal scholarship for top-tier graduate students. Each student will be funded for $150,000 from NSERC over three years, to develop cutting-edge software.

- **Kimberly MacKay** (Bioinformatics), working with with supervisor Tony Kusalik (Bioinformatics) and collaborating with Chris Eskiw (Agriculture), will create software to model the structure and organization of chromosomes within cells – specifically investigating what controls folding and unfolding of chromosomes.
- **Jacques Desmarais** (Geology), co-supervised by professor **Yuanming Pan**, Canada Research Chair **John Tse**, and **Roberto Dovesi** at University of Turin, will develop new software to model minerals deep beneath Earth's crust, providing unprecedented knowledge about the composition, interior movement of materials, and origin of our planet, and then experimentally verify the results.

More details on the scholarships are available here, https://goo.gl/iVpEYp

Major Research Infrastructure Funding

Canada and Saskatchewan invest in post-secondary infrastructure

The U of S and its federated colleges are receiving $32 million in infrastructure investment, combined, from the federal government and from the province of Saskatchewan. Federal funding will be allocated through the Post-Secondary Institutions Strategic Investment Fund. The funds are earmarked for three projects:

- $30.1 million for the construction of the university's new Collaborative Science Research Building, which will focus on projects that have potential clean-technology applications, such as the development of more efficient bio-based energy systems and better water purification techniques, the breeding of more drought-tolerant crops, and the development of more sustainable pest-control mechanisms;
- $1.09 million for renewing research space and improving energy efficiency at the university's St. Thomas More College; and
- $815,000 for building new infrastructure at the St. Peter's College campus for biomass production, harvesting and processing, which will act as a model for future green technology projects. The Government of Saskatchewan

is providing an additional $250,000 for this project.

The construction project will generate more than 600 construction jobs, and the economic impact is estimated at $67 million for Saskatchewan and $127 million for Canada.

More details are available by visiting: https://goo.gl/pc6WrJ

U of S NSERC/SaskPower research chair to develop modern power grid

Tony Chung (Engineering) has been awarded a $2.2-million Industrial Research Chair (IRC) that will help Canada achieve a safe, reliable and sustainable power grid that incorporates renewable energy sources. The research will be funded with $1.14 million over five years from the federal Natural Sciences and Engineering Research Council of Canada (NSERC) and a matching $1.14 million over five years from SaskPower through a previously announced $2.5-million 10-year investment in Chung's research program.

For more information, visit: https://goo.gl/DEQ1cX

Discoveries with Impact

U of S VIDO-InterVac develops vaccine for devastating pig virus

In less than a year, U of S scientists have developed and tested a prototype vaccine that could protect the North American swine industry from a virus, Porcine Epidemic Diarrhea Virus (PEDV) that has killed more than eight million pigs and cost more than $400 million in lost income since 2013. For more information, visit https://goo.gl/WmePDE

U of S produces world's first in vitro bison calves

Veterinary researchers at the U of S have successfully produced bison calves using in vitro fertilization--a world first. Researchers produced embryos in a laboratory, then transferred them into surrogate mothers more than nine months ago. The bison cows gave birth to the calves in July. A fourth calf was produced from a frozen embryo taken from a bison cow in 2012 and transferred to a surrogate mother in 2015—another reproductive first for the bison species.

For more information, visit https://goo.gl/lizO25

Undergraduate Research Initiatives

Undergraduate Student Research Assistantships

A total of 81 faculty-supervised students received $297,000 in matched funding this summer through Undergraduate Student Research Assistantships (USRA's) co-funded through the Office of the Vice President Research (OVPR). The program culminated with a poster competition on August 18th, the winners were,

1. **Matthew Nadeau** (Geological Sciences) supervised by **Chris Holmden**,
2. **Wesley Ridgway** (Mathematics and Statistics) supervised by **Alexey Shevyakov**,
3. **Ryan Thiessen** (Mathematics and Statistics) supervised by **Alexey Shevyakov**

Undergraduate Research Initiative: First-Year Research Experience

This fall, 1,500 students will be introduced to research in their first term, in 12 unique, introductory courses, thanks to 14 faculty/instructors. The courses will be given from four colleges: Agriculture and Bioresources, Arts and Science, and Kinesiology, and newly this year, St. Thomas More College. Among the classes on offer are the Aboriginal Student Achievement Program (ASAP), part of the College of Arts and Science, an online class through a partnership with Distance, Continuing and Community Education, and a pilot group project offered through EVSC 110 at the Canadian Light Source.

Reputational Success

Dillon and George Named to Royal Society

Jo-Anne Dillon (Medicine) and **Graham George** (Arts and Science) have been named Fellows of the Royal Society of Canada – our country's senior body for distinguished scholars and one of Canada's highest academic honours.

Royal Society of Chemistry Fellowship

Graham George (Arts and Science) was also elected fellow of the Royal Society of Chemistry, United Kingdom.

Faculty elected to College of New Scholars

The Royal Society of Canada selected four U of S researchers to elect to the College of New Scholars, Artists, and Scientists. **Markus Hecker** (SENS), **Margaret Kovach** (Education), **Angela Lieverse** (Arts and Science) and **Dwight Newman** (Law) were all recognized as members of Canada's emerging generation of intellectual leaders. For more information, visit: goo.gl/5DvHhn

New Fellows and New Secretary in the Canadian Academy of Health Sciences

Debra Morgan (Medicine) and **Susan Whiting** (Pharmacy and Nutrition) have been inducted as two new fellows into the prestigious academy. **Kishor M. Wasan** (Pharmacy and Nutrition), current CAHS Fellow, was also elected as Secretary of the Board of CAHS, the first time a pharmacist researcher has been selected to the board.

IAHS Dooge Medal

Jeffrey MacDonnell (SENS/GIWS) is the 2016 winner of the Dooge Medal, the International Hydrology Prize. The medal, which was awarded in June, in Paris, is given to one recipient annually by the International Association of Hydrological Sciences, UNESCO, and the World Meterological Society in recognition of outstanding contributions to hydrological science.

ASHRAE Fellowship

Carey Simonson (Engineering) was elected fellow of the American Society of Heating, Refrigerating, and Air Conditioning Engineers (ASHRAE). This honour is bestowed on 1% of all ASHRAE members.

Grant Funding Success

U of S researchers awarded $9.2 million from NSERC

Over the next five years, 57 U of S scientists will receive more than $9.2 million from the Natural Science and Engineering Research Council of Canada (NSERC) through their Discovery, Discovery Accelerator, and Research Tools and Instruments programs. Details of the award recipients and their projects can be found here, https://goo.gl/mWQw7Z

SSHRC Insight Development Grant

Ten U of S researchers have been awarded over $582,000 via SSHRC Insight Development Grants

- **Jon Bath** (Art and Art History) received $66,358 for the project *The Post-Digital Book Arts.*
- **Ben Hoy** (History) received $72,771 for his project *Building Borders on Aboriginal Lands 1860-1930.*
- **David Mykota** (Educational Psychology and Special Education) received $44,296 for the project *The Effective Affect: Social Presence.*
- **Kalowatie Deonandan** (Political Studies) received $73,685 for her project *Women, Resistance and Extractive Development.*
- **Laurie Hellsten** (Educational Psychology and Special Education) received $63,645 for the project *Why Do Youth Cyberbully? Exploring Instigating Triggers, Impelling Factors, and Inhibitors in Cyberbullying.*
- **Tasha Hubbard** (English) received $69,040 for her project *Buffalo Stories of the International Buffalo Treaty.*

- **Philip Loring** (School of Environment and Sustainability) received $70,890 for the project "*Risk, Resilience, and Innovation in Gulf Islands Food Systems.*"
- **Stephanie Martin** (Educational Psychology and Special Education) received $52,353 for the project *Using digital storytelling to empower young women exposed to dating violence.*
- **Aloysius Newenham-Kahindi** (Human Resources and Organizational Behaviour) received $43,307 for the project *Regional Political Strategies, Legitimacy Spillovers, and Competitive Advantage: The Case of MNCs in the E.A. Community.*
- **Jeanie Wills** (Ron and Jane Graham School of Professional Development) received $25,659 for the project *Women's Advertising Clubs and Professional Identity: Constructing Credibility.*

SSHRC Insight Grant

Four researchers at U of S are the new beneficiaries of over $700,000, via the SSHRC Insight Grant

- **Keith T. Carlson** (History) received $189,100 for his project *"Mapping the transformers' travels: gender, colonialism and coast Salish territoriality."*
- **Erika E. Dyck** (History) received $170,079 for her project *"Hollywood hospital: the highs and lows of LSD treatments for addiction in the 1960s."*
- **Melanie A. Morrison** (Psychology) received $175,079 for the project *"Prevalence characteristics and impacts of macro- and micro-aggressions directed toward lesbian gay bisexual transgender and two-spirit /LGBTT/ persons in Canada."*
- **Dwight G. Newman** (College of Law) received $166,630 for the project *"The post-Tsilhqot'in legal doctrine of Aboriginal title."*

SSHRC: Targeted Research: Syrian Refugee Arrival, Resettlement and Integration Grant

Hassan Vatanparast (Nutrition and Dietetics) with U of S Co-Is **Louise Racine** (Nursing), **Marwa Farag** (SPH), **Rachel Engler-Stringer** (CHE), **Carol Henry** (Nutrition and Dietetics) and **Joseph Garcea** (Political Studies) received $25,000 for *The Impact of Socio-economic and Cultural Factors on Household Food Security of Syrian Refugees in Canada.*

CIHR Project Scheme Grant

- **Jo-Anne Dillon** (Microbiology and Immunology) and **Anthony Kusalik** (Computer Sciences) received $100,000 for the project *A disruptive whole genome sequencing platform for the simultaneous identification and characterization of multiple sexually transmitted pathogens.*
- **Brian Eames** (Anatomy and Cell Biology) received $753,035 over five years for the project *Mechanisms and effects of proteoglycan-dependent signaling in skeletal tissues.*
- **Charity Evans** (Pharmacy) with Co-I **David Blackburn** (Pharmacy) received $282,865 for the project *Medication adherence in multiple sclerosis: a model for other chronic diseases?*

NSERC Engage

Eight researchers have been awarded almost $200,000 from the NSERC Engage grant.

- **Qiaoqin Yang** (Mechanical Engineering) received $25,000 for *Electric-Field-Induced Phase Transitions in VxOy Thin films for Electrochromic Switches* with additional support from industry partner Cisco Systems Canada Co.
- **Heather Wilson** (Vaccine and Infectious Disease Organization) received $25,000 for *Evaluating Efficacy or ARC-005 Lipopeptide as Vaccine Adjuvant in Mice* with additional support from industry partner Alberta Research Chemicals Inc.

- **Rajesh Karki** (Electrical and Computer Engineering) received $22,286 for *Power Systems Reliability Methodology to Incorporate Emerging Measures for Variable Supply-Demand Characteristics* with additional support from industry partner B.C. Hydro.
- **Donald Bergstrom** (Mechanical Engineering) received $25,000 for *Research and development of CFD centrifugal fan modeling* with additional support from industry partner Nortek Air Solutions Canada Inc.
- **Raymond Spiteri** (Computer Science) received $25,000 for *Optimization of Grain Inventory and Transportation* with additional support from industry partner Ag Exchange Group Inc.
- **Andrew Ireson** (School of Environment and Sustainability) received $25,000 for *Improving and Benchmarking Models for Snowmelt Infiltration in Seasonally Frozen Soils* with additional support from industry partner Geo-Slope International Ltd.
- **Martin Reaney** (Plant Sciences) received $25,000 for *Fermentation of Industrial Waste Stillage with Lactobacilli* with additional support from industry partner Spectrum Technologies Inc.
- **Takuji Tanaka** (Food and Bioproduct Sciences) received $25,000 for *Bioconversion of agriculture by-products through creation of nutritious feeds for food insect culture* with additional support from industry partner Entomo Farms.

SHRF Establishment

- **Jeffrey Chen** (VIDO-InterVac) received $120,000 for the project *Towards a porcine model of tuberculosis aerosol transmission.*
- **Christopher Eskiw** (Food and Bioproduct Sciences) received $120,000 for the project *The impact of amino acid depletion and metformin treatment on Hutchinson Gilford Progeria Syndrome genome function and structure.*
- **Charity Evans** (Pharmacy and Nutrition) received $78,700 for the project *Establishing the incidence and prevalence of multiple sclerosis in Saskatchewan.*
- **Lissa Peeling** (Neurosurgery) received $120,000 for the project *A novel, high-resolution, in vitro technique to assess hemodynamic flow in cerebral aneurysms.*
- **Christopher Phenix** (Chemistry) received $119,900 for the project *PET imaging GBA1 activity, a potential marker of early Parkinson's disease.*
- **Kishor Wasan** (Division of Pharmacy) received $119,856 for the project *Chronic in vivo study of lanthanide compounds in an oteoporosis model (OVX rat) for the treatment of bone density disorders.*

Contract Funding Secured

Six U of S researchers have recently secured research funding through contracts with partners:

- **Adam Bourassa** (Physics and Engineering Physics) has received $388,467 from the Canadian Space Agency/ Public Works and Government Services of Canada for the project *Science Support, Calibration, Flight and Data Analysis for Spatial Heterodyne Observations of Water (SHOW) Demonstration on a High-Altitude Aircraft.*
- **Tim Jardine** (Toxicology Centre) has received $124,220 from Environment and Climate Change Canada (under their program, Environmental Damages Fund) for the project *Development of a Fish Biomonitoring Program for Northern Saskatchewan.*
- **Mike Nickerson** (Food and Bioproduct Sciences) has received $120,750 from the Saskatchewan Pulse Crop Development Board

for the project *Growing the Market for Pulse Flours: Creating Innovative Bakery Products and a Pulse Database for the Food Industry.*

- **Tom Warkentin** (Crop Development Centre) has received $1,871,494 from the Saskatchewan Pulse Crop Development Board for the project *Pulse Crop Regional Trials in Saskatchewan.*
- The Crop Development Centre has received an additional $490,000 from the Western Grains Research Foundation, Saskatchewan Barley Development Commission, Alberta Barley Commission and Manitoba Wheat and Barley Grower's Association for the ongoing Barley
- Breeding Research program (2015-2019)
- **Curtis Pozniak** (Crop Development Centre) has received $1.5 million from Secan Association and the Saskatchewan Wheat Development Commission for Durum Wheat Research and Development.

Partnerships

Nursing students and educators from around the world come together at U of S to improve northern health

Nursing students and educators from Greenland, Iceland, Norway, Finland, Russia and Canada are gathered on campus as the U of S hosted the 2016 Innovative Learning Institute for Circumpolar Health from August 2 to 12.

IMII funds U of S research to enhance underground safety in Saskatchewan potash mines

The International Minerals Innovation Institute (IMII) and three of its member companies are investing $127,500 over two and half years in U of S engineering research that will advance understanding of the effectiveness of drilling resin-bonded rebar into potash mine ceilings to prevent rock from falling. Read on for more details here, https://goo.gl/GOjHRE

Cyclotron now supplying radioisotopes to RUH

The Saskatchewan Centre for Cyclotron Sciences started supplying radioisotopes Royal University Hospital on June 6, 2016. The achievement marks the end of the cyclotron's three-year, $25 million capital project and the beginning of its operational life as a supplier of radioisotopes for Saskatchewan patients. Radioisotopes produced by the cyclotron continue to also be used in research, from exploring new cancer treatments and understanding how Parkinson's disease develops, to investigating how plants store nutrients and respond to environmental stresses to develop new crops. More details are available here, https://goo.gl/eEVifE

Mitacs Accelerate

- **Raymond Spiteri** (Computer Science) received $15,000 for "*Methods for Constrained Scheduling Optimization*" in partnership with Western Heritage Services Inc.
- **Longhai Li** (Mathematics and Statistics) received $15,000 for *Application of Neural Network Curve Fitting Methods for Least-Squares Monte Carlo Simulations in Financial Risk Management* in partnership with Aon Securities Inc.
- **Ken Coates** (Johnson-Shoyama Graduate School of Public Policy) received $105,000 for *Sustainable Capacity Building in the North by the North" in partnership with Cameco Corporation.*

Mitacs Elevate

- **Daniel Columbus** (Animal and Poultry Science) received $55,000 for *Development of Low-Cost Feeding Strategies for Group-Housed Gestating* in partnership with Saskatchewan Pork Development Board. Post-Doctoral Fellow **Atta Kofi Agyekum**.

International

Academic Freedom Cornerstone of New U of S Confucius Institute Agreement

U of S has signed an unprecedented five-year renewal agreement with the Confucius Institute Headquarters that protects academic freedom and transparency in the activities of the U of S Confucius Institute (CI), a centre that promotes educational and academic cooperation between China and Canada. The agreement also stipulates that the activities of the CI will respect U of S institutional values, priorities and policies, and that the U of S will maintain control over the hiring, curriculum and academic practices of the CI.

After wide consultation earlier this year, a CI Working Group struck by VP Research **Karen Chad** found no evidence of academic freedom or university autonomy being compromised, nor of control of participants, the curriculum, or other CI activities but did recommend these principles be made explicit in the agreement, and that the centre's governing body should regularly review the institute's operations to ensure these principles are upheld.

During his first official trip to China, U of S President **Peter Stoicheff** signed the renewal agreement with Lin Xu, Chief Executive of the Confucius Institute Headquarters and Director General of Hanban, the executive body of the Chinese Language Council International which is a non-governmental and non-profit organization affiliated with China's Ministry of Education.

An agreement was also signed with Haiyan Hu, President of the Beijing Institute of Technology, one of China's top universities, which will continue to be the U of S CI's academic partner in China. That agreement outlines how U of S and BIT, already one of the university's flagship academic partners in China, will co-manage the academic activities of the CI through a 10-member board that includes a co-director from each institution.

U of S now has a total of 53 agreements with 34 institutions in China, including four other agreements signed during this trip:

- The first U of S collaboration agreement with Hubei Institute of Fine Arts in Wuhan was signed that will support faculty and student exchange, joint exhibitions and joint academic programming, formalizing the U of S's relationship with one of the top fine arts institutions in China
- A new agreement was signed with Beijing Normal University to offer a collaborative doctoral scholarship program including tuition bursaries and entrance scholarships for China Scholarship Council-funded PhD students
- An agreement was renewed with flagship partner Huazhong Agricultural University in Wuhan for a PhD scholarship program
- A student exchange agreement with Hong Kong Baptist University was renewed, providing opportunities for U of S undergrads to experience education in one of the most dynamic cities in Asia

AGENDA ITEM NO: 8.1

Room 110, 1 Campus Drive
University of Saskatchewan
Saskatoon, Saskatchewan
S7N 5A3

University of Saskatchewan Students' Union

Telephone: (306) 966-6960
Fax: (306) 966-6978
E-mail: contactus@ussu.ca
Website: www.ussu.ca

In the Operations and Finance Portfolio, VP Emmanauel Barker is constantly working to the resources and services offered to our 118 ratified student groups. As well, VP Barker is collaborating with Risk Management and the Office of Vice-Provost Teaching and Learning to ensure campus safety procedures and guidelines are properly communicated to student stakeholders. With the collaborative effort of our Budget and Finance Committee, the USSU has provided funding, insurance and assistance to over twenty-five different student-led events and initiatives. With the official launch of the USafe App - launched in conjunction with the beginning of this year's Sexual Assault Awareness Week (SAAW) and the #UsaskReact Campaign - VP Barker is working with Support Services to ensure the continued maintenance of the platform.

In the VP Academic Portfolio, VP Brooke Malinoski continues her work as an undergraduate advocate and resources for student academic grievances and appeal. VP Malinoski has just returned from the 2nd Reconciliation Forum with the rest of the U of S delegation - hosted at the University of Alberta. VP Malinoksi looks to apply that experience and knowledge to the USSU's continued effort at the indigenization and decolonization of this University's curriculum. With the collaboration of our Academic Affairs Committee, as well as our Indigenous student leaders, VP Malinoski continues advocacy of student needs on the respective University Council Committees: Planning and Priorities, Academic Programs Committee, Academic Support Committee, Teaching and Learning Committee, Scholarships and Awards; and Research and Scholarly & Artistic Works. As part of the USSU's commitment to promoting student leadership, VP Malinoski co-organized the Fall Leadership Event October 1st alongside the Student Leadership Community of Practice (SLCoP).

In the VP Student Affairs Portfolio, VP Renata Huyghebaert completed the official signing of the Sustainability MOU with the U of S President Office on Oct. 11th. This memorandum strengthens the commitment of both the USSU and the President's Office to greater advocacy, resources allocation, and campus engagement on issues of social, economic, and environmental sustainability. As well, the kickoff of Campus Sustainability Week matches with the opening of the USSU Sustainability Grant and our Sustainability Committee. The Grant, funded in collaboration with the U of S Office of Sustainability, looks to provide financial support for student-led sustainability initiatives. VP Huyghebaert expanded the USSU's involvement in Sexual Assault Awareness with her extensive involvement in the #UsaskReact campaign - part of this year's SAAW. VP Huyghebaert is also organizing a student task force to examine the needs of student housing, especially as it pertains to the National Housing Strategy.

In the Presidential Portfolio, President Kehan Fu continues to improve communications and outreach with the general student body. The Face-to-Face initiative is maintaining its bi-weekly schedule of cross-campus information/question booths. In conjunction with the President's Video Address and other digital media strategies, the USSU is constantly looking to innovate its means of content delivery. As well, the USSU maintains its presence and participation at key student engagement events including the recent Huskies Homecoming Kickoff, the U of S Student Open House, and the U of S Campus Career Expo. On October 15th, the USSU prepares to host the Fall Summit for the Association of Constitution Presidents (AOCP) - composed of representatives from each undergraduate college as well as Indigenous and International student constituencies. The aim of this Summit is to foster a stronger relationship with key student constituencies, especially in regards to broad student issues including tuition. Lastly, President Fu attended the September meeting of the University's Board of Governors as the student delegate.

With October nearing its end, the USSU Executive team will have reached the half-point of their 2016 - 2017 term. However, the USSU Students' Council 2016 - 2017 session has just begun! Not only is the Students' Council responsible for all seven USSU Committees and their respective mandates, it's also the active link to the daily affairs of our diverse undergraduate student population. With a history of amazing initiatives such as the Commission on Female Leadership, this year's Executive Team are extremely excited to be working with another group of dedicated volunteer leaders!

AGENDA ITEM NO: 8.2

University of Saskatchewan - Graduate Students' Association

GSA President Ziad Ghaith's October report

The Graduate Students' Association has a new aboriginal liaison officer who will be the contact person between IGSC and the GSA. Mylan Tootoosis will fill this role over 2016/17

The focus of the GSA over September was on the graduate students' representation project and the Day of Action which will take place on November 2nd. Below is a short brief and update on these two important projects:

- **Graduate Students' Representation**

The GSA is continuing its efforts to address this important issue. Recently I have met with the Human Services Caucus Policy Committee (Legislative Assembly) to highlight this request by the graduate students' in the University of Saskatchewan and to address the importance of improving the representation for the Graduate Students in the University Council and to have at least one Graduate Students to sit on the Board of Governors.

The position of the GSA is that there is great potential benefit at the University and the Provincial level by having graduate students on these important committees. These benefits include but are not limited to:

- **At the University level:**

    1. Better representation of the graduate students on the Board of Governors and the University Council, will ensure having graduate student (17% of total student population) insight into the University strategic and academic planning.

    2. The graduate students' insights will ensure support of the university efforts in fulfilling its mission and vision as a leading research University.

- **At the Provincial level:**

1. The University of Saskatchewan is the leading research University in the province, improved graduate representation will support the University research portfolio as graduate students are part of research production at the university.
2. The University of Saskatchewan is part of U15 universities (intensive research universities) improved representation of the graduate students will ensure the university position on the U15 list, and hopefully improve the university current rank

At this stage of our advocacy to improve our representation, I would like to invite the University Council members and the University administration to look at this issue critically and to work with the Graduate Students to fulfill their legitimate request. In the same vein, I would like to draw the University Administrations attention to the fact that the University of Saskatchewan is the only University among the U15 where Graduate Students are unrepresented on the Board of Governors. The GSA believes that our institution needs to be on the same page in terms of governor's practice with other GU15. See the Table below for more details.

Graduate Students Representation in the Board of Governors – U15 Universities

U15 University	*Percentage of Graduate Students*	*Representation on the Board of Governors*
University of Alberta	19	Yes
The University of British Colombia	18	Yes
University of Calgary	19	Yes
Dalhousie University	18	By-elections, open to all students
University Laval	12	Yes
University of Manitoba	12	Yes
McGill University	24	Yes
McMaster University	14	Yes
University de Montreal	26	By-elections, open to all students
University of Ottawa	15	Yes

Queen's University	17	Yes
University of Saskatchewan	17	No
University of Toronto	19	Yes
University of Waterloo	14	Yes
Western University	17	Yes

- **Day of Action**

  The GSA is currently engaged in planning for the Day of Action on November 2nd, 2016. The goal of this action is to request that the government reduce and eliminate the tuition fees for all students. Increase funding to postsecondary education in Saskatchewan, and to provide a provincial grants program for Indigenous students

  We received a longlist of endorsements for our event by different organizations, this includes but is not limited to:

  - Saskatchewan Federation of Labour
  - Canadian Labour Congress
  - Canadian Union of Public Employees - National
  - United Steelworkers
  - United Food and Commercial Workers
  - Unifor
  - Canadian Association of University Teachers
  - UNITE HERE Canada
  - Manitoba Federation of Labour
  - Public Service Alliance of Canada, Prairie Region
  - The Council of Canadians
  - International Civil Liberties Monitoring Groups
  - The Canadian Office and Professional Employees Union

The GSA invites all the faculty members and University Administration to support and stand for the Day of Action as we do believe that our request aligns with the University efforts in ensuring more accessible and just postsecondary education in our Province.

- **GSA social and academic activities**

The GSA continues providing its members with different social and academic activities. We have organized 12 social and academic workshops for our members over the previous period of time.

Ziad Ghaith

President, Graduate Students' Association

AGENDA ITEM NO: 9.1

UNIVERSITY COUNCIL

NOMINATIONS COMMITTEE

REQUEST FOR DECISION

PRESENTED BY:	Tamara Larre, chair, nominations committee
DATE OF MEETING:	October 20, 2016
SUBJECT:	**Academic Programs Committee Member Nomination**
DECISION REQUESTED:	*It is recommended:* That Council approve the nomination of Darrell Mousseau, Department of Psychiatry, College of Medicine to serve on the academic programs committee effective immediately and continuing until June 30, 2017.
DISCUSSION SUMMARY:	A new member on the academic programs committee is needed due to the resignation of Scot Stone.

ACADEMIC PROGRAMS COMMITTEE

- Reviews and approves curriculum changes from all college; recommends major curriculum changes to Council; oversees policies relating to students and academic programs.
- Membership comprises 11 members of the GAA, at least 5 of whom will be elected members of Council; at least 1 member from the GAA is to have some expertise in financial analysis; 1 sessional lecturer

Council Members

Kevin Flynn (Chair)	English	2018
Tammy Marche	Psychology, STM	2018
TBD ~~Scot Stone~~	~~Biochemistry~~	~~2019~~
Kathleen Solose	Music	2019
Nathaniel Osgood	Computer Science	2018

General Academic Assembly Members

Sina Adl	Soil Science	2018
Jeff Park	Curriculum Studies	2018
Susan Shantz	Art and Art History	2017
Som Niyogi	Biology	2017
Ganesh Vaidyanathan	Accounting	2017
Longhai Li	Methematics and Statistics	2019

Sessional Lecturer

Clayton Beish	Linguistics and Religious Studies	2017

Other members

Patti McDougall	[Provost designate] Vice-Provost, Teaching and Learning *(ex officio)*
Russell Isinger	University Registrar and Director of Student Services *(ex officio)*
Lucy Vuong	[VP Finance designate] FSD – Budget and Special Projects *(ex officio)*
Brooke Malinoski	[USSU designate]
Nafisa Absher	[GSA designate]

Resource members

Alison Pickrell	Director of Enrolment and Student Affairs
John Rigby	Interim Associate Provost, Institutional Planning and Assessment
CeCe Baptiste	Financial Analyst, Institutional Planning and Assessment

Secretary: Amanda Storey, Office of the University Secretary

AGENDA ITEM NO: 9.2

UNIVERSITY COUNCIL

NOMINATIONS COMMITTEE

REQUEST FOR DECISION

PRESENTED BY: Tamara Larre, chair, nominations committee

DATE OF MEETING: October 20, 2016

SUBJECT: **Planning and Priorities Committee Member Nomination**

DECISION REQUESTED:

It is recommended:

That Council approve the nomination of Gregory Wurzer, University Library to serve on the planning and priorities committee effective immediately and continuing until June 30, 2017.

DISCUSSION SUMMARY: A new member on the planning and priorities committee is needed due to the election of Lisa Kalynchuk as Council chair.

Attachment 1

PLANNING AND PRIORITIES COMMITTEE

- Reviewing and advising Council and the university administration on planning, budgeting, and academic priorities.
- Membership comprises 11 members of the GAA, at least 6 of whom will be elected members of Council; at least 1 member from the GAA is to have some expertise in financial analysis; 1 sessional lecturer; 1 dean

Council Members		
Dirk de Boer (chair)	Geography and Planning	2019
Ken Wilson (vice-chair)	Biology	2018
Peter Phillips	Johnson-Shoyama Graduate School of Public Policy	2019
Ralph Deters	Computer Science	2018
Veronika Makarova	Linguistics and Religious Studies	2018
TBD ~~Lisa Kalynchuk~~	~~Medicine~~	~~2017~~
General Academic Assembly Members		
Norman Sheehan	Accounting	2019
Joel Bruneau	Economics	2017
Karen Lawson	Psychology	2018
Catherine Niu	Chemical and Biological Engineering	2017
Susan Whiting	Pharmacy and Nutrition	2017
Dean		
Peta Bonham-Smith	Interim Dean, College of Arts and Science	2017
Sessional Lecturer		
Leslie Walter	Mathematics and Statistics	2017

Other members	
Michael Atkinson	Interim Provost and Vice-President Academic *(ex officio)*
Kevin Schneider	[VP Research representative] Interim Associate Vice-President Research *(ex officio)*
Greg Fowler	VP Finance and Resources *(ex officio)*
Emmanauel Barker	VP Operations & Finance, USSU [USSU designate]
Ziad Ghaith	President, GA [GSA designate]
Resource members	
John Rigby	Interim Associate Provost, Institutional Planning and Assessment
Jacquie Thomarat	Director, Resource Allocation and Planning
Bryan Bilokreli	Director, Capital Planning
Colin Tennent	Special Advisory to the VP Finance and Resources
Troy Harkot	Director, Institutional Effectiveness
Shari Baraniuk	Acting Chief Information Officer and Associate Vice-President ICT
TBD	President's designate on Aboriginal Matters

Secretary: Sandra Calver, Office of the University Secretary

AGENDA ITEM NO: 9.3

UNIVERSITY COUNCIL

NOMINATIONS COMMITTEE

REQUEST FOR DECISION

PRESENTED BY: Tamara Larre, chair, nominations committee

DATE OF MEETING: October 20, 2016

SUBJECT: **Promotion Appeals Panel Member Nomination**

DECISION REQUESTED:

It is recommended:

That Council approve the nomination of Diane Knight, Department of Soil Science, College of Agriculture and Bioresources to serve on the promotion appeals panel effective immediately and continuing until June 30, 2019.

DISCUSSION SUMMARY: A new member on the promotion appeals panel is needed due to the resignation of Jeanette Lynes.

Attachment 1

PROMOTIONS APPEAL PANEL

From this roster, the members are chosen for Promotion Appeal Committees (promotion appeals), Sabbatical Leave Appeal Committee (sabbatical appeals), and for the President's Review Committee (salary review appeals). This panel is mandated by Collective Agreement (16.3.5.1):

16.3.5.1 Appeal Panel. An Appeal Panel of forty-eight employees drawn from the membership of the General Academic Assembly shall be named by the Nominations Committee of Council and approved by Council, with length of term specified so as to ensure a reasonable turnover of membership. Additional members may be chosen, if necessary, to staff appeal committees. Membership shall be restricted to tenured faculty who are not members of the University Review Committee and who have not served on the University Review Committee in the previous three years. The following criteria shall govern the selection of the Panel:

a) The Nominations Committee of Council shall strive to achieve a gender balance based on the overall membership of the General Academic Assembly;

b) The Nominations Committee of Council shall strive to achieve representation from a wide range of disciplinary areas based on the faculty complement in each College.

Members of the Appeal Panel shall not serve on more than one of the committees hearing appeals promotion (Article 16.3.5), sabbatical leaves (Article 20.3) or salary review (Article 17.3.5).

16.3.5.2 Promotions Appeal Panel. The Promotions Appeals Panel shall consist of those members of the Appeal Panel who hold the rank of Professor.

To June 30,2019

Bram Noble	Geography & Planning
Rob Flannigan	Law [Reappointment]
Jaswant Singh	Veterinary Biomedical Sciences
Murray Drew	Animal and Poultry Science
Keith Walker	Educational Administration
Suresh Tikoo	Veterinary Microbiology/VIDO
Barbara von Tigerstrom	Law
Gord Zello	Nutrition
Linda McMullen	Psychology
Helen Nichol	Anatomy and Cell Biology
Joanne Dillon	Biology/VIDO [Reappointment]
Jeff McDonnell	School of Environment and Sustainability
Alexander Ervin	Anthropology
Steve Wormith	Psychology
Tony Kusalik	Computer Science
David Janz	Veterinary Biomedical Sciences
Keith Carlson	History

To June 30, 2018

Alex Moewes	Physics and Engineering Physics
Phil Chilibeck	Kinesiology
Cathy Arnold	Physical Therapy
Colleen Dell	Sociology
Cindy Peterjnelj-Taylor	Nursing
Stanley Moore	Biochemistry
Gary Entwistle	Accounting
Kirstin Bett	Plant Sciences

Erin Watson	Library
Doug Degenstein	Physics and Engineering Physics
Daniel Chen	Mechanical Engineering
Lisa Vargo	English
Linda Wason-Ellam	Curriculum Studies
Greg Wurzer	Library
Carin Holroyd	Political Studies
Daniel Beland	Johnson-Shoyoma School of Public Policy

To June 30, 2017

Marie Battiste	Educational Foundations
Scott Bell	Geography and Planning
Valery Chirkov	Psychology
Candice Dahl	Library
Glen Gillis	Music
Dean Kolbinson	Dentistry
Kent Kowalski	Kinesiology
Yen-Han Lin	Chemical and Biological Engineering
~~Jeanette Lynes~~	~~English~~ - *resigned*
Barb Phillips	Management and Marketing
Peter Phillips	Johnson-Shoyoma School of Public Policy
Jeremy Rayner	Johnson-Shoyama School of Public Policy
Dave Sanders	Chemistry
Anurag Saxena	Associate dean, Postgraduate Medical Education, College of Medicine
Verna St. Denis	Educational Foundations

AGENDA ITEM NO: 10.1

UNIVERSITY COUNCIL

TEACHING, LEARNING, AND ACADEMIC RESOURCES COMMITTEE OF COUNCIL

FOR INFORMATION ONLY

PRESENTED BY: Jay Wilson, Chair, Teaching, Learning, and Academic Resources Committee of Council

DATE OF MEETING: October 20, 2016

SUBJECT: **Learning Charter Update**

COUNCIL ACTION: For information only

CONTEXT AND BACKGROUND:

In January 2016, Council made a motion in support of inclusion of Indigenous knowledges and experiences in all degree programs at the University of Saskatchewan. Prior to this motion, the teaching, learning, and academic resources committee of Council was already looking to the *Learning Charter* as the place to reflect an institutional commitment to ensuring Indigenous knowledge and experiences grounded in Indigenous worldviews are part of every degree-level program at the U of S, in response to the motion made by the USSU in November 2015.

TLARC is actively engaged in critically examining the *Learning Charter* to see how it could be used to achieve the institution's goals around indigenous content in our academic programs. The committee as a whole proposed initial changes to the language in the *Learning Charter* to reflect a responsibility to include Indigenous knowledge and worldviews in academic programs and began consultation with Indigenous faculty and staff.

A *Learning Charter* Summit was held in May 2016 for members of TLARC and Indigenous faculty and staff, and it became clear that this project will only be successful with their continued involvement. Consultation with the Indigenous members of our community at various stages for their feedback is a key component moving forward with this work. The committee will continue its collaborative approach to redrafting the *Learning Charter* in order to respect and build on these relationships. Another summit was held with our Indigenous community members October 6, 2016, and we will continue these important meetings throughout the process, relying on experience and wisdom of that group to advise TLARC on additional consultations that may be required.

In addition to the *Learning Charter* work, the vice-provost teaching and learning is conducting a scan of current U of S programing to determine what currently exists in courses or programs. This scan will identify the range of initiatives promoting Indigenous knowledge and experiences grounded in Indigenous worldviews to better understand what we are doing currently and where and how we will need to change and improve going forward.

AGENDA ITEM NO: 11.1

UNIVERSITY COUNCIL

PLANNING AND PRIORITIES COMMITTEE

REQUEST FOR DECISION

PRESENTED BY: Dirk de Boer, chair, planning and priorities committee

DATE OF MEETING: October 20, 2016

SUBJECT: **Vision, Mission and Values of the University of Saskatchewan**

COUNCIL ACTION: For decision

It is recommended:

That Council adopt the Vision, Mission and Values of the University of Saskatchewan as presented

PURPOSE:

The planning and priorities committee is requesting that Council adopt the *Vision, Mission and Values of the University of Saskatchewan* as the new vision for the university under the leadership of President Peter Stoicheff.

IMPLICATIONS:

In adopting the document, Council is being asked to adopt the document in its entirety. Once adopted, there is an expectation that the university's governing bodies will implement the substance of the document, and that the next institutional integrated plan will be situated within the new vision, mission and values of the university.

BACKGROUND:

The university's present vision statement was approved in 1993. Upon taking up his presidency, President Stoicheff identified the need to articulate a sense of the university in its present form and what it hopes to achieve within the next decade. The planning and priorities committee has been engaged with the initiative to re-articulate the university's vision since the president established the visioning committee and consultation began in preparation for writing the document. The committee met with the co-chairs of the visioning committee on February 10 for a general discussion of the document intent; on April 27 for a presentation of the document themes, and on June 1 to review and discuss the draft document as attached. Council committee chairs and the chair and vice-chair of Council were invited to the February 10 and June 1 meetings to provide additional input.

CONTEXT:

The following definitions guide the document:

Mission
Our mission is the reason for the existence of the University of Saskatchewan, the purpose it serves in society and the boundaries within which it operates.

Vision
Vision defines what the University of Saskatchewan wants to be or become. This often involves a time horizon into the future.

Values
Values relate to the beliefs and attitudes that guide behavior at the University of Saskatchewan. They are in some respects the commitments the institution makes to its people, and the commitments its people make to the institution and to one another.

CONSULTATION:

The process followed by the visioning committee in developing the document is available in the attached summary and at*: www.usask.ca/ourvision/the-project/defining-vision,-mission,-values.php*. Throughout, comments and feedback on the draft document were invited and could be submitted to ourvision@usask.ca.

DISCUSSION SUMMARY:

On October 5, the planning and priorities committee considered the *Vision, Mission and Values* document. The Council committee chairs and the chair and vice-chair of Council were invited to attend the meeting. At the meeting, the committee carried a motion to approve the document in principle. Nevertheless, a motion to adopt the document was defeated because the committee identified a need for grammatical corrections and clarification in the document that was significant enough to prevent a motion to adopt.

On October 12, a special meeting of the committee was called to meet with President Stoicheff to discuss the document. At the meeting, a revised document was presented by the president. The changes presented were not substantive changes but rather corrections made to clarify sections of the document, as suggested by the committee and agreed to by the president. It is this final version that is being presented to Council today for adoption, based on the motion carried by the committee at the meeting that Council adopt the document.

In presenting the document to Council, the planning and priorities committee supports the *Vision, Mission and Values of the University of Saskatchewan* as reflective of the university at this point in time and over the next decade.

FURTHER ACTION REQUIRED:

The *Vision, Mission, and Values* document will be presented for adoption on October 15 to Senate, to Council on October 20, and to the Board of Governors on October 27.

ATTACHMENTS:

1. *Vision, Mission, and Values of the University of Saskatchewan* - document dated October 13, 2016.
2. Visioning committee: process for developing vision statement

Mission, Vision, and Values of the University of Saskatchewan

WHO WE ARE

The University of Saskatchewan, situated in the vibrant city of Saskatoon on Treaty Six territory and the traditional homeland of the Métis, and on Canada's most beautiful campus, is grounded in the character of a dynamic, forward-looking province. We have a well-deserved reputation for creativity, collaboration, and achievement. Supported by an innovative, energetic faculty, staff, student, and alumni community, and by a research infrastructure unique in Canada, we deliver across Saskatchewan and beyond one of Canada's widest arrays of academic and professional programs.

The university displays remarkable resilience and a commitment to problem solving, attributes drawn from our prairie roots and from the outstanding contributions by members of our community from around the world. Our university's unique spirit has transformed the lives of those who have experienced it.

OUR MISSION

The University of Saskatchewan advances the aspirations of the people of the province and beyond through interdisciplinary and collaborative approaches to discovering, teaching, sharing, integrating, preserving, and applying knowledge, including the creative arts, to build a rich cultural community. An innovative, accessible, and welcoming place for students, educators, and researchers from around the world, we serve the public good by connecting discovery, teaching, and outreach, by promoting diversity and meaningful change, and by preparing students for enriching careers and fulfilling lives as engaged global citizens.

OUR VISION

We will contribute to a sustainable future by being among the best in the world in areas of special and emerging strengths, through outstanding research, scholarly, and artistic work that addresses the needs and aspirations of our region and the world, and through exceptional teaching and engagement.

We will be an outstanding institution of research, learning, knowledge-keeping, reconciliation, and inclusion with and by Indigenous and Métis peoples and communities.

OUR PRINCIPLES AND VALUES

A belief in principles vital to our institution and a commitment to key values—ways of conducting ourselves—constitute the life force of our mission and vision.

The University of Saskatchewan community believes in the following principles:

Academic freedom
Collaboration
Commitment to community
Different ways of knowing, learning, and being
Diversity, equality, and human dignity
Excellence
A healthy work and learning environment
Innovation, curiosity, and creativity
Openness, transparency, and accountability
Reconciliation
Sustainability

The University of Saskatchewan community is committed to acting in accordance with the following values:

Collegiality
Fairness and equitable treatment
Inclusiveness
Integrity, honesty, and ethical behaviour
Respect

U OF S VISIONING COMMITTEE: PROCESS FOR DEVELOPING VISION STATEMENT

The goal:

- To provide the University of Saskatchewan with a proposed new vision, mission and values document, building on the history of institutional dialogue and planning that has shaped the university's aspirations over the past twenty-three years.
- The document is to be less than 2 pages in length with a high-level institutional focus (not integrated planning).

Process overview:

- Committee membership: Brent Cotter and Liz Harrison (co-chairs/faculty); Lee Ahenakew (Board); Karen Prisciak (Senate); Harry Lafond (Elder); Wendy Roy (Council/faculty); Scott Adams (student) Liz Duret (staff); Tom Cross (staff)
- Consultation from January to June 2016 informed the draft document
    - In person: visioning meetings, presidential transition meetings
    - February survey: determined themes
    - April survey: confirm support for themes
    - Emails sent to ourvision@usask.ca
    - Review of institutional documents
    - Mission, vision and values statements for our colleges, schools and units
- Draft released on June 14, 2016
    - Presented to University Council (June 23) and Board of Governors (June 27)
    - Communications sent to University Senate, faculty, students, staff and alumni with request for feedback
    - Discussion of draft with the Graduate Students' Association, University of Saskatchewan Students' Union and Indigenous Students' Council
    - Feedback accepted via email to ourvision@usask.ca
- Final document drafted in early September 2016 based on feedback received
- Meetings with committee and president to finalize document in September 2016
- Final document presented to President Stoicheff on September 15, 2016

Reach of consultation:

- Over 1,000 individuals participated in meetings (small groups to larger)
    - Internal – faculty, staff, students, retirees, alumni
    - External – government (provincial, municipal); health (Saskatoon, Regina); arts; Aboriginal community groups
- Surveys – more than 4,000 responses
- Online tools and resources: website, email, PAWS announcements
- News articles in university and alumni communications

Final steps:

- Presented in October to planning and priorities committee of University Council (October 5), University Senate (October 15), University Council (October 20) and Board of Governors (late October) for approval

AGENDA ITEM NO: 11.2

UNIVERSITY COUNCIL

PLANNING AND PRIORITIES COMMITTEE

REQUEST FOR DECISION

PRESENTED BY: Dirk de Boer, chair**,** planning and priorities committee

DATE OF MEETING: October 20, 2016

SUBJECT: **Centre for Research, Evaluation and Action Towards Equal Justice (CREATE Justice)**

DECISION REQUESTED:

It is recommended:

That Council approve the establishment of the Centre for Research, Evaluation and Action Towards Equal Justice (CREATE Justice) as a Type A centre in the College of Law.

PURPOSE:

The planning and priorities committee is requesting that Council approve the Centre for Research, Evaluation and Action Towards Equal Justice (CREATE Justice) as a Type A centre in the College of Law.

DISCUSSION SUMMARY:

The centres subcommittee met with proponents on March 17, 2016, to consider an early draft of the proposal and provided substantial feedback. On June 8, 2016, the planning and priorities considered a revised draft and provided additional feedback. The discussion at these meetings is summarized in the written feedback provided to proponents (see attachments).

On September 1, 2016, members of the planning and priorities committee met with Heather Heavin, associate dean, graduate studies & research, and Brea Lowenberger, access to justice coordinator, College of Law, to review a further revised proposal. Discussion at the meeting focused on the complexities of deciding upon a name for the centre and the mapping of justice services across the north and in rural and remote areas. The committee was assured the college

Attachment 1

UNIVERSITY OF SASKATCHEWAN

MEMORANDUM

TO: Heather Heavin, associate dean, graduate studies and research, College of Law
Brea Lowenberger, access to justice coordinator, College of Law

FROM: Lisa Kalynchuk, chair, planning and priorities committee of Council

DATE: June 30, 2016

RE: **Proposed Justice Centre in the College of Law**

I was pleased to have you both attend the meeting of the planning and priorities committee on June 8th to discuss the proposed Justice Centre in the College of Law. Members viewed the proposed centre dedicated to providing access to justice and dispute resolution as exciting and relevant to the college, the university community, the city and the province at large. There were a number of areas within the proposal, however, that members thought could be revised to better position the centre for success. The following feedback is provided to you to guide revisions to the proposal. As the final name of the centre is not yet fixed, I have referred to the centre as the Justice Centre.

Comments and suggestions from members included the following:

- That the proposal more clearly articulate the purpose of the centre and how it will benefit the college, its faculty, and student body, the local and national connections the centre will provide, and the societal good the activities of the centre will bring about;

- That the relationship of the centre to the college's integrated plan be emphasized;

- That the proposal provide further detail on the college's graduate program and number of graduate students;

- That the possibility of collaborating with the Native Law Centre and CLASSIC (Community Legal Services for Saskatoon Inner City Inc.) be explored and contemplated in the proposal; areas suggested included Aboriginal needs, indigenous laws, and poverty limiting access to justice;

- That the opportunity for collaborating and working with other centres and units on campus be emphasized in the proposal (e.g. The Centre for Forensic Behavioural Science and Justice Studies, Department of Psychology)

- That the proposal emphasize that a goal of the centre is to actively seek collaborators and collaboration with others;

…/2

- That the proposal include additional details on Tri-agency grant funding awarded to researchers in the college and numbers of research publications authored by faculty within the college;

- That milestones for progress be selected based on metrics that are measureable;

Please let me know if you have any questions regarding any of the above comments. As of July 1, I am no longer committee chair, although I will continue to be a member of the committee. Please submit a revised proposal for review by the committee in the fall to Dirk de Boer, chair and Sandra Calver, committee secretary.

Thank you both very much for your patience as we work through the process of review leading to approval of the centre.

Sincerely,

_____

Lisa Kalynchuk, chair
Planning and priorities committee of Council

c Beth Bilson, interim dean, College of Law

Attachment 2

UNIVERSITY OF SASKATCHEWAN

MEMORANDUM

TO: Heather Heavin, associate dean, graduate studies and research
Brea Lowenberger, access to justice coordinator

FROM: Lisa Kalynchuk, chair, centres subcommittee and chair, planning and priorities committee of Council

DATE: April 8, 2016

RE: **Proposed Prairie Centre on Access to Justice and Dispute Resolution.**

Members of the centres subcommittee welcomed the opportunity to meet with you on March 17 to discuss the proposed Prairie Centre on Access to Justice and Dispute Resolution. The role of the centres subcommittee is to facilitate the creation of new centres by reviewing the academic intent and financial integrity of a proposed centre and to provide feedback to clarify or strengthen the proposal. It is from this perspective that the following practical suggestions are provided.

- That the proposal clearly articulate the motivation for the centre and why the centre is necessary to advance research in this area in the college;
- That the background to the centre in the proposal be abbreviated to shift the focus to the specific research opportunities the centre will enable;
- That the research and other milestones of the centre be reflected in the proposal;
- That the student scholarships and other opportunities for students be brought out in the proposal;
- The clear commitments of funding for centre be obtained, reflected in the budget, and attached in the form of letters of support to the proposal; if the commitments are not available until the centre is established, then the letter(s) should make this clear;
- That a letter of support be provided from the dean of the college, which includes the commitment to provide bridge funding until other funding support is made available;
- That the centre budget be broken down into operational and strategic funding;
- That the proposal be written from the point of reference of what Council needs to be assured of the sustainability and probable success of the centre;

The subcommittee perceived that the proposal was written for several audiences, an internal (university) audience and an external (ministry, professional) audience. Clarifying the purpose of the proposal and audience will greatly assist in making clear the objectives and purpose of the centre. As an example, letters of support that outline opportunities to collaborate on research and commit funding to the centre are more significant in the Council proposal, whereas expressions of support from notable officials within the judiciary system would be better placed in an externally-focused document—of equal importance, but with a different intent.

I wish to reiterate that the above comments are provided with the view of assisting you in preparing a revised proposal. In particular, members appreciated the open approach and interest in feedback that you demonstrated at the meeting. Please let me know if you have any questions.

The concept of the centre resonated with members and there is much potential and support for the centre within the college. The next stage is to submit the revised proposal to the research, scholarly and artistic work committee for that committee's review. I wish you the best and look forward to working with you to bring the proposal to Council

Sincerely,

_____
Lisa Kalynchuk

c Beth Bilson, interim dean, College of Law
Rainer Dick, research, scholarly and artistic work committee chair

Proposal to Establish the Centre for Research, Evaluation and Action Towards Equal Justice (CREATE Justice) at the College of Law

September 14, 2016

UNIVERSITY OF SASKATCHEWAN
College of Law
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Executive Summary

What is access to justice?

Access to justice issues relate to challenges that people have with respect to accessing existing legal services, accessing an appropriate dispute resolution process for a legal problem, and/or broader systemic barriers to justice.

Access to justice issues are prevalent. People, particularly those who are marginalized and the middle class, face major issues in accessing and navigating the justice system. They may experience major delays in proceedings or an inability to afford legal representation. Others may face social and economic issues, in addition to their legal problem, that negatively affect their interaction with the justice system. The over-representation of Indigenous people in the jail system is one such example of a systemic justice issue that needs addressing.

Why is an access to justice centre needed?

In response to calls from the Canadian Bar Association (CBA) and a National Action Committee on Access to Justice in Civil and Family Matters (chaired by the Honourable Justice Cromwell of the Supreme Court of Canada), justice stakeholders throughout Canada have begun initiatives to help solve access to justice problems. Additionally, the CBA has called on three Canadian law schools to establish centres of excellence for access to justice research.

Given this context, the Centre Steering Committee (CSC) came together during December 2015 to pursue the idea of establishing a centre on access to justice research at the College of Law at the University of Saskatchewan. After months of consultations with community partners, academics, faculty, and members of the legal profession, the need for a centre of this kind at the University was clear.

What will the research centre do?

The Centre for Research, Evaluation and Action Towards Equal Justice (CREATE Justice) will be a hub for interdisciplinary collaboration; help make important data more readily available for informed and credible research; centralize information and projects to better streamline efforts and communication between researchers; and encourage research at and beyond the University.

The primary focus of CREATE Justice will be to

a. pursue innovative, collaborative research regarding access to legal services, dispute resolution, and the achievement of broad social and economic justice, and
b. fill identifiable gaps in information

In recognition that the prairies face unique issues, a portion of the research conducted through CREATE Justice will be focused on this region, particularly the northern areas.

CREATE Justice plans to work closely alongside faculty, students, community members, and individuals from disciplines across the University to accomplish its goals. The CSC foresees many close relationships

with organizations like the Native Law Centre of Canada, the Centre for Forensic Behavioural Science and Justices Studies (CFBSJS) and Community Legal Assistance Services for Saskatoon Inner City (CLASSIC), among others. As many access to justice issues involve more than just the law, collaboration and interdisciplinary research will be essential to the operation and success of the centre.

How will the centre benefit the University?

CREATE Justice will benefit the University by meeting several institutional priorities including increasing research activity, retention of faculty and students, and development of graduate research; promoting collaboration between students, faculty, institutions and communities on access to justice initiatives; and generating information and recommendations for meaningful change for governmental, legal, and social/community institutions.

CREATE Justice will present the opportunity for the College and the University to have an important voice in access to justice research and will help make the College and the University a leader in access to justice in the province, region, and nation. As there is no such research institution in the prairies, Saskatchewan is in a unique position to provide much-needed work in this area.

How will the centre be established and how will it operate?

Funds for CREATE Justice will come from a number of different sources, and a significant portion of these funds has been secured. CREATE Justice will be able to utilize resources most effectively by drawing on existing expertise and relationships. The CSC has also identified three main sources of funding for operations and strategic initiatives and investments: external agencies (such as the Law Foundation), government support, and private endowments. This proposal includes a budget and business plan, including a breakdown of costs, a start-up plan, as well as a timeline to ensure the long-term sustainability of the centre.

Briefly, the research plan for CREATE Justice is to begin with three to four faculty research projects supported by external grants. These projects will involve collaboration with academic and community partners and will include student training. As CREATE Justice's reputation grows, the centre will expand to provide research funding, programming, and further training to undergraduate and graduate students and faculty, as well as foster inter-provincial collaborations.

CREATE Justice will rely on an effective governance structure, which involves a Director and Advisory Board, to ensure that the centre remains relevant, well-funded, and functional.

The attached proposal outlines all of the above in greater detail.

For more information, please contact:

Heather Heavin, Associate Dean Research and Graduate Studies, College of Law
Email: heather.heavin@usask.ca
Phone: (306) 966-5880

Brea Lowenberger, Access to Justice Coordinator, College of Law

Email: brea.lowenberger@usask.ca
Phone: (306) 966-8635

Thank you.

Centre Steering Committee, 2016

Beth Bilson, Q.C., previous Interim Dean
Heather Heavin
Brea Lowenberger
Sarah Buhler
Amanda Dodge
Michaela Keet
Wanda Wiegers
Brent Cotter, Q.C.
Glen Luther, Q.C.
John Kleefeld

1. Centre Name

The Centre for Research, Evaluation and Action Towards Equal Justice (CREATE Justice)

Addressing access to legal services, dispute resolution and systemic justice

2. Centre Type

☒ **Type A** (College-level: reports to a Dean, and does not involve substantial resources). The centre will start out as a Type A centre that will be physically located in the College of Law. The centre's Director will report to the Dean of the College of Law.

The need for a centre was identified through a collaborative initiative at the College of Law called the Dean's Forum on Access to Justice and Dispute Resolution (the Dean's Forum). The Dean's Forum is a unique process that involves a small group of law students at the College working alongside leading members of the legal profession to research and develop justice policy.[1] When determining what type of centre it would create, the Centre Steering Committee (CSC) determined that a 'Type A' centre would be most appropriate because a College-level research centre can preserve and build upon the existing collaborative structure that has been built through the Dean's Forum, in addition to engaging in interdisciplinary research with programs and centres throughout the University.

3. Background and Context for Establishing the Centre

3.1 The College of Law and access to justice

One of the key areas of scholarly inquiry and education at the College of Law is the issue of access to justice. At the College, both faculty and students are involved with examining the question of access to justice. Many of the teaching and research activities currently underway are related to the topic of access to justice (see Appendix II: Strength in Human Capital). Students have the opportunity to engage in a variety of access to justice related upper-year seminar and experiential learning offerings (e.g. the Access to Justice Seminar, Dean's Forum on Access to Justice and Dispute Resolution Seminar, Systemic Initiatives Seminar, Intensive Clinical Law Practicum at CLASSIC and Seminar, Economic Inequality, Poverty and the Law Seminar, and more).

Further, this proposal has also been motivated by and propelled by the recommendations of the Dean's Forum. In 2015, members of the Dean's Forum identified the need for collaboration in addressing access to justice issues and recommended the establishment of a centre on access to justice at the College of Law. This milestone illustrates the broad support for a research centre and the necessity for the research it would enable.

[1] A summary of 2013-14 Dean's Forum activities was posted on a national access to justice website: http://www.cfcj-fcjc.org/action-committee/members/the-saskatchewan-dean's-forum-on-dispute-resolution-and-access-to-justice.

3.2 The access to justice crisis and the call to action

The lack of meaningful access to justice has been identified as a significant social problem in Canada, and the solution will require a comprehensive and coordinated approach to research and action. The Canadian Bar Association and a National Action Committee on Access to Justice in Civil and Family Matters, chaired by the Honourable Justice Cromwell of the Supreme Court of Canada, have recently called on justice stakeholders to do their part in improving the dismal state of access to justice.[2] Additionally, the Canadian Bar Association (CBA) has called on three Canadian law schools to establish centres of excellence for access to justice research.[3] The motivation for this proposal is to establish the Centre for Research, Evaluation and Action Towards Equal Justice (CREATE Justice), a research centre that will examine and contribute to the resolution of these concerns. The primary objective of CREATE Justice is to become the centre in the prairie and northern region that will address key gaps in research, information, and data related to access to justice.

There are numerous research opportunities that CREATE Justice will enable. In the civil justice system, particularly in the family law realm, the lack of access to effective dispute resolution has been identified as having reached a crisis state.[4] Across the family, civil, and criminal law fields, numerous pressing issues have been identified which all present specific research opportunities the centre could address, including a lack of legal representation, a lack of access to information about legal processes, escalating financial costs, undue complexity and delays, difficulties in reaching meaningful and effective resolutions, and, the sometimes unfair pressures to settle or abandon disputes. These conditions not only compromise access to justice as a fundamental principle of our justice system but tend to have a disproportionately adverse impact on members of marginalized social groups.

3.3 The need to centralize and streamline

As shown by the many potential partnerships outlined later in the proposal, numerous individuals and institutions are/or have engaged in activities or research related to access to justice. However, these efforts are often not coordinated or streamlined, resulting in redundant research or missed opportunities. Likewise, the CBA also noted that a major barrier to proper access to justice research is the "fragmentation of access to justice research across disciplines".[5] Indeed, a centre emphasizing collaboration rather than individual research initiatives is necessary to improve the state of access to justice.

CREATE Justice will work to centralize and streamline research efforts and undertakings. CREATE Justice will be able to archive and disperse information, including information on projects undertaken in other disciplines or institutions in other provinces. As a result, gaps in research may be more easily identified. As a main point of contact for access to justice research, CREATE Justice can also connect people with resources, data, and other researchers in the field.

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[2] The Canadian Bar Association Access to Justice Committee. "Reaching equal justice: an invitation to envision and act" Final Report, August 2014 [CBA]; Action Committee on Access to Justice in Civil and Family Matters, *Access to Civil and Family Justice: A Roadmap for Change* (Ottawa: October 2013) [Cromwell Report].

[3] CBA, *supra,* note 2 at 121. To date, the University of Victoria has been the only law school to respond to this call and created the Access to Justice Centre for Excellence in 2015.

[4] CBA, *ibid*; Canadian Forum on Civil Justice, *The Costs of Fair and Effective Resolution to Legal Problems* (Canadian Forum on Civil Justice, 2012).

[5] *Ibid* at 145-146.

4. Justification for the Centre

4.1 Why the centre will be a useful addition to the University

CREATE Justice will help the College of Law, University, and external justice stakeholders meet a number of goals, strategic directions, and values. This section describes the key benefits of CREATE Justice to the College and University, including the research opportunities and the new student scholarships and opportunities that will be made available.

a) Intensifying research efforts and attracting research funding

Establishing CREATE Justice at the College of Law has the potential to intensify research efforts at the College in this area.

An increased focus on access to justice research, an area having a high public profile, will also generate more opportunities for Tri-Council Funding, especially from the Social Sciences and Humanities Research Council of Canada and the Canadian Institute of Health Research, the two funding areas in which the U of S is reportedly the weakest. Access to justice research touches on both social sciences and health, making the work the centre produces a natural fit for these Tri-Agency applications.

Tri-Agency applications and funding have been increasing at the College of Law, and this success will be built upon through the centre. While faculty received no Tri-Council research funding in 2003/04, this increased to an average of $231,460 between 2008 and 2011.[6] Tri-Council funding for 2015/16 was $100,000, with results from the most recent competition announced last week, we have two faculty that are co-investigators on an $173,000 Insight Grant related to access to justice. Currently, three faculty members are planning to submit applications related to access to justice and the centre objectives in upcoming SSHRC competitions (specifically a Connection Grant and an Insight Grant). The centre will play a key role in encouraging faculty members at the College to apply for Tri-Agency funding, as the centre will concentrate and support research efforts in this area. These applications have been supported by seed funding through the President's SSHRC Research Fund at the University, and faculty will be encouraged to apply to this for future projects.

More detail on other possible avenues of research funding that will be pursued and research project plans are provided in Appendix I: Research Funding Options. Further, a list of some of the faculty members at the College who will be involved with research at the centre and their potential and/or in-progress projects that fit within the mandate of the centre are provided in Appendix II: Strength in Human Capital.

b) Creating research opportunities

Leaders in the legal profession and wider community have expressed a need for more evidence-based research in access to justice. In 2013, the CBA highlighted access to justice issues and the "lack of high quality publicly available data… and scholarship".[7] At the most recent Dean's Forum held in February, 2016, a common priority identified was the need for more data and information on the kind and sources

[6] "College of Law Plan for the Third Planning Cycle, 2012-2016", online: http://www.usask.ca/plan/documents/protected/College%20of%20Law%20and%20Native%20Law%20Centre.pdf, at 6 and 22.

[7] CBA, *supra* note 2 at 145.

of legal and/or justice services being provided to individuals in urban, rural, northern and remote communities or reserves.

Currently, there is little publicly available data on the availability of the legal service needs of individuals and families in urban, rural, northern or remote communities or reserves. There is also a lack of information and data on the existing private, public and community-based legal services that exist in the province of Saskatchewan. In terms of dispute resolution information, there is limited data on the number of disputes settled or abandoned once commenced in various dispute resolution forums, the time it takes for parties to reach a resolution, the types of resolutions being made, the level of user satisfaction with existing dispute resolution systems, or alternatives that could meet the needs of users at a lower cost. A centre could facilitate the collection of data that is public, reliable, accurate, and recent. With such information, researchers can identify baseline standards, which then allows for a more reliable assessment of existing institutions and services and more effective recommendations for change.

c) Drawing and retaining students and faculty

CREATE Justice could attract and retain faculty and students by creating and enriching an inclusive academic environment for research on issues of substantial significance in our community. It could help boost the presence and reputation of the College and the University and serve to attract both undergraduate and graduate students who have an interest in social justice, transforming legal and justice services, and community-based research initiatives.

In particular, CREATE Justice could significantly assist in enhancing the College's LLM program by attracting graduate students from within and outside of Saskatchewan and enhancing the capacity of the College to supervise such students.

Currently, the College operates a small thesis-based LLM (Master's Program) with 18 students currently registered in the program. We also have one student pursuing a PhD on a special case basis, and will be applying again this fall with another special case PhD application. Of the current students, five students are currently working on access to justice thesis topics. It would be a goal for the College, supported by the research profile of the proposed centre, to pursue the creation of a regularized PhD program within the College, and have sufficient funding available to provide financial support to a minimum of two to three graduate students a year in either a master's or doctoral level program whose thesis topics relate to access to justice topics.

d) Creating new student scholarships and student research opportunities

CREATE Justice will help undergraduate and graduate students and junior faculty develop strong research skills, not only in terms of doctrinal law but in other interdisciplinary research methodologies.

The benefits of these research opportunities are obvious for graduate students, and there is also a great opportunity to involve undergraduate students, as they will be able to build on research skills gained in academic programs completed prior to entering the College of Law. CREATE Justice also presents the opportunity to build on existing successes, such as the Dean's Forum, and further engage undergraduate students in independent directed research or as assistant researchers.

Moreover, a portion of the proposed budget for CREATE Justice outlined later in this proposal is devoted to student scholarships and faculty grants that will in many cases involve student assistant researchers.

4.2 How the centre fits within the University's and College's visions and plans

a) College of Law

The creation of an access to justice research centre was not specifically identified in the College of Law Plan for the Third Planning Cycle, 2012-2016 as neither the *Cromwell Report* nor the CBA's *Reaching Equal Justice Report* were authored until 2013 and 2014 respectively. However, the creation of an access to justice research centre is consistent with all four areas of focus identified in the College's third planning cycle, namely:

- Knowledge Creation: Innovation and Impact
- Aboriginal Engagement: Relationships, Scholarship, Programs
- Innovation in Academic Programs and Service
- Culture and Community: Our Global Sense of Place.[8]

CREATE Justice aligns directly with the objectives to continue to grow our College's number of scholarly publications, presentations and research funding.[9] During our last planning cycle, the hiring of a research facilitator was identified and since that position has been occupied, we have more resources to assist faculty in identifying and applying for research grants.[10] It is proposed that our research facilitator would continue to provide support in the area of grant identification and applications. The creation of a focused research centre also contributes to the objective of linking graduate student research more closely to research interests of faculty,[11]and allowing for inter-disciplinary collaborations both across campus and in the community.[12] Most specifically, our third integrated plan identified the need to explore more synergies between the undergraduate and graduate programming and research, including identifying "where a critical mass of scholars who could benefit from a more deliberate effort to cluster their activities."[13] CREATE Justice does just that. It furthers the programming of the Dean's Forum on Access to Justice and Dispute Resolution, which is currently part of the JD curriculum, and grows that initiative into a more research intensive, faculty centered research initiative.

The focus of Aboriginal Engagement in the College's third integrated plan also places significant emphasis on community engagement, cultural competency, programming and student experience.[14] This proposal recognizes that access to justice research often involves Indigenous peoples and communities. The College's strong relationship with the NLC and CLASSIC, the inner-city poverty law clinic, will continue to be strengthened and expanded through the proposed research centre.[15] Currently, CLASSIC provides service delivery, as well as undergraduate student experiential learning and

[8] "College of Law Plan for the Third Planning Cycle, 2012-2016", online: http://www.usask.ca/plan/documents/protected/College%20of%20Law%20and%20Native%20Law%20Centre.pdf.
[9] *Ibid* at 6 and 7.
[10] *Ibid* at 6.
[11] *Ibid*.
[12] *Ibid* at 7 and 8.
[13] *Ibid* at 7.
[14] *Ibid* at 10.
[15] *Ibid*.

instruction. However, as CLASSIC is a supporter of this proposal (and with membership on the College Steering Committee), CREATE Justice will benefit through having a well established community partner to help in both identifying needed research, but also in facilitating community research partnerships involving community and Indigenous organizations. The creation of an access to justice research focus also aligns with putting a greater emphasis on research involving trans-systemic issues facing Indigenous peoples and their communities.[16]

Culture and Community as a focus of the College's third integrated plan is also supported through CREATE Justice. Within our plan, we had identified the possibility of inviting students "to use their pro bono and community-based projects as the basis for Individually Directed Research projects."[17] The emphasis being on encouraging our students (and faculty through supervision of students) to engage in more community-based research. CREATE Justice would continue to provide such opportunities for student research, but would be more ambitious in terms of faculty involvement and cultivating and supporting faculty research interests and outputs.

It should also be noted, that as the College embarks on College level planning for the next round of integrated planning, the creation of an access to justice research centre and monitoring its success will be part of the new plan.

b) University of Saskatchewan

CREATE Justice fits within the University's visions and plans outlined in "Promise and Potential: The Third Integrated Plan, 2011-2016" (the Third Integrated Plan). The Third Integrated Plan states that the University's four areas of focus are:

- Aboriginal Engagement: Relationship, Scholarships, Impact
- Culture and Community: Our Local and Global Sense of Place
- Innovation in Academic Programs and Services
- Knowledge Creation: Innovation and Impact[18]

The creation of a centre will directly meet all four of these areas of focus. First, as addressed under section 6, below, the Native Law Centre of Canada (NLC) has been consulted and we intend to draw on the NLC's expertise to build relationships with Indigenous communities, and to collaborate on research partnership or projects happening in and with Indigenous communities, that help to improve access to justice for Indigenous people. CREATE Justice also addresses the University's goal to model innovation through creative responses to improve culture and community in that the centre intends to produce research that will improve systemic barriers the public faces in accessing justice. The College of Law and broader campus climate will also be improved by the creation of a centre that will welcome diversity and interdisciplinary research that improves justice for various communities. Further, the creation of the centre proposal itself illustrates an example of the University's third goal, of innovation in academic programs, given that the centre was recommended by and will build off of the Dean's Forum, a course that is the first of its kind in involving students and justice stakeholders in a collaborative policy building exercise. CREATE Justice also meets the University's goal to improve knowledge creation, given its aim

[16] *Ibid*
[17] *Ibid* 14.
[18] University of Saskatchewan, "Planning Progress", online: http://www.usask.ca/plan/index.php.

to support undergraduate student research, increase its number of graduate students in the area of access to justice, and, as set out under section 5, below, engage in a short and longer-term research plan.

4.3 Similar centres in Canada and how this centre will differ

Currently, the major centres related to access to justice research exist in British Columbia and Ontario.[19] There is no centre based on the prairies dedicated to access to justice research. Within the broader orientation of access to justice, CREATE Justice at the University of Saskatchewan will be grounded in the prairies and will dedicate much of its research to issues arising within this region. Because of the unique histories, demographics, and political climates of the prairie region, this is a notable gap. Rural and northern communities are particularly unique in the prairies, but research and awareness about access to justice as experienced in these areas are also lacking. Research on heavily populated areas cannot adequately address issues in the North or rural areas. CREATE Justice will work to fill these significant gaps.

Much of CREATE Justice's work will not only differentiate the needs of people living in the prairies from those of people in other parts of Canada but also attend to differences in the perspectives and experiences of people living within this region. The northern and prairie regions have some of the highest concentrations of Indigenous people (collectively, 38.5% of Indigenous people in Canada occupy the prairies), which presents its own challenges and opportunities for research.[20] Immigrants and refugees, families in conflict, and low-income people in core urban or rural centres are other major groups that have unique experiences and perspectives of the justice system that require in-depth research.

5. Research Scope of the Centre

5.1 Research orientation

The following is a discussion of CREATE Justice in terms of its orientation, context, and research methods. In relation to the research orientation of the centre, two general dimensions of access to justice will be pursued: 1) access to services and 2) addressing systemic barriers to justice. We emphasize that the centre will have a broad mandate to investigate all issues related to these dimensions of access to justice across Canada. However, we also identify some priorities in terms of both the specific contexts in which access to justice is examined and specific methodologies utilized in its research.

Narrowly construed, access to justice research would focus on studying aspects of the justice system that prevent people from entering the system and solving their legal problems. This type of research seeks to answer the question, "Why can't I reach the solution to my legal problem?" or "Why is trying to reach my solution so difficult?" The orientation proposed for the centre takes a wider view and invites researchers, educators, service-providers and policy-makers to engage with the "access to justice problem" from multiple sites of critical thought. We would focus not only on how to facilitate "access" in relation to legal services and processes through procedural reforms but also address the meaning of

[19] These centres are the Access to Justice Centre for Excellence at the University of Victoria, the Winkler Institute for Dispute Resolution in Ontario, and the Canadian Forum on Civil Justice in Ontario.

[20] See https://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-011-x/2011001/tbl/tbl02-eng.cfm.

access to "justice" in substantive terms. As such, how people's interactions with the justice system can be improved – how "legal services" or "legal processes" can become more accessible – is legitimate, but a broader set of questions may also be asked such as:

- what institutional and systemic issues contribute to the creation of 'legal' problems?
- what institutional and systemic issues inhibit the resolution of 'legal' problems and how might a broader range of services or systemic transformation contribute to their resolution, including consideration of the relationship between legal, justice, dispute resolution, social, health and other services?
- whether and how procedural reforms and institutional change can advance substantively 'just' outcomes and what 'systemic justice' would require?

a) Access to services: transforming legal and justice services

Research on access to justice often focuses on enhancing or transforming the delivery of legal services and removing barriers to participation in legal institutions and processes. CREATE Justice's research will address common service-related issues, which include but are not limited to the following:

- making court processes more efficient and timely to reduce unnecessary stress, harm, and costs to those involved;
- making legal processes more affordable or available, so that financial barriers do not prevent people from properly accessing the justice system;
- incorporating Indigenous knowledge and traditions into legal processes to make them more culturally relevant;
- addressing gaps in public legal information and helping people access information on the law or legal procedure (e.g., in-person or through technology), so that they know how to properly pursue their issue or self-represent if needed or preferred;
- examining what legal processes should be provided to potential litigants and how members of the legal community can facilitate the delivery of such services;
- identifying recommendations for change to the legal profession and legal educators.

Earlier process reforms in Saskatchewan and across Canada were influenced by the concept of the 'multi-door courthouse', and focused on making dispute resolution processes other than court-based adjudication (such as mediation) available to litigants. There is more to be learned about the potential for non-legal or non-adjudicatory processes to facilitate early and meaningful resolutions to people's problems, including the investigation of:

- information-giving and advocacy roles for non-lawyer legal professionals such as paralegals/legal technicians;
- other relevant court systems such as the Cree court and mental health court;
- preventative/early management services outside of court;
- how legal education and the law school community can more meaningfully address this aspect of access to justice.

b) Addressing systemic barriers to justice

While addressing barriers to legal services and legal institutions is important and will constitute an important focus of CREATE Justice's research, the centre will also take a wider and more systemic lens to its work. Specifically, CREATE Justice will focus on the systemic (social, economic, political, historical and cultural) context of legal problems and will consider how the legal system can support substantive social justice.

Under the belief that the law is or should be neutral and equal on its face, both non-legal and legal institutions may fail to acknowledge or account for systemic barriers that disproportionately affect certain social groups, particularly those who have experienced deeply rooted social and economic inequalities. Women, racialized people, Indigenous people, people living in poverty and on low-incomes, and people with disabilities may all experience different forms of systemic barriers both to their access to legal services and processes and to their access to 'justice'. The failure to recognize these barriers can result in unjust (and often unintended) consequences, further exacerbating inequality and disadvantage in the process. The centre's research can help identify what changes to institutions, policies and the law result in more just outcomes for individuals who experience marginalization.

Because of the dominant focus on "access" to legal services and institutions in the existing research, a focus into the meaning of substantive social justice represents an exciting emerging area where the centre can establish itself as a national and international leader. Research in this systemic justice area may include:

- research that seeks to understand public consciousness about "justice," law, and legal institutions;
- research tracing individual legal problems to "upstream" causes and solutions;
- interdisciplinary research that connects health, educational and justice challenges, and outcomes;
- research focused on Indigenous understandings of justice.

5.2 Research methodologies and research philosophy

CREATE Justice will be open to all effective, reliable, ethical research methodologies. Researchers on access to justice issues must be open to all creative and innovative possibilities. Where possible, however, the centre will emphasize research that is collaborative, interdisciplinary, and action-oriented.

In terms of collaborative research, the centre is not intended to duplicate services or compete for resources with organizations that already exist in the community. As such, the centre will carefully identify existing projects and gaps in research to avoid repetition and overlap. The centre's success will come from working closely and building relationships with many individuals and organizations on and off campus. Proponents of the centre already collectively possess multiple relationships with potential community partners and collaborators, and building existing and new relationships will be an ongoing priority.

Interdisciplinary research will be emphasized because the barriers to both the delivery of legal services and systemic justice have multiple dimensions and engage issues related to social, economic, political, historical and cultural contexts. Furthermore, CREATE Justice will be highly committed to engaging in

ethical research protocols with Indigenous communities, and will seek the guidance of Elders and community partners in this regard.

CREATE Justice will also encourage action-research. In other words, the centre will work on research projects in such a way that not only expands knowledge on an issue, but that also has a positive concrete impact on people and institutions.

5.3 Research plan for the centre

CREATE Justice will be led by a Director/Acting Director who will be responsible for overseeing the centre's research and engagement mission. Research will be undertaken and supported by research working groups. Each research working group will consist of a research lead and researchers, which could include other faculty, community partners, and/or students. Research project committees may also be implemented for specific projects on an as-needed basis. Research leads will report to the Director/Acting Director.

The centre's first-year plan will include the following:

1) Pre-establishment period:
    a) Determine three to four research projects (the centre's "launch titles") based in Saskatchewan (i.e., researchers and resources reside primarily in Saskatchewan)
    b) Determine an outreach/information sharing strategy for ongoing and completed research
2) Once established, CREATE Justice will apply for research grants for the launch titles.
    a) CREATE Justice will look to government for supplementary support, if needed (but with caution, as the centre hopes to avoid dipping into funds on which community groups rely)
3) CREATE Justice will then embark on those research projects.
    a) CREATE Justice will utilize current expertise and resources at the University to help reduce costs of research; any funds from these resource savings can then go towards general and outreach operation costs.

CREATE Justice will also have a longer-term research plan (two to five years from establishment), which includes the following:

1) Programming and training:
    a) Providing research skills to students (graduate and undergraduate) and faculty
    b) Providing other skills related to the core research areas: dispute resolution, family law, etc.
2) Inter-provincial collaboration:
    a) CREATE Justice intends to expand to incorporate research/projects with universities from Alberta and Manitoba (opening up additional avenues for funding)
3) Dissemination of information:
    a) Researchers will share their information through publications (with an emphasis upon open access publications), national and international conferences and symposia, and other knowledge mobilization activities (such as social media, website updates, and videos)

5.4 Evaluation of the centre and timeframe: metrics and milestones

A series of research and outreach activities will be undertaken through CREATE Justice, and its success will be evaluated in terms of achieving the following:

1. Within the first three years of the initiative CREATE Justice aims to:
    a) Track on an annual basis the number of research publications authored by faculty within the college. An increase of 10% is anticipated through the centre by year three.[21]
    b) Evaluate on an annual basis the impact of the research through tracking presentations and publications and seeking stakeholder feedback;
    c) Evaluate on an annual basis the impact of the research through stakeholder consultations to determine what projects or findings are being implemented in the legal profession and/or the community;
    d) Obtain funding for at least four new research projects related to access to justice;
    e) Have at least ¼ of our faculty engaged in research related to access to justice;
    f) Attract at least two additional LLM students per year whose thesis research relates to access to justice. This would be a 50% increase in the number of LLM students researching on access to justice topics.[22]
    g) Host an annual graduate-level symposium on Indigenous Law and Policy;
    h) Host an inaugural conference on Access to Justice;
    i) Create a website to disseminate knowledge and information related to access to justice and to promote CREATE Justice's research;
    j) Collaborate nationally to establish an "Access to Justice Awareness Week";
    k) Establish a Visiting Scholars program at the College of Law to undertake access to justice research;
    l) Develop an open syllabi project for best practices in access to justice legal education and student-engaged research;
    m) Develop best practice protocols in community engaged legal research; and
    n) Apply for Tri-Council funding, which is anticipated to include a SSHRC Connection Grant, a SSHRC Insight Grant, and a SSHRC Partnership Grant.

2. Within the first five years of the initiative we aim to:
    a) Obtain funding for at least eight new research projects related to access to justice;
    b) Have ½ of our faculty engaged in research related to access to justice.
    c) Have ¼ of our faculty presenting their access to justice research at international and national conferences (including the Global Alliance for Justice Education, Canadian Bar Association National Conference, Uniform Law Conference of Canada, Association for Canadian Clinical Legal Education Conference (ACCLE), and the Canadian Association of Law Teachers Conference);

[21] College level tracking of faculty-only research productivity for the 2015-2016 academic year has identified 82 conference or related presentations, 30 peer-reviewed publications and 4 books authored by faculty.
[22] College level tracking of LLM student research for the 2015-2016 academic year identified one student researching on an access to justice topic and one student having successfully defended on an access to justice topic. Currently, there are four LLM students engaged in access to justice-related research.

d) Track on an annual basis the number of research publications authored by faculty within the college. An increase of 20% is anticipated through the centre by year five; and
e) Have ¼ of our faculty publishing their research in high-impact journals including the Canadian Bar Review, and specialized access to justice journals including the Canadian Journal of Law and Social Policy, the Windsor Yearbook on Access to Justice, and in other open access, peer-reviewed national and international law reviews.

6. Seeking and Strengthening Collaboration through the Centre

An essential aspect of CREATE Justice will be the working relationships that are strengthened and created through the centre. The type of research that will be undertaken will require extensive collaboration with a range of partners and co-collaborators within the University, in the local community, across the province, and throughout the nation. Strong relationships with both community and academic partners will be critical to the success of the centre, and building existing and new relationships will be an ongoing priority. The collaborations that the centre anticipates building on or further developing include the following:

1. Programs within the College of Law (e.g., Dean's Forum, McKercher lecture series, the Saskatchewan Law Review, the Native Law Centre);
2. Centres across campus (e.g., the International Centre for Northern Governance and Development, the Centre for Forensic Behavioural Science and Justice Studies);
3. Various colleges, departments, and disciplines on campus, particularly with the humanities and social sciences;
4. Organizations off campus (e.g., CLASSIC - Community Legal Assistance Services for Saskatoon Inner City, Public Legal Education Association, Pro Bono Law Saskatchewan)
5. The universities of Regina, Manitoba, Calgary and Alberta.

6.1 How the centre will collaborate with existing programs and centres at the University

The impetus for CREATE Justice came from the **Dean's Forum** at the College, a collaborative initiative involving law students developing justice policy together with leading members of the legal profession.[23] The members of the legal profession involved have included, among others, representatives from the Ministry of Justice, Judiciary, the Law Society of Saskatchewan, the Canadian Bar Association, the Public Legal Education Association, Community Legal Assistance Services For Saskatoon Inner-City Inc., Law Foundation, and Pro Bono Law Saskatchewan. Justice system stakeholders have implemented and are taking steps to implement recommendations that have arisen at annual meetings of the Dean's Forum. Identifying the need for collaboration in addressing access to justice issues, members of the Dean's Forum recommended both the establishment of this centre, and the creation of an Access to Justice Coordinator position. A Coordinator was hired in October 2015 to collaborate between justice stakeholders and pursue the creation of a centre that will build and expand upon the success of the Dean's Forum. It follows that a goal of the centre is to continue to actively liaise and seek collaborators and collaboration with others in order to bring multiple perspectives to research and action in improving access to justice.

[23] Again, a summary of 2013-14 Dean's Forum activities was posted on a national access to justice website: http://www.cfcj-fcjc.org/action-committee/members/the-saskatchewan-dean's-forum-on-dispute-resolution-and-access-to-justice.

Within the College of the Law, the **Native Law Centre of Canada** (NLC) can provide expertise on the impact of legal processes on Indigenous people and communities. The NLC facilitates access to legal education for Aboriginal people, promotes the development of the Canadian justice system to better accommodate the advancement of Aboriginal peoples and communities, and disseminates information concerning Aboriginal peoples and the law. The NLC is a distinct and innovative department within the College of Law, recognized as a national and international leader in legal education, research, and publishing. The purpose of the NLC is to improve the law and legal system for Indigenous people and communities, and share knowledge about culture and the law through teaching, research, and publications.[24] As many access to justice issues disproportionately affect Indigenous people, the expertise within the NLC will be invaluable.

The College also offers the **McKercher lecture series**, the **Estey Journal**, the **Saskatchewan Law Review**, **endowed chairs in Law and Public Policy and International Human Rights** as well as **research chairs**, and **student-led initiatives**. The centre can help connect these bodies on issues of access to justice and draw on their expertise, while also using these entities as a way of disseminating the centre's research.

Further the College can continue to build upon its relationship with **Community Legal Assistance Services for Saskatoon Inner City (CLASSIC):** CLASSIC is a non-profit on 20th street that provides free, professional and confidential legal services to low-income members who cannot afford legal services. The centre can draw on CLASSIC's knowledge and years of experience in relationship building within marginalized communities. CLASSIC could also benefit from undertaking some of the community-based portions of a centre's project.

The work of CREATE Justice will also involve other institutes and colleges within the University, including the following:

- **The International Centre for Northern Governance and Development (ICNGD)**: The ICNGD's purpose is to develop research and programs that focus on northern governance, health and social issues, capacity building, and economic and environmental management for Northern Saskatchewan, the Provincial Norths, and Circumpolar North.[25] The ICNGD already has an interdisciplinary research methodology and focuses on many areas that make them an obvious partner for a centre with an emphasis on access to justice in northern regions.
- **The Centre for Forensic Behavioural Science and Justice Studies (CFBSJ)**: The CFBSJ works with academics and criminal justice practitioners to produce research that assists with program delivery and development in institutions related to criminal justice.[26] Research experts here can collaborate on access to justice issues that involve criminal law, such as sentencing practices or policing.
- University colleges, schools, and departments including the **College of Medicine**, **School of Public Health**, **Johnson Shoyama Graduate School of Public Policy**, **Department of Indigenous Studies**, **Department of Sociology**, **Department of Psychology**, **Department of Political Studies, Department of Computer Science**, and **Department of Mathematics and Statistics**.

[24] See https://www.usask.ca/nativelaw/.
[25] See http://www.usask.ca/icngd/about-us/about-us-new/index.php.
[26] See http://www.usask.ca/cfbsjs/about_us/what-we-do.php.

The following topics are examples of access to justice research that could be the basis of collaborative research:

- the potential effect of increased access to mediation on the over-criminalization of Indigenous people (NLC, CFBSJ, CLASSIC)
- challenges facing poverty law clinics in northern Saskatchewan (CLASSIC, ICNGD)
- the experiences of individuals with mental health issues in prison (CFBSJ, Sociology, Public Health)

6.2 Scholarly work possible through collaboration

Individuals or institutions[27] that can address some of the priority areas of research for CREATE Justice are as follows:

1. Indigenous issues:
    a) Native Law Centre of Canada
    b) The International Centre for Northern Governance and Development (ICNGD)
    c) The Department of Indigenous Studies
    d) Dwight Newman (faculty member of the College of Law and Canada Research Chair in Indigenous Rights in Constitutional and International Law)
2. Dispute resolution: Michaela Keet and John Kleefeld (faculty members of the College of Law for dispute resolution)
3. Families in crisis: Wanda Wiegers (faculty member of the College of Law for poverty and family law)
4. Systemic justice:
    a) Sarah Buhler (faculty member of the College of Law for legal education, ethics, and poverty law and access to justice)
    b) Amanda Dodge (sessional lecturer at the College of Law for the systemic justice seminar)
    c) CLASSIC (poverty law clinic)
5. Transformation of legal services and education: Brent Cotter, Q.C. (faculty member of the College of Law for legal ethics and professionalism)
6. General research: Glen Luther Q.C. and Heather Heavin (faculty member of the College of Law; Associate Dean, Research and Graduate Studies)

7. Proponents

The primary proponents of CREATE Justice include:

- Martin Phillipson, Dean, College of Law
- Beth Bilson, Q.C., Faculty and previous Interim Dean, College of Law
- Heather Heavin, Associate Dean, Research and Graduate Studies, College of Law
- Brea Lowenberger, Access to Justice Coordinator, College of Law; Sessional Lecturer, College of Law
- Sarah Buhler, Faculty, College of Law

[27] As Access to Justice Coordinator and an Instructor at the College of Law, Brea Lowenberger seeks to collaborate with stakeholders and address research for the centre with respect to all of the foregoing foundational areas.

- Amanda Dodge, Sessional Lecturer, College of Law; Lawyer, CLASSIC; Program Coordinator, Systemic Initiatives Program
- Michaela Keet, Faculty, College of Law
- Wanda Wiegers, Faculty, College of Law
- Brent Cotter, Q.C. Faculty, College of Law
- Glen Luther, Q.C. Faculty, College of Law
- John Kleefeld, Faculty, College of Law

8. Consultation process

8.1 Consultation overview

In response to growing interest in an access to justice centre, activity began in 2014 to investigate seriously the possibility of establishing a centre. Foundational research about centres was completed during winter 2015 by Rochelle Blocka, a JD candidate.

Consultations began on March 12, 2015 when Ms. Blocka presented her report to a meeting of the Dean's Forum. The meeting engaged several dozen senior policy leaders and justice system stakeholders (among others, the Chief Justice of Saskatchewan, Deputy Minister of Justice and Attorney General of Saskatchewan, faculty, and Executive Directors from legal organizations such as CLASSIC, Pro Bono Law Saskatchewan, and Public Legal Education Association, etc.). Many Dean's Forum participants enthusiastically supported the idea to create a centre at the University that would build on the success of the Dean's Forum collaboration to address access to justice issues in Saskatchewan. Following this, Ms. Blocka conducted a focus group on the idea of a centre during April 2015.

In October 2015, the College of Law hired Brea Lowenberger to be the Access to Justice Coordinator with a mandate to investigate the potential of establishing a centre at the College.

That same fall, Brea Lowenberger started individual discussions with interested law students; College of Law Interim Dean Beth Bilson; Associate Dean Research and Graduate Studies, Professor Heather Heavin; Associate Dean Academic, Professor Doug Surtees; and faculty members from the Access to Justice and Dispute Resolution Faculty Cluster Group to further explore the faculty and College's interests in a centre.

In December 2015, the Access to Justice and Dispute Resolution Faculty Cluster Group formed a Centre Steering Committee to create and implement the centre. Brea Lowenberger, Amanda Dodge, and faculty identified student interest in the topic. A second year law student, Taylor-Anne Yee, agreed to conduct preliminary research and writing on the centre as part of an Independent Research Project. A key strength of this initiative stems from Taylor-Anne's meaningful contributions and energy, and the genuine collaborations between faculty, students and justice system stakeholders that have occurred at all stages of the development of the centre idea and proposal.

In December 2015, Interim Dean Bilson and Associate Dean Heavin met with University of Saskatchewan Vice-President Research, Karen Chad, identifying a proposed Type A research centre as a strategic initiative within the College of Law.

On January 28th, 2016, the Centre Steering Committee met to discuss the framework, vision, and mandate for the centre. Steering Committee members also renewed the consultation plan to consult with additional individuals and groups to elicit further feedback and gauge stakeholders' interests in the centre.

In February, 2016, Associate Dean Heavin identified the proposed centre as an important strategic research initiative that was being actively pursued by the College of Law at the Associate Deans Research Forum.

Since then, Access to Justice Coordinator Brea Lowenberger has consulted with many groups and individuals on campus. The consultations have been invaluable in many ways: in solidifying widespread support for the development of the centre and its future work; in incorporating diverse stakeholders' interests in the drafting of this proposal; and in identifying potential research topics and partnerships that the centre could pursue.

Further to the initial centre consultations that took place, potential stakeholders were identified and consulted within the College of Law, across the broader campus, and off campus. The Access to Justice Coordinator also shared information about the centre initiative with the three access to justice related stakeholder groups in the province.

The commitment was made to consult a wide-ranging number of stakeholders given that a coordinated and comprehensive approach is necessary to address access to justice issues, and that collaboration has been and will be key to the success of the ultimate purposes of the centre. These consultations have been useful to confirm stakeholders' support, and in many cases interest to be involved with the research and activities of the centre.

8.2 Consultations on campus

The following on-campus consultations took place as part of this process. Relevant communication is included in Appendix III: Consultations and Evidence of Support.

Consultations within the College of Law:

- Native Law Centre of Canada (and Home of the Program for Legal Studies for Native People) (U of S) - Chris Lafleur, Acting Director, and Staff
- Individual College of Law Faculty Members

Consultations within the University:

- The Community Engagement and Outreach Office - Andrew Dunlop, Director and Lisa Erickson, Manager of Community Engagement, Station 20 West
- The University Library and Law Library - Rachel Sarjeant-Jenkins, Associate Dean (Client Services), University of Saskatchewan Library and Greg Wurzer, Associate Librarian, Law Library, University of Saskatchewan
- Community-University Institute for Social Research - Dr. Isobel Findlay, University Co-Director and Bill Holden, Community Co-Director
- International Centre for Northern Governance and Development - Dr. Ken Coates, Director
- The Centre for Forensic Behavioural Science and Justice Studies - Dr. Steve Wormith, Director, and Staff

- The Social Sciences Research Laboratories (U of S) - Jason Disano, Director
- Psychology Department - Gordon Sarty, P.Eng., Ph.D., Professor, Department Head of Psychology
- Division of Social Accountability, College of Medicine - Lisa Yeo and Erin Wolfson, Staff

8.3 Other pertinent consultations

Further, Brea Lowenberger has consulted with individuals and groups off campus as follows. Relevant communication is included in Appendix III: Consultations and Evidence of Support.

Consultations off campus:

- The Canadian Bar Association (National Branch) - Karin Galldin, Project Director, Legal Futures Initiative and Reaching Equal Justice
- Provincial Government - Kevin Fenwick, Q.C. Deputy Minister of Justice and Attorney General and Glen Gardner, Associate Deputy Minister of Justice: Justice Innovation Division
- Members of the Law Reform Commission of Saskatchewan - Barbara von Tigerstrom and Ron Cuming
- The Police Analytics Lab (Saskatoon) - Deputy Chief Bernie Pannell, Saskatoon Police
- The Community Safety Knowledge Alliance (Saskatoon) - Cal Corley, Interim Chief Executive Officer, and Staff
- Public Legal Education Association of Saskatchewan - Joel Janow, Executive Director
- Saskatchewan Law Librarians - Melanie Hodges-Neufeld, Law Society Director of Legal Resources; and Christine Varnam, Legal Librarian, Saskatoon Public Library

Discussions with Saskatchewan Access to Justice-Related Groups:

The following groups have been informed about the College working toward the drafting of a centre proposal, with the intent of further conversations and collaborations as the process unfolds:

- The Saskatchewan Access to Justice Working Group, which includes representatives from these organizations, among others:
    - Public Legal Education Association
    - Community Legal Assistance Services for Saskatoon Inner-City Inc. (CLASSIC)
    - The Law Society of Saskatchewan
    - The Canadian Bar Association (Provincial Branch)
    - The Judiciary
    - Members from the Legal Profession
    - A member of the public
    - The College of Law's Cultural Advisor
    - The Law Foundation of Saskatchewan
    - The Dispute Resolution Sector
- The Saskatchewan Family Justice Sector Access to Justice Network, which includes some of the foregoing groups, but also:

- Innovation and Strategic Initiatives, Ministry of Justice
- Registrar, Court of Queen's Bench for Saskatchewan
- Family Justice Services Branch, Ministry of Justice
- Legal Aid Saskatchewan

- The Saskatchewan Access to Justice Network, which includes some of the foregoing groups, but also Ombudsman Saskatchewan

9. Centre Management

As a proposed Type A centre, CREATE Justice will be led by a Director/Acting Director who will report to the Dean of the College of Law. The inaugural Director/Acting Director will be Brea Lowenberger.

Ms. Lowenberger is currently employed as the Access to Justice Coordinator at the College of Law and is leading the development of this proposal for the creation of the centre, as well as advancing the research and work of the Dean's Forum. Ms. Lowenberger has extensive experience at the University of Saskatchewan and diverse local and national experience in the legal profession, with an accompanying history of collaborating to improve education and justice systems. Ms. Lowenberger received her Psychology and Law degrees (with distinction) from the University of Saskatchewan. She co-created policies and programs as ASSU Academic Director; a University Senate and Council member; USSU Vice-President Academic; and a University Student Ambassador. She subsequently co-built the University's Learning Communities program, employed out of the University Learning Centre. She has also served on the University's Alumni Board of Directors.

Along with her years of experience on campus, Ms. Lowenberger has engaged in a broad range of legal and access to justice related volunteering, employment, and research that has equipped her with the experience and relationships to assume the position of Director/Acting Director of the centre. During law school, Ms. Lowenberger co-created a rural access to justice students' association and co-facilitated Aboriginal youth and school justice programs. She participated locally at CLASSIC, and competed internationally in mediation and negotiation processes. She was a student member of the Association for Canadian Clinical Legal Education. She has also researched and wrote in a number of areas related to the orientation of the centre, for example regarding access to justice; legal education and articling in the public interest; an international comparative law analysis of Aboriginal students' rights to access to education; engaging practising lawyers in a culture shift; and reflections on dispute resolution processes.

Ms. Lowenberger will also draw from her legal practise and teaching experience to benefit the research and initiatives of CREATE Justice. She articled and practiced law at Robertson Stromberg LLP; was a Seconded Clerk at the Court of Queen's Bench for Saskatchewan; and worked at Calgary Prosecutions. Along with her role as Access to Justice Coordinator, she co-teaches/has co-taught: in the College of Law's first-year Dispute Resolution Week Program; Law Reform; the CLASSIC Intensive Clinical Law Program; and as previously mentioned, the Dean's Forum course. In the community she is an elected Saskatchewan voting member on the Canadian Bar Association's National Council.

The Director/Acting Director will be responsible for the oversight of the research and engagement mission of the centre as well as responsible for its day-to-day operations and implementation of its business plan. The Director/Acting Director will be supported by a Strategic Administrator to assist in strategic planning, budget, and research development for the centre. The Director/Acting Director will

be further supported by a research facilitator, and administrative, Human Resources, financial, communications, event planning and outreach assistance from the College of Law.

10. Budget and Business Plan

This proposal presents an initial five-year budget, with expenses being broken into operational costs and strategic initiatives and investment. The current operational expenses for the first two years of the centre's proposed operations (assuming commencement in the fall 2016) are fully funded.

Additional funding support for operations in years three through five are partially funded by the College of Law with the remainder being sought through a Law Foundation of Saskatchewan grant.

Additional strategic initiatives and investments are intended to be supported financially through the Ministry of Justice (Saskatchewan) and private philanthropy.

Please refer to Appendix I: Research Funding Opportunities for a detailed description of all proposed research grants and funding opportunities that will also be pursued.

10.1 Detailed budget allocations

a) Operational costs

Successful implementation of the business plan in the first five years will be critical to establishing CREATE Justice as a centre for excellence in access to legal services, dispute resolution, and systemic justice research. During this time, CREATE Justice will work towards supporting its initial research projects (launch titles) and establishing relationships in Saskatchewan and neighbouring provinces, and sharing the centre's work.

The proposal does not include any infrastructure costs, as CREATE Justice will be located in the College of Law and no additional infrastructure needs have been identified.

The following details operational costs, secured funding and sources, and anticipated funding and sources.

i. Employment – Director (1.0 FTE)

The salary of the Director of the centre is budgeted at $80,000 per year, for a total of $96,000 inclusive of salary and benefits. It is anticipated that there will be a 2% increase per year for 5 years.

Secured funding: In 2015, the Law Foundation of Saskatchewan entered into a 3-year commitment to fund the Access to Justice Coordinator position at the College of Law, which position is currently occupied by Brea Lowenberger. This financial commitment of **$314,598** over a three-year period included:

Salary and Benefits	Year one: $96,000 per annum plus APEA ($1,100)
	Year two: $97,920 plus APEA ($1,100)
	Year three: $99,878 plus APEA ($1,100)
Start-up computer costs	$2,500 (year one)

Travel costs	$15,000 (over three years)

Anticipated funding: The College of Law will be applying to the Law Foundation in the summer/fall of 2016 for a further commitment to continue funding this position for the initial five-year term and transform the responsibilities of the Access to Coordinator to include responsibilities as Director of Operations for the centre. The financial support sought from the Law Foundation would be in the form of a further commitment for the salary for the Director position in years four through five **($217,989)**, salary and benefits and travel costs:

Salary and benefits	Year four: $101,876 plus APEA ($1,100)
	Year five: $103,913 plus APEA ($1,100)
Travel costs	$10,000 (over two years)

Subtotal: $532,587

ii. Employment – Administrative Support (0.5 FTE)

The salary and benefits for part-time (0.5 FTE) administrative support for the Director is budgeted at $27,500. It is anticipated that there will be a 2% increase per year for five years.

Secured funding: The College of Law is committed to invest in an administrative support position for the centre in years one through five **($143,121)** and start-up computer costs and website development costs **($5,500)**.

Salary and benefits	Year one: $27,500
	Year two: $28,050
	Year three: $28,611
	Year four: $29,188
	Year five: $29,772

Subtotal: $148,621

iii. Additional in-kind support from the College of Law

The College of Law is committed to making a significant in-kind support to CREATE Justice for both its infrastructure and additional support needs. CREATE Justice will utilize existing Human Resources, financial, communications, event planning, and outreach support. The centre will be physically located at the College of Law. CREATE Justice's start-up costs can be fairly low by utilizing already existing infrastructure such as the current Access to Justice Coordinator and existing office-space at the College of Law. As established above, many staff from within the College already have the training and capacity to assist with the centre's operations. CREATE Justice's headquarters will be in the College of Law, and will therefore not require additional infrastructure.

b) *Strategic investments and initiatives*

The following strategic investments and initiatives are aimed at building research and training capacity and include a research assistant, student scholarships, research grants, outreach and engagement costs, and symposia/conferences.

The College is seeking financial support from the provincial Ministry of Justice and through private philanthropy to support proposed additional investments and initiatives aimed at enhancing the research capacity of CREATE Justice, providing graduate and undergraduate financial support and to engage in research dissemination and outreach. While we are currently engaged in making such financial support requests, our inability to secure funding for such initiatives will not compromise the ability to operate the centre.

i. Employment Costs – Research Assistant

CREATE Justice proposes employing a research assistant to work with the Director and undertake the work of the centre. Two options are proposed for this position:

Option one: The salary and benefits for part-time **(0.5 FTE**) research assistant is budgeted at $33,000. It is anticipated that there will be a 2% increase per year for five years and a movement from part-time to full-time research assistance in years three through five.

Salary and benefits	Year one: $33,000 (0.5 FTE)
	Year two: $33,660
	Year three: $68,666 (1.0 FTE)
	Year four: $70,039
	Year five: $71,440
	Salary subtotal: $276,805

Option two: The salary and benefits for a full-time **(1.0 FTE)** research assistant is budgeted at $66,000. It is anticipated that there will be a 2% increase per year for five years.

Salary and benefits	Year one: $66,000
	Year two: $67,320
	Year three: $68,666
	Year four: $70,039
	Year five: $71,440
	Salary subtotal: $343,465

Anticipated funding: Provincial government financial support

CREATE Justice would propose entering into a five (5) year memorandum of agreement with the Provincial Ministry of Justice. This agreement would provide an envelope of funding that would be

sufficient to support the salary of a research assistant position with the centre. It is anticipated that the salary costs for one research assistant position over the five (5) year term of the agreement **($276,805 OR $343,465)** and start-up computer costs **($2,500**) would be requested as part of the funding commitment.

Subtotal – Option one: $279,305

Subtotal – Option two: $345,965

ii. Research Scholarships and Grants Costs

Anticipated funding: Private endowment

The College of Law is working to establish interest with a private donor to enter into five (5) year agreements or endowments sufficient to support the research, outreach and engagement functions of CREATE Justice through the provision of undergraduate research awards (**3@$500 per year**), graduate student scholarships (**3@$20,000 per year**), and faculty seed and project grants (**$40,000 per year**). Support for outreach and engagement and symposia/conference expenses will also be sought.

Undergraduate student research support will be provided through research assistant scholarships. Each year, three $500 scholarships will be awarded ($1,500 per year; $7,500 over five years).

Graduate student research support will be provided through graduate student scholarships. On an annual basis, three $20,000 scholarships will be awarded ($60,000 per year; $300,000 over five years).

Faculty research development grants will be an essential part of the centre once it is established, and $40,000 per year ($200,000 over five years) in seed funds and special project grants will be available as follows:

- Seed Funds - Faculty and Masters and Undergraduate Students

Funds ($5,000 - $20,000) will be available to allow faculty to test the viability of a research direction (by completing preliminary research or running a pilot program) or establish valuable connections with collaborators within or at other institutions

Funds could also support student projects at either the undergraduate or graduate level

- Special Project Grants - Centre Members

A small fund will also be set aside to provide seed and development funds for members of the centre (anticipated to be faculty and students from the College of Law).

This program will be managed by a committee established by the centre's Director

The committee will be responsible for issuing a call for proposals (at least once a year), establishing the selection criteria, and distributing funds.

Subtotal: $507,000

iii. Outreach and Engagement Costs

Anticipated funding: Private endowment (as noted above)

Costs for advisory board meetings will be provided ($7,500 per year).

Subtotal: $37,500

iv. Symposia/Conference Costs

Anticipated funding: Private endowment (as detailed above)

Each year, CREATE Justice will host a symposium or conference to bring together researchers and professionals working in relevant areas. Conference support of $5,000 per year will be available.

- Symposia and conferences serve as means of encouraging dialogue and bridging the gap between theory and practice
- CREATE Justice will utilize the College of Law's existing Speakers' Program to recruit a high-profile speaker to give a lecture

Subtotal: $25,000

10.2 Total centre costs

The following shows the total costs for CREATE Justice over five years for each of the categories listed above, as well as confirmed and anticipated funds.

Expenses | **Funding**

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Secured	Anticipated	Total	Difference
Operational Expenses										
Personnel and Start-Up Costs										
Director (1.0 FTE) - Salary and Benefits	$96,000	$97,920	$99,878	$101,876	$103,913	$499,587				
Director - APEA	$1,100	$1,100	$1,100	$1,100	$1,100	$5,500				
Director - Start-Up Computer Costs	$2,500	$0	$0	$0	$0	$2,500				
Director - Travel Costs	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000				
Subtotal - Director						**$532,587**	$314,598	$217,989	$532,587	**$0**
Administrative Support (0.5 FTE) - Salary and Benefits	$27,500	$28,050	$28,611	$29,188	$29,772	$143,121				
Administrative Support Start-up Computer Costs	$2,500	$0	$0	$0	$0	$2,500				
Website Development	$3,000	$0	$0	$0	$0	$3,000				
Subtotal - Administrative Support						**$148,621**	$148,621	$0	$148,621	**$0**
Research Assistant (Option 1 - 0.5 to 1.0 FTE) Salary and Benefits	$33,000	$33,660	$68,666	$70,039	$71,440	$276,805				
Research Assistant (Option 2 - 1.0 FTE) Salary and Benefits	$66,000	$67,320	$68,666	$70,039	$71,440	$343,465				
Research Assistant Start-Up Computer Costs	$2,500	$0	$0	$0	$0	$2,500				
Subtotal Research Assistant(Option 1)						**$279,305**	$279,305	$0	$279,305	$0
Subtotal Research Assistant (Option 2)						**$345,965**	$345,965	$0	$345,965	$0
Operational Expenses Subtotal (Option 1)	$173,100	$165,730	$203,255	$207,203	$211,225	**$960,513**	$742,524	$217,989	**$960,513**	**$0**
Operational Expenses Subtotal (Option 2)	$206,100	$199,390	$203,255	$207,203	$211,225	**$1,027,173**	$809,184	$217,989	**$1,027,173**	**$0**

Expenses | **Funding**

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Secured	Anticipated	Total	Difference
Strategic Investments and Initiatives										
Research Scholarships and Grants										
Undergraduate Student Research Support (3@$500/year)	$1,500	$1,500	$1,500	$1,500	$1,500	$7,500	$0	$7,500	$7,500	$0
Graduate Student Research Support (3@$20,000/year)	$60,000	$60,000	$60,000	$60,000	$60,000	$300,000	$0	$300,000	$300,000	$0
Faculty Grants - Seed Funding and Special Project Grants	$40,000	$40,000	$40,000	$40,000	$40,000	$200,000	$0	$200,000	$200,000	$0
Subtotal	$101,500	$101,500	$101,500	$101,500	$101,500	**$507,500**	$0	$507,500	**$507,500**	**$0**
Outreach and Engagement Costs										
Advisory Board Meetings	$7,500	$7,500	$7,500	$7,500	$7,500	$37,500	$0	$37,500	$37,500	$0
Subtotal	$7,500	$7,500	$7,500	$7,500	$7,500	**$37,500**	$0	$37,500	**$37,500**	**$0**
Symposia and/or Conference Costs										
Host Symposium or Conference	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000	$0	$25,000	$25,000	$0
Subtotal	$5,000	$5,000	$5,000	$5,000	$5,000	**$25,000**	$0	$25,000	**$25,000**	**$0**

Total Expenses | **Funding**

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Secured	Anticipated	Total	Difference
Total (Option 1 - 0.5 to 1.0 FTE Research Assistant)	$287,100	$279,730	$317,255	$321,203	$325,225	**$1,530,513**	$742,524	$787,989	**$1,530,513**	**$0**
Total (Option 2 - 1.0 FTE Research Assistant)	$320,100	$313,390	$317,255	$321,203	$325,225	**$1,597,173**	$809,184	$787,989	**$1,597,173**	**$0**

11. Governance Structure

The Director/Acting Director will be responsible for the oversight of the research mission and operations of CREATE Justice and will report to the Dean of the College of Law.

11.1 Advisory Board

An Advisory Board will be established to provide strategic advice to ensure that the research direction of CREATE Justice remains relevant, that the centre produces high quality research, and to support the development of community, provincial and national partnerships for the centre. The College currently has an established relationship with provincial and national leaders from the legal profession, the judiciary, academia and government, through the Dean's Forum. It is proposed that membership of the Advisory Board would be composed of members of the Dean Forum. Members of the Advisory Board will be appointed by the Dean of the College of Law, on advice from the Director of the centre. The Advisory Board would meet at least annually.

12. Systematic Assessment

The systematic assessment of CREATE Justice will follow the process outlined in the Final Report of the Implementation Team on the Management of Centres (February 2010) (http://centres.usask.ca/centre_%20implementation_team_App_A-G.pdf) and the internal process determined by the Dean of the College of Law. CREATE Justice will undergo a review every five years, with the first review occurring after the fifth year following the centre's establishment and recur on a five-year cycle after that time, aligning with the University of Saskatchewan's integrated planning cycle. The review process will be coordinated by the Dean of the College of Law and will include annual reports prepared by the centre.

13. College Statement

A key milestone was the unanimous passing of a motion in support of the establishment of the research centre by the College of Law's Faculty Council on March 14, 2016. The motion represents the faculty's unified encouragement that University Council support this proposal.

The statement from the College of Law Faculty Council was "**that Faculty Council endorse and support the Access to Justice Proposal for a Type A Centre as described in the attached document."**[28]

[28] From University of Saskatchewan College of Law Faculty Council Meeting Minutes of March 14, 2016.

14. Appendix I: Research Funding Options

CREATE Justice will draw from the following for funds:

1. Internal grants:
    a. Graduate student funding
    b. Matching grant funding
    c. Faculty Recruitment and Retention Program
    d. President's SSHRC Research Fund
    e. Research Acceleration Program funding
2. External academic grants:
    a. SSHRC
        i. Connection Grant
        ii. Insight Development Grant
        iii. Insight Grant
        iv. Partnership Development Grant
        v. Partnership Grant
        vi. Partnership Development Grant
        vii. Knowledge Synthesis Grant
    b. Mitacs funding programs
3. Grants and contracts from external, non-academic bodies:
    a. Government: Department of Justice Canada and Ministry of Justice
    b. Legal profession:
        i. Law Foundation of Saskatchewan
        ii. Law Foundation of Ontario
        iii. Foundation for Legal Research (British Columbia)
        iv. Law Society of Saskatchewan
        v. Canadian Bar Association: Law for Futures Fund (http://www.cba.org/cba/lfff/main/appinfo.aspx)
4. Individual donations (e.g. alumni, lawyers, etc.)
5. Operating allocations
    a. U of S Central Fund
    b. If CREATE Justice requires physical construction or renovations, and we integrate an environmental component, we may be able to access the Office of Sustainability's revolving fund to help cover the cost of construction

The centre can also draw from many other non-monetary resources available on campus through partnerships that the centre establishes.

15. Appendix II: Strength in Human Capital

Below is a sample of some of the faculty members who will be involved in the research at CREATE Justice, a list of sample projects they could foresee doing at the centre, and a list of projects that are in-progress or that they have completed that fit the mandate of the centre.

Dr. Beth Bilson, Q.C., previous Interim Dean, College of Law, joined the college in 1979. She has published articles in labour and administrative law, and is currently working on several projects in Saskatchewan legal history.

Planned, in-progress and completed projects:

- Previous Interim Dean Bilson is currently planning a project, *'Putting the Public First' in Saskatchewan: PLEA, Libraries, and Access to Legal Information*. The project will determine how Saskatchewan public libraries, the University of Saskatchewan library, Law Society libraries, the provincial government, and Public Legal Education Association (PLEA) can work together to meet the legal information needs of the people of Saskatchewan. The project will study gaps in legal information provision and where there may be capacity and/or expertise to fill those gaps. The project will build connections between legal information providers and clarify the next steps for enhancing knowledge exchange on access to justice issues. A JD student will be involved in the project and will assist partners with knowledge dissemination and preparing a journal article.
    - An application to the University of Saskatchewan President's Connection Grant fund was made in May 2016 for the first phase of this project. Future funding applications may include a SSHRC Connection Grant and a SSHRC Partnership Development Grant.

Sarah Buhler, Assistant Professor, College of Law, teaches and researches in the areas of access to justice, clinical legal education, and legal ethics.

Potential projects:

- a study of legal aid in Saskatchewan
- access to justice and housing law
- changing legal practice to reflect the values of access to justice and reconciliation

Planned, in-progress and completed projects:

- N. Van Styvendale, P. Settee and **S. Buhler** (Co-investigator) (2016-2017). *Wahkohtowin: Learning Together about Justice and Injustice in the City*. $26,800. Urban Aboriginal Knowledge Network Grant, SSHRC Partnership Grant initiative.
    - This project will bring together university students from Law, English, Indigenous Studies, and Women's and Gender Studies with students from "outside" the university—specifically, Indigenous youth from Oskayak High School and former gang members from STR8 UP, a gang-prevention organization.
    - This project will include several components:
        - INDG 398.3 (Justice and Injustice in the City), a university class scheduled for the fall term of 2016
        - a community-engaged research symposium

        - a collaboratively produced digital narrative map
        - one or more journal articles
        - a presentation at the United Nations Permanent Forum on Indigenous Peoples
        - a conference presentation at the Canadian Indigenous Native Studies Association
    - In addition to the symposium, which will involve students from the course, one graduate research assistant will be hired to assist in research activities including helping to plan the symposium and prepare the justice map.
- **S. Buhler** (PI) (2016-2017). *Clinical Legal Education and Access to Justice for Marginalized Tenants*. $10,000. Law Foundation of Saskatchewan Fellowship, Law Foundation of Saskatchewan.
    - The study will seek to increase knowledge about access to justice in Canada by examining the impact that clinical law programs have on access to justice for marginalized members of society.
    - A JD student from the College of Law will be hired to assist with all aspects of the study, including a literature review, recruiting participants, conducting interviews, transcribing the data verbatim and assisting with coding and analysis. The student will also have the opportunity to participate in co-writing an academic article about the interview as well as preparing a more informal report or set of materials for use by clinical programs.
    - The research findings will be presented at the national Association for Canadian Clinical Legal Education conference in 2017.
- **S. Buhler** (Applicant) (2015). *Community Justice Course*. $2,500. Community-Engaged Experiential Learning Fund, Office of Community Engagement and Outreach, University of Saskatchewan.
- **S. Buhler** (Applicant) (2014). *Association for Canadian Clinical Legal Education 2015 Conference*. $2,000. Conference Fund, University of Saskatchewan.
- **S Buhler** (PI) & A. Dodge (2014-2016). $5,450. *Telephone and Visitor Access in Saskatchewan Correctional Facilities: An Examination of Law, Policy and Experience*. Centre for Forensic Behavioural Science and Justice Studies Faculty Research Grant, University of Saskatchewan.
    - This project seeks to examine the state of telephone and visitor access for correctional facilities in Saskatchewan through a focus on several key questions:
        - How does Saskatchewan's approach to telephone and visitor access in correctional facilities compare with other jurisdictions in Canada? What legal issues are at play with respect to telephone and visitor access?
        - How do former inmates describe, understand, and analyze current practices with respect to telephone and visitor access in correctional centres?
        - What reforms to law, policy, and practice should be implemented?
    - A JD student was hired to assist with a literature review, case law review, and comparative legislative/policy/regulatory review, as well as assisting with interviews, transcribing, and coding/analyzing the qualitative data.
    - The research findings will be disseminated through a conference presentation (such as the Canadian Law and Society Association annual conference).

- **S. Buhler** (Principal Investigator) (2014). *Critical Approaches to Working with Indigenous Clients in Clinical Law Contexts*. $6,000. Community-Engaged Research Seed Funding, Office of Community Engagement and Outreach, University of Saskatchewan.
- **S. Buhler** (PI) (2013). *Clinical Legal Education in Context: Impacts on Clients and Communities*. $6,968. President's SSRHC Grant, Office of the Vice-President Research, University of Saskatchewan.
- N. Van Styvendale, P. Settee & **S. Buhler** (Co-Investigator) (2013). *Learning Together: STR8 UP, Oskayak High School, and the University of Saskatchewan*. $15,000. Urban Aboriginal Knowledge Network (Prairie Region) Grant, SSHRC Partnership Grant initiative.
    - This grant was used to conduct a qualitative study with participants from a class—"Wahkohtowin" ("kinship" in Cree)—that brought together university students with youth from Oskayak, an Indigenous High School, and members of STR8 UP, a community-based organization for former gang members. The course centred on the theme of justice, and students discussed legal and literary texts related to policing, criminal trials, and prison, and shared their own experiences and stories about justice and injustice. When the program was completed, the team conducted a qualitative study to investigate the impact on participants.
    - The project was presented at several conferences. An article on the class was published in 2014, as well as an article in 2016 on the findings of the qualitative study.
- **S. Buhler** (PI), P. Settee & N. Van Styvendale (2012). *Inside-Out on the "Outside": An Interdisciplinary Community-based Teaching and Learning Project.* $10,000. Provost's Project Grant for Innovative Practice in Collaborative Teaching and Learning, University of Saskatchewan.
- **S. Buhler** (PI) (2012). *The Impact of Clinical Legal Education*. $10,000. Borden Ladner Gervais Research Fellowship.
- M. Deon and **S. Buhler** (Co-Investigator) (2012). *Exploring Transformative Learning through Community Service Learning (CSL) Experiences*. $7,500. College of Medicine Fund, University of Saskatchewan.

Sarah Burningham, Assistant Professor, College of Law, received her law degree from the U of S and her BCL from Oxford. She is currently working on completing her PhD at the University of Ottawa.

Planned, in-progress and completed projects:

- In the summer of 2016, Professor Burningham will be working with a student to develop tools that can be used by Saskatoon high school teachers to teach students about the law of sexual assault, consent, and "sexting." After speaking informally with teachers, Professor Burningham and her research student realized that teachers feel that they don't know the law in this area and feel unprepared to provide guidance to their students. This would be a short-term project (e.g. a few weeks of work), but will result in materials that are useful for several years.

Ron Cuming, Q.C., Professor, College of Law, researches on national and international secured financing law, leasing law, judgement enforcement law, leasing law, and insolvency law.

Planned, in-progress and completed projects:

- Professor Cuming is working on a project, *An Examination of Fee Waivers and Bankruptcy Trustee Fees Across Canada*, that will investigate existing fee waivers and the effect of trustee fees through a survey of legal assistance clinics across Canada. The survey will focus on two central questions:
    - 1) How many jurisdictions have an act like The Fee Waiver Act?
    - 2) How many people are prevented from filing for bankruptcy due to trustee remuneration
    - The survey will include questions on the nature of existing waivers for any fees at any level of government, such as provincial tribunals, social aid appeals, and labour relations. Questions regarding trustee remuneration will focus on experiences with finding a licensed trustee, awareness and/or use of the Bankruptcy Assistance Program, and the effect of the fee. The information collected through the survey will provide details on the types of fee waivers available in Canadian jurisdictions, the need for fee waivers in some jurisdictions, and a clear picture of the impact of trustee fees. Once the survey has been completed, a report including recommendations and draft legislation will be prepared.
    - A JD student from the College of Law will be hired to assist with all elements of the study, including a literature review, designing the survey, contacting participants, conducting the survey (by email or phone), and compiling and analyzing the survey results.
    - An application to the Law Foundation of Ontario Access to Justice Fund was made in April 2016 to support this project.

Amanda Dodge (BA Hons, LLB, LLM) works at the Community Legal Assistance Services for Saskatoon Inner City (CLASSIC) as a supervising lawyer providing student mentorship, practicing in poverty law and coordinating CLASSIC's Systemic Initiatives Program.

Possible projects:

- researching community-based and interdisciplinary strategies to respond to the overrepresentation of Indigenous peoples in the criminal justice system
- inter-disciplinary research into the effects of custody and correctional programming with a view to informing corrections policy

Planned, in-progress and completed projects:

- S Buhler (PI) & **A. Dodge** (2014-2016). $5,450. *Telephone and Visitor Access in Saskatchewan Correctional Facilities: An Examination of Law, Policy and Experience*. Centre for Forensic Behavioural Science and Justice Studies Faculty Research Grant, University of Saskatchewan.
    - This project seeks to examine the state of telephone and visitor access for correctional facilities in Saskatchewan through a focus on several key questions:
        - How does Saskatchewan's approach to telephone and visitor access in correctional facilities compare with other jurisdictions in Canada? What legal issues are at play with respect to telephone and visitor access?
        - How do former inmates describe, understand, and analyze current practices with respect to telephone and visitor access in correctional centres?

        - What reforms to law, policy, and practice should be implemented?
    - A JD student was hired to assist with a literature review, case law review, and comparative legislative/policy/regulatory review, as well as assisting with interviews, transcribing, and coding/analyzing the qualitative data.
    - The research findings will be disseminated through a conference presentation (such as the Canadian Law and Society Association annual conference).

Robin Hansen, Associate Professor, College of Law, teaches and researches in the area of public international law, conflict of laws, torts, legal education, and trusts. Recently, her research interests have expanded to consider the question of how boundaries between the public and the private spheres influence the substance of international law and its domestic implications.

Potential projects:

- Access to justice in the global economy – claims against multinational enterprises in local courts
- Right to remedy for human rights violations caused in the context of foreign investment
- Canada's obligations toward Aboriginal women
- Rights of women as mothers (including in the context of austerity measures)

Heather Heavin, Associate Dean Research and Graduate Studies, College of Law, engages in teaching and research in the areas of international trade law, business law and dispute resolution, contract law, and oil and gas law.

Potential projects:

- Risk assessment and technology

Planned, in-progress and completed projects:

- **Heavin, H**. (co-applicant) & Keet, M. (co-applicant) (2016). *Risk Analysis: A Methodological Approach to Early Case Assessment in Litigation and Settlement*. $7,500. Charles D. Gonthier Research Fellowship, Canadian Institute for the Administration of Justice (CIAJ).
    - This project focuses on the capacity of legal counsel to provide competent advice at the early stage of the litigation process through the use of a 'risk assessment' methodological approach that better enables lawyers and mediators to more systematically evaluate the strengths and weaknesses of a legal action; identify and evaluate their client's interests; and calculate the anticipated financial value of the legal action. A methodological approach focused on a systemic analysis of risk that can be applied at any stage of the litigation process, including early- post pleading stages - is beneficial from both a client and a lawyer perspective.
    - A JD student from the College of Law will be hired for the summer of 2016 to assist with research.
    - The results of the study will be presented at the annual CIAJ conference in Ottawa.

Michaela Keet is an Associate Professor at the College of Law, and her teaching, research and publications have focused on dispute resolution, particularly on mediation, negotiation and the integration of dispute resolution programs into the court system – in both civil and criminal settings. Her research focuses on evaluating dispute resolution practices and programs, and she has conducted or partnered in several empirical studies. She is the author of numerous journal articles on topics including collaborative law, lawyers' roles inside mediation, and the integration of mediation into court systems.

Potential projects:

- Risk assessment and technology

Planned, in-progress and completed projects:

- Heavin, H. (co-applicant) & **Keet, M.** (co-applicant) (2016). *Risk Analysis: A Methodological Approach to Early Case Assessment in Litigation and Settlement*. $7,500. Charles D. Gonthier Research Fellowship, Canadian Institute for the Administration of Justice (CIAJ).
- Professor Keet and Professor Wiegers are co-applicants on a SSHRC Insight Grant (results yet to be announced), *Domestic Violence and Access to Justice Within and Across Multiple Legal Systems.* The project is a collaborative and interdisciplinary initiative including scholars from the University of Calgary (PI), Simon Fraser and Osgoode Hall Law School. The project will involve student researchers.

Wanda Wiegers, Professor, College of Law, received her LLB from the College of Law, University of Saskatchewan in 1978, her Bachelor of Arts in 1984, and a Masters in Law from the University of Toronto in 1987. She has taught at the College of Law since 1987 primarily in the areas of contract law, family law, feminist legal theory, children and the law and poverty and the law. Her research and scholarship have been focused on economic analysis of law and feminist and critical legal theory, family law, children and the law, domestic violence, women and the welfare state, economic inequality and poverty law.

Potential projects:

- Studies identifying barriers to access to justice in family law courts and in the north

Planned, in-progress and completed projects:

- Professor Wiegers and Professor Keet are co-applicants on a SSHRC Insight Grant (results yet to be announced), *Domestic Violence and Access to Justice Within and Across Multiple Legal Systems.* The project is a collaborative and interdisciplinary initiative including scholars from the University of Calgary (PI), Simon Fraser and Osgoode Hall Law School. The project will involve student researchers.
- Professor Wiegers and Professor Keet have researched alternative methods of dispute resolution in the family law context and published in the Canadian Journal of Family Law and the Osgoode Hall Law Journal. Professor Wiegers is a member of the Advisory Board of the Canadian Journal of Family Law.

- Professor Wiegers is supervising a graduate student, Jamesy Patrick, who is currently working on the question of legal representation for children in child protection proceedings. Her research aligns with the objectives of the centre.

16. Appendix III: Consultations and Evidence of Support

Recommendation for the establishment of CREATE Justice:

- Dean's Forum on Access to Justice and Dispute Resolution, Meeting of March 13, 2015

Motion of Approval:

- College of Law Faculty Council, Meeting of March 14, 2016

University of Saskatchewan Letters of Support:

- Martin Phillipson, Dean, College of Law
- Dr. Beth Bilson, Previous Interim Dean, College of Law
- Charlene Sorensen, Interim Dean, University Library
- Chris Lafleur, Acting Director, The Native Law Centre of Canada, University of Saskatchewan
- Dr. Andrew Dunlop, Director, Community Engagement and Outreach Office, University of Saskatchewan
- Dr. Ken Coates, Director, The International Centre for Northern Governance and Development, University of Saskatchewan
- Dr. Isobel Findlay, University Co-Director and Bill Holden, Community Co-Director, Community-University Institute for Social Research
- Dr. Ryan Meili, MD, CCFP, Head, Division of Social Accountability, Assistant Professor, College of Medicine, University of Saskatchewan
- Dr. Gordon Sarty, P.Eng., Ph.D., Professor, Department Head of Psychology

External Justice Stakeholders' Letters of Support:

- The Honourable Chief Justice Richards, Saskatchewan Court of Appeal
- The Honourable Chief Judge Plemel, Saskatchewan Provincial Court
- The Honourable Chief Justice Popescul, Saskatchewan Court of Queen's Bench
- Janet Fuhrer, President, The Canadian Bar Association - National Branch
- Neil Robertson, Q.C., Vice-President, The Canadian Bar Association - Provincial Branch
- Chantelle Johnson, Executive Director, CLASSIC (Community Legal Services for Saskatoon's Inner-City)
- Joel Janow, Executive Director, Public Legal Education Association of Saskatchewan
- Craig Goebel, CEO, Legal Aid Saskatchewan

Will speak with University officials about views on centre upon request:

- The Honourable Justice Cromwell, Supreme Court of Canada

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September 12, 2016

Professor Dirk De Boer
Chair, Planning and Priorities Committee
University of Saskatchewan
105 Administration Place
Saskatoon, SK S7N 5A1

Re: Prairie Centre on Access to Justice and Dispute Resolution

Dear Dr. ~~De~~ Boer: DIRK

I am writing in support of the proposed Prairie Centre on Access to Justice and Dispute Resolution (PCAJDR). The proposal is that the Centre be a Type A centre, housed within the College of Law. The proposed Centre will build on the success of the Dean's Forum on Access to Justice. The Dean's Forum, which completed its fourth session earlier this year, brings together representatives of the Ministry of Justice, the courts, the legal profession, community-based organizations, students and faculty to discuss topics related to access to justice. The work of the Forum has been based on discussion papers researched and written by students in the JD program. The deliberations of the Dean's Forum have had a number of exciting spinoffs, including the establishment of a Provincial Access to Justice Working Group aimed at formulating possible public policy directions for specific issues raised at the Forum, the promotion of collaborative discussions among libraries and the Public Legal Education Association about access to legal information, and the appointment of an access to justice co-ordinator with funding from the Law Foundation of Saskatchewan. The proposal for a centre is another outcome of the Forum.

The proposal aligns well with the objectives of the College for intensifying research and expanding our community engagement and outreach. Several faculty are active researchers in the areas of access to justice and dispute resolution and the College is building a national reputation in these areas. The Centre will provide a focal point for those research efforts and signal our intent to cement our place as one of the leading law schools in Canada for study and scholarship in these fields. The continuing work of the Dean's Forum currently provides excellent undergraduate research opportunities for our JD students. The establishment of the Centre will enable the College to compete for research funding from granting agencies, government and the private sector. Increased funding would enable us to recruit graduate students to undertake advanced studies in the fields of access to justice and dispute resolution. With regards to community engaged scholarship and research, the College enjoys strong links with community organizations such as CLASSIC, Saskatoon's inner city legal clinic. While CLASSIC provides essential legal services to vulnerable populations, it also provides an excellent opportunity to undertake truly engaged community based research. The establishment of the Centre will enable a more systematic and focused approach to these research initiatives.

In conclusion, I reiterate my complete support for the establishment of this Centre. Through the work of dedicated Faculty and staff the College of Law is building a national reputation in this area. The work of the Dean's Forum on Access to Justice has helped build a strong and supportive relationship with Provincial Government ministries and provided unique opportunities for undergraduate students to

actively participate in policy formulation and applied research. The College must capitalize on the outstanding work of key Faculty and staff, and on the strong relationship with government, and move to cement our position as a leading law school in Canada for the study of access to justice and dispute resolution. The proposal to establish this Centre is the next step in this evolution and it has my unreserved support.

Sincerely,

Martin Phillipson

UNIVERSITY OF SASKATCHEWAN
College of Law

Beth Bilson, Q.C.
Acting Dean of Law
College of Law
15 Campus Drive Saskatoon SK S7N5A6 Canada
Ph: 306-966-5885 Fx: 306-966-5900
Email: beth.bilson@usask.ca Web: law.usask.ca

May 3, 2016

Dr. Lisa Kalynchuk, Chair
Planning and Priorities Committee
University of Saskatchewan

Dear Dr. Kalynchuk:

I am writing to lend my support to the proposal for the creation of a Type A centre in the College of Law focused on access to justice and dispute resolution.

Though discussion of the possible creation of a centre has been going on for some years, the idea was given new energy by the success of the Dean's Forum on Access to Justice, an initiative of my predecessor Sanjeev Anand and the then Deputy Attorney General Gerald Tegart. The Dean's Forum, which had its fourth session at the end of February this year, brings together representatives of the Ministry of Justice, the courts, the legal profession, community-based organizations, students and faculty to discuss topics related to access to justice. The work of the Forum has been based on discussion papers researched and written by students in the JD program. The deliberations of the Dean's Forum have had a number of exciting spinoffs, including the establishment of a Provincial Access to Justice Working Group aimed at formulating possible public policy directions for specific issues raised at the Forum, the promotion of collaborative discussions among libraries and the Public Legal Education Association about access to legal information, and the appointment of an access to justice co-ordinator with funding from the Law Foundation of Saskatchewan. The proposal for a centre is another outcome of the Forum.

I believe the proposal aligns well with the objectives of the College for intensifying research and making links with the community. A number of members of faculty have research interests related to access to justice and dispute resolution, and the centre would provide a means of drawing together these interests and creating stronger research networks both within the College and across other units and institutions.

The centre has particularly exciting prospects as a hub for community engagement, community-based research and experiential learning opportunities. The College has a strong relationship with CLASSIC, the inner city legal clinic, and staff lawyers, College faculty members and students associated with CLASSIC have already undertaken community-based research projects on a modest scale. Other partners in the Dean's Forum have indicated their support for a centre that could develop a systematic research agenda around access to justice and work to obtain funding to support that research.

On the Corrections and Public Safety side of the Ministry of Justice, an academic network has been created to provide advice and commissioned research related to corrections and policing. The Assistant Deputy Minister Innovation has indicated his support for the centre proposal as a means of promoting the same kind of research and policy development on access to justice issues.

In my view, the proposal for the creation of this centre offers considerable opportunity to exploit research capacity and interests in the College, to leverage existing partnerships with actors in the legal system and with community individuals and organizations, and to create new academic and community links within the university and beyond. Though individual faculty members are already carrying out important research on these issues, placing this research in the framework of a more comprehensive research vision and providing students, faculty and community partners with some administrative support, would help to maximize the potential of research in this field.

Sincerely,

Beth Bilson

Beth Bilson
Acting Dean of Law

UNIVERSITY OF SASKATCHEWAN
University Library

University Library
Dean's Office Room 156 Murray Building
3 Campus Drive Saskatoon SK S7N 5A4
Telephone: (306) 966-5927 Facsimile: (306) 966-5932

April 13, 2016

Members of University Council
University of Saskatchewan

Re: Prairie Centre for Access to Justice and Dispute Resolution Proposal

Dear Council members,

The University Library is pleased to support the College of Law's proposal for a Type A centre focused on access to justice. As a significant legal information resource within Saskatchewan, the University Library believes strongly in the centre's goal of utilizing interdisciplinary and collaborative research methods to address key gaps in information and data related to access to justice issues. The results of that research will lead to a more informed public as well as more knowledgeable law students and future lawyers.

The library is particularly pleased by the centre's collaborative approach to both research and access to justice. As part of the multi-sector library community in Saskatchewan, the University Library works in partnership with the Law Society of Saskatchewan, Saskatchewan public libraries, and the Public Legal Education Association to make information available and accessible to the people of Saskatchewan, students of law, legal researchers, and legal practitioners. The proposed centre will build on and strengthen that library partnership.

The interdisciplinary research approach of the centre also works well with the research approaches of many faculty within the University Library. The library is excited about the collaborative research possibilities inherent in the centre.

Sincerely,

Charlene Sorensen, Interim Dean
University Library

UNIVERSITY OF SASKATCHEWAN
Native Law Centre
COLLEGE OF LAW
USASK.CA/NATIVELAW

April 19, 2016

Members of the University Council
University of Saskatchewan
105 Administration Place
Saskatoon SK S7N 5A2

Dear Members of the University Council,

I am the Acting Director of the Native Law Centre at the University of Saskatchewan, College of Law and I am very pleased to write this letter in support the Prairie Centre on Access to Justice and Dispute Resolution ("PCAJDR").

I have met several times with Brea Lowenberger, Access to Justice Coordinator at the College of Law, to discuss the important role that the PCAJDR will have at the University of Saskatchewan and on the greater Saskatchewan community. From these discussions it became apparent that the Native Law Centre and the PCAJDR have complimentary objectives.

The Native Law Centre's main programs and initiatives seek to make the law more accessible for Indigenous people and to foster collaboration on solutions to Indigenous legal issues. This has been our mandate since 1975.

In our view, there is an ongoing need for more access to legal education, research, and services that will enhance a person's capacity to make positive choices which combat poverty, deficits of opportunities, and growing hopelessness. The PCAJDR is required to help fill this need. Only through working together as a community can these tough issues be tackled.

For these reasons, I believe the PCAJDR will be a valued ally of the Native Law Centre and a strong addition to the University of Saskatchewan.

Yours sincerely,

Chris Lafleur
Acting Director, Native Law Centre of Canada

UNIVERSITY OF SASKATCHEWAN ICNGD

International Centre for Northern Governance and Development (ICNGD)
Kirk Hall, Room 231 - 117 Science Place Saskatoon SK S7N 5C8 Canada
Telephone: (306) 966-1238 Facsimile: (306) 966-7780
Web: www.usask.ca/icngd

May 1, 2016

Members of the University Council, University of Saskatchewan

Dear Members of University Council,

Re: ICNGD support for the proposed Prairie Centre on Access to Justice and Dispute Resolution (PCAJDR)

On behalf of the International Centre for Northern Governance and Development, I am pleased to write a letter in support of the establishment of the Prairie Centre on Access to Justice and Dispute Resolution (PCAJDR). We are truly impressed with their proposal and, in particular, with this unique emphasis on access to justice. We know of the massive over-representation of Indigenous people in the Saskatchewan and across Canada. Studies over the years have documented the systemic challenges facing Indigenous people in their encounters with the Canadian justice system.

PCAJDR has established strong links across campus and has excellent off-campus connections. They plan to approach their research and outreach in a collaborative fashion, using their base in the College of Law as a foundation for professional and community engagement. At ICNGD, where our work focuses on the issues facing northern Saskatchewan and the broader sub-Arctic, we welcome the opportunity to engage with the PCAJDR on the justice system.

PCAJDR has the potential to make a significant contribution to our collective understanding of access to justice in Canada. We admire their commitment to connect with communities, to link the legal profession with people affected by the legal system and to reach out to academic colleagues across the University of Saskatchewan and more broadly in the Canadian academy.

At ICNGD, we are well aware of the challenges Indigenous people and other northern residents face in getting fair and appropriate access to the justice system. We are very interested in the specific efforts being made by the police, courts, prisons and other justice practitioners to incorporate Indigenous traditions, values and cultures in the management of judicial interactions. We look forward to working with PCAJDR on these and other important issues.

For the reasons outlined above, ICNGD is delighted to support the establishment of the Prairie Centre on Access to Justice and Dispute Resolution.

Sincerely,

Ken Coates, B.A., M.A., PhD., FRSC
Director, International Centre for Northern Governance and Development

KSC/sdc

COMMUNITY-UNIVERSITY INSTITUTE FOR SOCIAL RESEARCH
Building healthy sustainable communities

MANAGEMENT BOARD

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City of Saskatoon

Dr. Isobel Findlay
University Co-Director

May 8, 2016

Access to Justice Centre Steering Committee
Attention Brea Lowenberger
College of Law
University of Saskatchewan
15 Campus Drive
Saskatoon, SK S7N 5A6

RE: Letter of Support for College of Law Type A Research Centre

This letter confirms the support of Community-University Institute for Social Research (CUISR) for the proposed Type A Research Centre at the College of Law to serve as a centre of excellence for access to justice research. Not only are we supportive of the proposal but we see significant opportunity for collaboration with the proposed Prairie Centre on Access to Justice and Dispute Resolution (PCAJDR) which shares our own commitment to collaborative, crosscultural, and interdisciplinary research to address systemic factors (social, political, economic, historical, and cultural) and to fill the current gaps in information, data, and research.

We see enormous value in the centre for the legal profession, the academy, for government policy, and for the broader community. We know well the costs of social problems related to limited access to justice and the benefits for all stakeholders of increased access as a result of our own research on housing and homelessness, health determinants, poverty reduction, service delivery, quality of life, community sustainability, social economy, rural-urban linkages, community-campus partnerships, and Aboriginal community development. Our centre has expertise in the content area, capacity for policy interventions, and relevant networks to promote and connect with those who could benefit from such research.

The creation of a leadership group of researchers and community organization representatives working together on the Quality of Life Roundtable in the 1990s, CUISR remains committed to authentic partnerships to learn together, build capacity, and create mutually beneficial knowledge that is as rigorous as it is relevant to societal issues. Partnership is institutionalized through our governance and realized through our daily practices and extensive networks, including membership on the Provincial Advisory Table on Self-Directed Funding (for children and youth with intellectual disabilities) and the Saskatoon Regional Intersectoral Committee with priorities in Poverty Reduction, Affordable Housing and Homelessness, Early Childhood, Aboriginal Employment, Saskatoon HUB focused on crime reduction, and the COR focused on community safety and wellness. To collaboration with the proposed PCAJDR we would bring our unique governance, innovative methods and knowledge mobilization, award-winning

researchers, and sixteen-year record of SSHRC success, community-based research (CBR) and publication, community engagement, and student training as one of the first CURAs and designer of the first CUExpo, now a Canadian institution.

We have read the proposal, agree in principle with its objectives, and are committed to its success. The University of Saskatchewan College of Law is indeed the right location for this initiative with its own rich resources and networks, its journals and lecture series, student-led initiatives, and ready access to a number of other research centres with relevant records and resources. We are particularly interested in learning, sharing knowledge, and building on our capacity to conduct research, and, most importantly, refining our understanding of access to justice issues. We think this research centre will make a big difference and improve the outcomes that all of us look for as equity-seeking organizations.

We look forward to welcoming the proposed centre to the community of research centres at the University of Saskatchewan.

Sincerely,

Bill Holden
CUISR Community Co-Director
Phone: (306) 975-2687
Email: bill.holden@saskatoon.ca

Isobel Findlay, Ph.D.
CUISR University Co-Director
Professor, Management and Marketing
Edwards School of Business
University of Saskatchewan
Phone: (306) 966-2385
Email: findlay@edwards.usask.ca

UNIVERSITY OF SASKATCHEWAN
Community Engagement and Outreach
334 Thorvaldson Building, 110 Science Place Saskatoon SK S7N 5C9 Canada
Telephone: 306-966-6690 Fx: 306-966-5571
Email: communityengagement@usask.ca Web: www.usask.ca/engagement

31 May, 2016

Member of University Council
University of Saskatchewan

Dear Members of Council,

This letter is submitted to Council in support of the proposal by the College of Law to create The Prairie Centre on Access to Justice and Dispute Resolution (PCAJDR). The proposal responds directly to community needs, as expressed by the Canadian Bar Association and other public authorities. The Office of Community Engagement and Outreach supports this initiative for the following reasons:

1. The College of Law has committed considerable effort to understanding and responding to community needs and interests, especially in the areas encompassing: access to legal services; Aboriginal legal practice, experience, and history; community service learning. These activities align closely with the University of Saskatchewan's mission and priorities to enhance student experiential learning, build mutually respectful community engaged research partnerships, and engage in meaningful and respectful scholarship of Indigenous issues.
2. Along with the strong record of respectful and mutually beneficial community engaged research and learning, College of Law faculty, teaching, research staff, and students are well prepared to undertake research in a manner sensitive to the vulnerabilities of public who have experienced systemic barriers to justice. Student researchers receive comprehensive preparation in working with vulnerable people and are protected through appropriate risk management precautions. Many faculty members possess extensive experience in community-based work, and a strong overseeing body (the Dean's Forum) has been established to maintain high standards of public engagement that are critical to success.
3. The proposal addresses the importance of research impact and the development of student research skills. Provisions in the proposal related to program assessment, data quality and accessibility, as well as an operational budget commitment to provide seed funding and support for outreach, indicate that the College is prepared to ensure substantial and meaningful impact is achieved from work conducted through the PCAJDR.

For the above reasons, on behalf of the Office of Community Engagement and Outreach, and the Vice President Research, I am very pleased to endorse and support the PCAJDR proposal.

Sincerely,

Andrew Dunlop, PhD
Director, Community Engagement and Outreach

UNIVERSITY OF SASKATCHEWAN
College of Medicine
DIVISION OF SOCIAL ACCOUNTABILITY
MEDICINE.USASK.CA/SOCIAL-ACCOUNTABILITY

Division of Social Accountability
College of Medicine
E Wing Health Sciences
104 Clinic Place
University of Saskatchewan
Saskatoon SK S7N 5E5

August 29, 2016

University Council
University of Saskatchewan
105 Administration Place
Saskatoon, SK S7N 5A1

Re: Prairie Center on Access to Justice and Dispute Resolution (PCAJDR)

Dear Members of University Council, University of Saskatchewan,

I am writing in support of the current proposed *Prairie Centre on Access to Justice and Dispute Resolution* (PCAJDR) at the College of Law, University of Saskatchewan. As head of the Division of Social Accountability, a faculty member in the College of Medicine, and family physician practicing at Westside Clinic, I have witnessed firsthand the barriers in access to justice and its implication for the health of our most vulnerable populations. At the Division, we seek to educate and train future medical practitioners to understand the broader social determinants of health and to advocate for greater health equity, particularly among marginalized groups. We support the College of Medicine in working collaboratively with policy makers, health administrators, health professionals, communities and other academic institutions to address these determinants and build a health system based on people's needs.

We recognize the deep-seated link between law and health. Often, inequitable social structures are the systemic causes of poor health. Access to justice has the power to impact the social determinants of health; determinants such as poor housing, insecure employment, inadequate education, etc. may stem from unmet legal needs. The lack of meaningful access to justice in Canada may disproportionately impact members of already marginalized groups.

Based on the alignment with our social accountability mandate, we strongly support the development of the PCAJDR at the College of Law. Improvements in access to justice may result in increased security in protecting basic needs, such as food, shelter, income, education, employment, health care, personal safety and family relationships – all social determinants of health. We believe that access to justice is an area of research that needs to be developed further and that an interdisciplinary and collaborative approach will help uncover the complex social, political, economic, historical, cultural, and health context of legal problems. The proposed PCAJDR is an excellent model for addressing these issues and responding to the Canadian Bar Association's call to action.

Sincerely,

Ryan Meili, MD, CCFP
Head, Division of Social Accountability
Assistant Professor, College of Medicine, University of Saskatchewan

April 6, 2016

Heather Heavin
Associate Dean, Research and Graduate Studies
College of Law, University of Saskatchewan

RE: Prairie Centre on Access to Justice and Dispute Resolution (PCAJDR)

Dear Dean Heavin:

Please accept this as an enthusiastic letter of support for the proposed Type A Centre, "Prairie Centre on Access to Justice and Dispute Resolution" (PCAJDR) as described in your draft proposal and our conversations. Since the Centre, as one of three such Centres in Canada, is meant to address northern Canada as well, perhaps incorporating "North" or "Northern" into the Centre's name would be useful.

There are many areas of collaboration and research possible between the new Centre and faculty in the Department of Psychology. One example is with the Centre for Forensic Behavioural Science and Justice Studies (CFBSJS) now under the direction of Dr. Steve Wormith. Areas of research interest and expertise at the CFBSJS include offender risk assessment, mental health and addictions, FASD in offender populations, Aboriginal justice, therapeutic justice and problem-solving courts, youth violence and gangs, and special offender populations. Most of these areas of investigation will be of interest to the proposed PCAJDR as you seek to find ways of applying the law with regard to the underlying social, economic and psychological factors.

Another laboratory that will have common interests with PCAJDR is the Video Therapy Analysis Lab (ViTAL) under the direction of Dr. Megan O'Connell and a part of the Social Sciences Research Laboratories (SSRL) cluster in the College of Arts and Science. ViTAL uses remote telehealth technology in intervention and counseling with northern people allowing them access to experts in Saskatoon without having to travel. Remote health is a rapidly expanding area of technology and service and psychological counseling applications will be immediately translatable to applications for remote access to justice and dispute resolution. In fact, I understand that the Saskatchewan Ministry of Justice may purchase several remote heath technology devices, the so-called "doctor-in-a-box" devices, for the purposes of helping to rehabilitate past offenders as they return to the community.

Please stay in touch as PCAJDR is established so we can find ways to realize the potential collaborations between the new Centre and researchers in the Department of Psychology.

Sincerely,

Gordon E. Sarty, P.Eng.,Ph.D.
Professor and Chair, Psychology and
Biomedical Engineering

Department of Psychology, University of Saskatchewan
9 Campus Drive, Saskatoon SK S7N 5A5 Canada Telephone: (306) 966-6657 Facsimile: (306) 966-6630

THE HONOURABLE ROBERT G. RICHARDS
Chief Justice of Saskatchewan
Direct: 306.787.3334
rrichards@sasklawcourts.ca

VICTORIA AVENUE COURT HOUSE
2425 Victoria Avenue
Regina, Saskatchewan S4P 4W6
www.sasklawcourts.ca

COURT OF APPEAL
FOR SASKATCHEWAN

1 April 2016

University Council, University of Saskatchewan
c/o Brea Lowenberger, Access to Justice Coordinator
College of Law, University of Saskatchewan
15 Campus Drive
Saskatoon, SK S7N 5A6

Dear Council Members:

Re: Proposed Prairie Centre on Access to Justice and Dispute Resolution

I am pleased to offer my support for the College of Law's initiative to establish a centre of excellence for access to justice research.

As the Council may be aware, the suite of issues known in the legal field as "access to justice" are very much top of mind and are destined to be there for the foreseeable future. The legal system, from one end to the other, is wrestling with questions concerning how to make dispute resolution effective, expeditious and broadly available. The proposed Prairie Centre on Access to Justice and Dispute Resolution would be very well-placed to make a significant contribution to the resolution of these important public policy challenges and, in the course of its work, to make the University of Saskatchewan a leader in innovative research in this area.

As indicated, this proposal has my full support. It will be good for the College of Law, good for the University of Saskatchewan, good for Saskatchewan and good for Canada.

Sincerely,

Robert G Richards

Chief Justice Robert Richards

RGR/jml

cc: Acting Dean Beth Bilson

THE HONOURABLE MARTEL D. POPESCUL
CHIEF JUSTICE

HER MAJESTY'S COURT
OF QUEEN'S BENCH
FOR SASKATCHEWAN

REGINA COURT HOUSE
2425 VICTORIA AVENUE
REGINA SK S4P 4W6
PHONE: (306) 787-0010
FAX: (306) 787-7160

SASKATOON COURT HOUSE
520 SPADINA CRESCENT EAST
SASKATOON, SK S7K 3G7
PHONE: (306) 933-5155
FAX: (306) 933-5725

April 11, 2016

Brea Lowenberger
Access to Justice Coordinator
College of Law
15 Campus Drive
University of Saskatchewan
Saskatoon SK S7N 5A6

Dear Madam:

RE: Access to Justice and Dispute Resolution Centre

Your email directed to the Honourable Mr. Justice B. Barrington-Foote seeking support for the creation of an "Access to Justice and Dispute Resolution Centre" at the University of Saskatchewan has been referred to me for response.

The Court of Queen's Bench is committed to promoting access to justice by enhancing our processes in a manner that fully respects the principle of individual and institutional judicial independence, the principle of fundamental justice and the rule of law.

As I understand it, the mandate of the proposed centre would be consistent with these efforts. As such, I wish you all the best in your endeavour to succeed in achieving your goals respecting the creation of the centre.

Yours truly,

Chief Justice M.D. Popescul

MDP/lf

c. Mr. Justice B. Barrington-Foote,
Chair, Queen's Bench Innovation Committee

THE HONOURABLE
CHIEF JUDGE JAMES PLEMEL

THE PROVINCIAL COURTHOUSE
4TH FLOOR, 1815 SMITH STREET
REGINA, SASKATCHEWAN
S4P 2N5

PHONE: (306) 933-8259
FAX: (306) 787-3933
E-MAIL: jplemel@skprovcourt.ca

PROVINCIAL COURT OF
SASKATCHEWAN

April 22, 2016

The College of Law
University of Saskatchewan
15 Campus Drive
Saskatoon, SK S7N 5A6

Attention: Ms. Brea Lowenberger

Dear Members of University Council:

I am writing to support the establishment of a research centre on access to justice at the University of Saskatchewan. The Saskatchewan College of Law is an ideal location for this centre. It is well situated geographically to serve prairie and northern interests. Through the Dean's Forum the College is already spear-heading access to justice initiatives working collaboratively with law professors, university students, the judiciary, lawyers and the community at large. I see the proposed research centre as a logical progression to the work which has already begun in the Dean's Forum.

Each level of Court may have its own reasons to support a research centre on access to justice at our University. For the Provincial Court of Saskatchewan I see a benefit to researching and then providing outreach programs to rural, northern and aboriginal communities which will assist people who regularly appear before our judges, especially in the areas of Criminal Law and Child and Family Services. I also believe that, as a result of its research, the centre may be able to offer suggestions on how courts might better provide service to these communities.

We deal with many self-represented persons in our Criminal and Small Claims Courts so we are always interested in how we might improve assistance to them. Further, the number of persons in our Court with cognitive disabilities, or newcomers with language issues, is increasing significantly and each of these individuals requires extra assistance to manage the justice system. While the Court does not have access to personnel or financial resources to conduct research, we would look forward to assisting and participating as appropriate in the proposed Prairie Centre on Access to Justice and Dispute Resolution.

If you wish to discuss this further please feel free to contact me.

Yours truly,

James A. Plemel
Chief Judge of the
Provincial Court of Saskatchewan

THE CANADIAN BAR ASSOCIATION
L'ASSOCIATION DU BARREAU CANADIEN
INFLUENCE. LEADERSHIP. PROTECTION.

Office of the President
Cabinet de la présidente

March 30, 2016

Via email: b.lowenberger@usask.ca

Brea Lowenberger
Access to Justice Coordinator
University of Saskatchewan
College of Law
15 Campus Drive
Saskatoon, SK S7N 5A6

Dear Ms. Lowenberger:

Re: CBA Support for Prairie Centre on Access to Justice and Dispute Resolution

I am writing on behalf of the Canadian Bar Association to support the establishment of the Prairie Centre on Access to Justice and Dispute Resolution (PCADJR). We commend the College of Law, University of Saskatchewan for undertaking this necessary and worthwhile initiative. The CBA is a national association representing 36,000 lawyers, law students and judges from across Canada.

We are pleased to see the PCADJR engaging key ideas from the CBA's extensive access to justice work. The draft proposal for the PCAJDR, submitted to the College of Law Faculty Council and the University Planning and Priorities Subcommittee on Centres, notes that the CBA's 2013 *Reaching Equal Justice* report called on three Canadian law schools to establish centres for excellence for access to justice research. The recommendation acknowledges the critical role that law schools play in researching access to justice and in shaping the professional identities of new members of the profession. It also acknowledges that law students are a vigorous force for change and can do more to address unmet legal needs if given the opportunity and support by law schools.

The societal factors giving rise to the *Reaching Equal Justice* report remain pressing. Research is fundamental to addressing them locally in coordinated, meaningful ways. The PCAJDR can make great contributions in three areas highlighted by the *Reaching Equal Justice* Report: scholarly and coordinated research on access to justice; preventive or alternative means of addressing legal disputes; and interdisciplinary research and collaboration which places the lived experiences of vulnerable and low-income community members at the centre of any initiatives. The added benefit is an enhanced ability by the College to attract students and faculty alike, particularly those with an

500-865 Carling Avenue, Ottawa, ON, Canada K1S 5S8
tel/tél : 613.237.2925 | toll free/sans frais : 1.800.267.8860 | fax/téléc : 613.237.0185 | info@cba.org | www.cba.org

interest in access to justice issues, and to focus attention on the importance of public service as an integral component of an evolving legal profession.

I was very impressed by the robust and compelling proposal for the PCAJDR, and see it as aligned with the CBA's work in access to justice. I therefore urge the decision-makers to consider it favourably and approve the establishment of the PCAJDR.

Yours truly

Janet M. Fuhrer

cc: Sarah Lugtig, Chair, CBA Access to Justice Committee

THE CANADIAN BAR ASSOCIATION
L'ASSOCIATION DU BARREAU CANADIEN

306, 105 – 21st Street East
Saskatoon, Saskatchewan
S7K 0B3
1 April 2016

Members of University Council,
University of Saskatchewan
c/o Brea T. Lowenberger
College of Law
University of Saskatchewan
15 Campus Drive
Saskatoon, SK
S7N 5A6

Dear Ms. Lowenberger,

Re: The Prairie Centre on Access to Justice and Dispute Resolution

I am writing on behalf of the Saskatchewan Branch of the Canadian Bar Association to express support for the selection of the University of Saskatchewan College of Law as a centre of excellence for access to justice research.

Access to Justice is a critical and enduring issue of concern to the legal profession. CBA Saskatchewan, the Johnson-Shoyama Graduate School of Public Policy and the Ministry of Justice have worked together to bring Justice Thomas Cromwell to Regina on April 6, 2016 to speak on "Legal Services and Access to Justice" on April 6, 2016. Many people from the various parts of the Justice system will be attending. This is but one small example of how Saskatchewan people work together to address such issues.

While there is recognition of the issue and general support for improving access to justice, the question of how to do so is not so clear. Research is needed to inform policy and decision-making. The establishment of a Prairie Centre at the University of Saskatchewan would serve that public need. The CBA is therefore pleased to support this important initiative.

Sincerely,

Neil Robertson, Q.C.,
Branch Vice-President

c. Brenda Hesje, Executive Director
Canadian Bar Association, Saskatchewan Branch

Community Legal Assistance Services for Saskatoon Inner City Inc.
CLASSIC

123 - 20th Street West
Saskatoon, SK S7M 0W7
Phone: (306) 657-6100
Fax: (306) 384-0520

March 24, 2016

To: Members of University Council, University of Saskatchewan
Re: Prairie Centre on Access to Justice and Dispute Resolution

I write in support of the Prairie Centre on Access to Justice and Dispute Resolution (PCAJDR) at the College of Law, University of Saskatchewan. The PCAJDR, as I understand it, represents an opportunity for a symbiotic relationship with our organization, Community Legal Assistance Services for Saskatoon Inner City Inc. (CLASSIC) as its legal and interdisciplinary research is poised to support our community-based systemic work. We agree and understand that CLASSIC and PCAJDR would never be in competition for the same funding sources, as one would be focused on strictly research and academic funding, while the other would apply for access to justice service funding.

CLASSIC is on the front-lines and in the community. We address some of the access to justice issues faced by low-income, historically disadvantaged individuals, with an emphasis on Aboriginal people. The PCAJDR could serve to conduct high level research on issues faced by clients such as CLASSIC's, and others beyond. This high level research could be used for many purposes, such as identifying policy gaps and recommending policy change, working to help coordinate organizations and governments working on similar issues, identifying solution-based approaches for access to justice issues, and more.

The work of the PACJDR could also serve to inform the legal community and the Judiciary in a number of ways. Not only could it be a support for research services related to access to justice issues identified by this group, but it could also serve to identify and educate the legal community on access to justice issues that have not yet been contemplated.

The PACJDR would be a great resource on campus, for students interested in experiential-style learning and meaningful research that could be used for practical purposes. This may help

attract students interested in access to justice issues, and what is often referred to as "meaningful education".

We are generally supportive of the concept of this centre, and wish for you to treat this letter as one of support for their application.

Should you required to contact me, please do not hesitate to contact me further at (306)657-6110 or chantelle_j@classiclaw.ca .

Yours truly,

CLASSIC
(Community Legal Assistance Services
for Saskatoon Inner City Inc.)

Per:

Chantelle K. Johnson, BA, LLB
Executive Director

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Funded in part by the Law Foundation of Saskatchewan and a United Way of Saskatoon and Area Member Agency

United Way
Funded Agency

PLEA

Legal Information for Everyone

March 31, 2016

Members of University Council
University of Saskatchewan

Dear Council Members:

Re: Proposed Prairie Centre on Access to Justice and Dispute Resolution

I am writing on behalf of the Public Legal Education Association of Saskatchewan (PLEA) in support of the Centre Steering Committee's proposal with respect to the above-noted research centre.

Valuable initiatives to address access to justice issues in our province and country should be supported by PLEA. The essential nature of our work, that is, the provision of public legal education and information (PLEI), is a primary factor in any effort to enhance access to justice for individual citizens. The idea of a research centre that can bring together various disciplines that are vital to enhancing access to justice and dispute resolution, study the issues, and then provide strong guidance going forward, is a concept we strongly support.

Of course, the ultimate goal of any work to enhance access to justice and dispute resolution is to create a citizenry with full access to legal services and resources. With the establishment of a body like the PCAJDR, we feel other sectors will be aided as well. For example, legal practice may benefit as a centre leads to development of clients who are more informed, better equipped, and less encumbered, thus easier to work with; a court matter may proceed more smoothly for largely the same reasons; governments, as their research capacities may be reduced, may utilize a centre's research capacity as policy, legislation, reports, or services are built; and a university may be aided by a centre as different but related departments collaborate, and careers and reputation are built in the specialty of access to justice and dispute resolution research.

Concerning our own organization, and likely for most other community-based organizations, a centre could be extremely beneficial. For example, centre research projects could focus on best practices or modes of delivery for PLEI, generally and for specific groups such as newcomers to Canada. In addition, formal evaluation of our type of work has for decades presented large challenges. Much of this difficulty may be due to the fact that most users of our services are anonymous. There is essentially no set way to learn of how PLEI specifically helped them to better deal with their legal issues and make their situation better than it was before. We know through anecdotal feedback that our work helps people immensely, and qualitative measures like web-visits or print materials distributed are good indicators that our work is needed, valuable, and helpful. Formal evaluations, such as a longitudinal study, could go a long way toward sustaining our funding and other support. Of course, smaller, non-profit, community–based organizations do not have the resources or capacity to conduct such evaluation research. The proposed centre for excellence would.

In conclusion, PLEA is strongly in support of the Centre Steering Committee's proposal. A prairie academic centre of excellence for access to justice research that will not only focus on improving access to justice services, but will also study systemic reasons for legal problems – all in a collaborative, multidisciplinary fashion – is an exciting prospect for the future of our legal system and all players.

I thank the University Council for this opportunity.

Yours sincerely,

Joel Janow
Executive Director

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Craig W.J. Goebel – Chief Executive Officer
Jerome Boyko, CPA, CA – Director of Finance & IT
Dona Jones, B.Comm. – Director of Human Resources
Kyla Shea, PMP – Director of Planning & Admin

April 26, 2016

Brea Lowenberger, Access to Justice Coordinator
College of Law
University of Saskatchewan
15 Campus Drive
Saskatoon, SK S7N 5A6

Dear Ms. Lowenberger:

Re: College of Law establishing a research centre on access to justice

The Proposal that you provided on behalf of the Centre Steering Committee (CSC), College of Law, University of Saskatchewan about the initiative to get approval for establishing a research centre on access to justice has been reviewed. On behalf of Legal Aid Saskatchewan, I can note support for this centre for research.

It is clear that all due effort – and more – is required of all legal system participants to push the access to justice agenda forward, especially on behalf of the disadvantaged in our society. Academia has a large part to play in informing the discussion and the doing of what is necessary to advance that cause.

Legal Aid has successfully partnered with the History Department of the University to work on a research project for Gladue Reports. The lead Professor, graduate students and senior undergraduates participating have been enthusiastic and proficient in this undertaking and are producing useful research. I would think that they are "utiliz[ing] interdisciplinary and collaborative research methods to address key gaps in information, data, and research related to [their subject matter]" to reveal "the systemic (social, political, economic, historical and cultural) context of legal problems". I would assume that legal researchers doing the same would produce useful information as well. So there is reasonable assurance that the University knows how to get something like this up-and-running and contributing to the wider community.

Certainly you can signify to the University that Legal Aid sees the value proposition in this centre as a facility that will produce impactful and much needed research.

Yours truly,

Craig W.J. Goebel
Chief Executive Officer

/vjd

AGENDA ITEM NO: 12.1

UNIVERSITY COUNCIL

ACADEMIC PROGRAMS COMMITTEE

REQUEST FOR DECISION

PRESENTED BY: Kevin Flynn, Chair, Academic Programs Committee

DATE OF MEETING: October 20, 2016

SUBJECT: **Changes to Admissions Qualifications for the Bachelor of Education (B.Ed.) program**

DECISION REQUESTED:

It is recommended:

That Council approve changes to admission qualifications for the Bachelor of Education (B. Ed.) 4-year program, effective for students who are entering the program in or after September 2017.

PURPOSE:

The *University of Saskatchewan Act* states that decisions regarding admission qualifications and enrolment quotas for university programs are to be approved by Council and confirmed by University Senate.

CONTEXT AND BACKGROUND:

The College of Education has proposed changes to its admissions requirements for students entering their 4-year, direct-entry program. For students applying directly from high school, the proposed changes allow for applicants to have deficiencies in two study areas as long as those deficiencies are remediated before such students proceed to the second year in the program. Previously, students were only permitted one deficiency in the required subject areas. The rationale for allowing deficiencies is to facilitate enrolment by students from other provinces whose graduation requirements might not align with admissions requirements to the College of Education at the University of Saskatchewan.

The other change is for students entering the B.Ed. 4-year program with at least 18 credit units of transferable post-secondary work. Students in this admissions category will no longer require any specific high school prerequisites. The rationale for this change is that the completion of a minimum 18.c.u. of post-secondary work with a minimum average of 60% accounts for the high school prerequisites.

CONSULTATION:

The Academic Programs Committee of Council reviewed these proposed admissions changes at their September 14 and October 5, 2016 meetings. Committee members felt

that the change helped make the B.Ed. program at the U of S more competitive both in Saskatchewan and in Western Canada. The committee agreed with the proponent that the change for students entering the program with transferable post-secondary credits accounts appropriately for high school requirements.

University Senate was asked to confirm the decision in principle at their October 15, 2016 meeting.

ATTACHMENTS:

1. Proposed changes to 2017-18 Admissions Requirements for the Bachelor of Education (B. Ed.) 4-year

Attachment 1

Proposed Changes to 2017-2018 Admission Requirements

College: Education
Program(s): Bachelor of Education (B. ED.), 4 Year

Admission Qualifications:

- **Regular Admission – High School (less than 18 credit units of transferable post-secondary):**
  - Grade 12 standing or equivalent.
  - Minimum average of 70% on five-subject high school average (see Admission calculation and average April, 2004).
  - Proficiency in English.
  - **One prerequisite subject from each of the following subject areas*:**
    - **Natural Sciences:** Biology 30 or Chemistry 30 or Physics 30 or Earth Science 30 or Computer Science 30.
    - **Social Sciences:** History 30 or Social Studies 30 or Native Studies 30.
    - **Mathematics:** Foundations of Mathematics 30 or Pre-Calculus 30.
    - **Approved Second Language or Fine/Performing Art:** 30-level language (other than English) or 30-level Fine/Performing Art.

**An applicant is permitted to be deficient in two of these subject areas. If admitted, students must clear any deficiencies before entering the second year of study.*

- **Regular Admission – Post-secondary (18 credit units or more of transferable post-secondary) :**
  - Minimum average of 60% on 18 or more transferable credit units from a recognized and accredited post-secondary institution; average calculated on all attempted courses that are transferable to the University of Saskatchewan.
  - Proficiency in English.
  - No high school prerequisites required.

- **Special Mature Admission (less than 18 credit units of transferable post-secondary):**
  - Proof of age (21 or older).
  - A written submission demonstrating capacity to undertake university-level studies.
  - Transcripts of any secondary or postsecondary coursework.
  - Résumé.
  - Proficiency in English.