

*Attendance: J. Kalra (Chair). See appendix A for listing of members in attendance.*

The chair called the meeting to order at 2:32 p.m., observing that quorum had been attained.

1. Adoption of the agenda

The chair noted that item 14 of the proposed agenda, nominations committee report, had been withdrawn from the agenda.

MEDA/KALYNCHUK: To adopt the agenda as circulated with item 14, nominations committee report, deleted.

CARRIED

2. Opening remarks

Dr. Kalra welcomed members and visitors, and noted the items coming before Council today. He advised that he will step down for agenda item 10.1 as the item relates to the College of Medicine, and Hans Michelmann, vice-chair, will chair the meeting for that item.

3. Minutes of the meeting of October 24, 2013

Three amendments were requested to the minutes: (a) to replace “provided properly” with “taken into account properly” in the third line of the fifth paragraph on page 2; (b) to replace the word “teaching” with “work” at the bottom of page 2; and (c) to replace “suggested that these are outcomes” with “commended the President for including these as outcomes” in the fifth paragraph on page 5.

KALYNCHUK/DETERS: That the Council minutes of October 24, 2013 be approved as circulated with the amendments noted.

CARRIED

4. Business from the minutes

There was no business arising from the minutes.

5. Report of the President

President Ilene Busch-Vishniac provided updates in addition to her written report. Regarding the College of Medicine, she noted that the University and Faculty Association have signed an agreement that removes the clinical heads from scope.

The president reported that she has personally engaged with over 600 people regarding the Vision 2025: *From Spirit to Action* document, and has also received feedback electronically. She encouraged those who had not already done so, to read and comment upon the draft Vision document.

The president also provided an update about the review of graduate education. The review committee is planning to seek input and hopes to have an interim report provided to Council at

the December meeting. Two significant changes relate to: moving to a role of advocacy rather than assurance of compliance; and moving from a separate college to a model found at our peer institutions that more resembles an administrative unit.

The president informed Council of several extraordinary awards given by the Royal Society of Canada to members of our university community. In November, Marie Battiste (Educational Foundations), James [Sákéj] Youngblood Henderson (Native Law Centre) and Keith Hobson (adjunct professor with the School of Environment and Sustainability) were inducted into the Royal Society of Canada, and John Giesy (Veterinary Biomedical Sciences and Toxicology Centre) was awarded the Miroslaw Romanowski Medal from the Royal Society of Canada.

The president reported that the U15 has been developing a proposal to establish an Advantage Canada Research Excellence fund requesting \$100 million in funds to be allocated next year, and up to \$400 million in the future, open to all universities based on their percentage of Tri-agency funding. Finance Minister Jim Flaherty has been supportive, and meetings have also been held with Industry Minister James Moore and Minister of State for Science and Technology Greg Rickford.

The president noted that there has recently been tension between the U15 and AUCC. She thought it was important for the U15 to be identified and separate because they are responsible for the overwhelming majority of research funds and graduate students that complete degrees in Canada and therefore the issues they face are different as compared to other Canadian universities; secondly, virtually every country with a major research effort has a group of research intensive universities and they look to partner with equivalent groups.

A Council member referred to an article in the *Star Phoenix* newspaper regarding a report on research produced by Canadian Association of University Teachers and asked for a report to University Council on University of Saskatchewan research contracts with agencies, such as pharmaceutical companies. The president advised that the vice-president research periodically provides a report to Council and that would be the appropriate time for such a response.

A Council member inquired about the President's trip to China. The President advised that she participated in two alumni events and met with a number of donors as well as with the Consul General to Hong Kong. Follow-up is planned by a few of our colleges regarding increasing student exchanges between some of the best schools in China and the University of Saskatchewan.

## 6. Report of the Provost

Brett Fairbairn, provost and vice-president academic, referred members to his written report in the meeting materials. He also noted the recent opening of Graduate House in the College Quarter, which will provide spectacular facilities for graduate students.

A Council member inquired about the three-phase process for TransformUS and the deadlines for each process. Dr. Fairbairn noted that the phases have been announced by the president in a communication earlier this Fall. The Council member disagreed with the reference to "institutional psyche" in the provost's written report. Dr. Fairbairn commented that while the university consists of individuals who think freely and debate, it is also a community with a culture with systems and processes in common, and he believed that is what is eluded to in the sentence.

A Council member inquired about the search for the dean of the College of Medicine. The provost described the process underway and noted that no public announcement will be made until the Board has approved the appointment.

A Council member inquired about the specific mechanisms and criteria for decisions following the TransformUS process and whether the implementation plan will be brought to University Council for discussion. The provost advised that decisions will be made by the usual decision-making processes in the university and based on their usual criteria. PCIP will co-ordinate actions so that there are not parts of the university acting in conflicting manners. An implementation document will map out which decisions will come to Council, to deans and to other unit leaders. The plan will be shared for discussion with the planning and priorities committee. Council will determine how they would like to review the implementation plan. He acknowledged that it is an aggressive timeline, but that he believes that consultation can be done within two months and the implementation plan within another two months.

## 7. Student Societies

### 7.1 Report from the USSU

Max FineDay, president of the University of Saskatchewan Students' Union, presented an oral report on work the USSU is doing to encourage implementation of a Fall reading week.

- A survey from 2011 found that nine out of ten students from the University of Saskatchewan felt overwhelmed at times. A Queens University report on student health and wellness suggested a Fall reading week would improve student mental health. Students could go home, study or just debrief.
- Resources currently used to deal with problems that result from stress could be invested elsewhere.
- It would create a model for other institutions in the province to follow. A number of Ontario universities and a university in British Columbia have implemented a first term reading week.
- The first term reading week would improve academic performance and retention.

Mr. FineDay advised that he has been in conversations with the registrar. The USSU will be conducting a survey to determine whether students support a first term reading week to provide preferences on possible dates, and to determine if students would agree to an altered exam schedule in order to have such a break.

A Council member asked whether there is evidence that a first term reading week is effective in assisting with mental health and reducing stress. Mr. FineDay noted that anecdotally students have said they have as much stress in the first term as the second term, and therefore having a reading week applies to the first term as much as to the second term. Mr. FineDay was also asked to group the survey responses by college or program.

### 7.2 Report from the GSA

Kiri Staples, vice-president operations and communications for the Graduate Students' Association, presented the GSA report to Council and noting the following highlights:

- The GSA has recently launched a new website that is more aligned with the university's website design, function and interface. It is easier to use and provides more space for publicity for student events and advertising.
- The bursary selection committee provided 15 students with \$1,000 each based largely on financial need. The successful applicants represent a variety of programs and students and the program has confirmed the need for the bursary and the extent of the financial need of many graduate students.
- Two GSA vice-presidents attended the Canadian Association of Graduate Students conference.
- Review is underway to confirm that the GSA's policies conform with best practice, including more timely communications and training for incoming executive.

#### 8. Item for Information: Fall Census Day Enrolment Report

David Hannah, associate vice-president, student affairs, presented this report to Council as Russell Isinger, registrar, was unable to attend. Dr. Hannah noted that a Fall enrolment snapshot summary sheet was made available at the beginning of the meeting.

Based on the census that is taken at the end of the fifth week of classes, overall enrolment is down 0.6% which is the first year of decline since 2008. Dr. Hannah advised that more students are taking Spring and Summer classes than in previous years. Graduate students represent approximately 15% of total enrolment, undergrads 81% and the rest is represented by students in other categories. Enrolment of graduate students is up 3.2% and undergraduate enrolment is down 1.2%. There has been a decline in Saskatchewan high school graduates. The first and second year retention rate in direct entry programs has declined. With the elimination of Open Studies there has been a loss of some students required to discontinue during the transition from Open Studies to other colleges. There has also been a decline in continuing Nursing students due to the graduation of a larger NEPS cohort and fewer students entering the new BSN program. Also the Professional Association of Foreign Service Officers (PAFSO) job action negatively affected some incoming international students.

Dr. Hannah provided information on undergraduates by origin noting that 77% of undergraduates are from Saskatchewan, 12% out of province and 7.5% are international students, with the information on the remainder continuing to be unknown. A decline is expected in the number of Chinese students studying overseas.

The graduate student enrolment increased 3.2%. However, the rate of growth has declined over the past few years indicating that we need to continue to focus on this area. Dr. Hannah provided information on the graduate numbers by program type noting that there has been an increase in course-based master's program which is up over 106% since 2009. Looking at the origin of graduate students, 66% are domestic students and 34% international, which is the highest level of international students the university has ever had. Dr. Hannah illustrated that our international graduate students come from a cross-section of countries.

Regarding Aboriginal students, Dr. Hannah reported there has been some increase, but not to the extent reported as most of the gains are likely due to students now self-declaring in response to a major campaign to encourage Aboriginal students to self-declare and improvements in our tracking systems to capture this information. Approximately 2,000 Aboriginal students attend on campus and a greater percentage of these students are graduating.

The gender breakdown at the university is 57% female and 42% male across all student groups. First and second year retention rates have decreased a bit this year and remain a focus. In contrast, international and Aboriginal student retention rates have increased slightly. Although total enrolment is down, the total number of credit units increased slightly indicating that students are taking more classes which is good from a revenue-generating perspective. There is approximately the same number of first-time students in direct entry programs as last year. The number of students from Alberta has increased 25% and from Calgary almost 33% as compared to last year.

Dr. Hannah provided information on off-campus activity including online and regional colleges noting that there has been a dramatic increase since last year and this trajectory is expected to continue. These numbers are included in the overall enrolment data reported.

Dr. Hannah provided information on the enrolment reporting methodology advising that SESD has moved to term-based reporting with preliminary high level data being released in early September and more detailed reporting provided to University Council in November and March and to Senate in April. The enrolment report is now replaced by a highlight sheet and presentation. Detailed enrolment data is provided through the Data Services website, uView at [www.usask.ca/isa](http://www.usask.ca/isa). Dr. Hannah concluded by thanking the individuals who compiled the information in the report.

## 9. Planning and Priorities Committee

Dr. Fran Walley, chair of the planning and priorities committee, presented these reports to Council.

### 9.1 Item for information: Strategic Enrolment Management (SEM) Report Summary

Dr. Walley provided an introduction to the strategic enrolment summary report. She noted that the planning and priorities committee met with the academic programs committee jointly in October to discuss the SEM report highlights with Dr. Hannah. Though the SEM report is being presented to Council for information only, any academic policy changes that may result from the adoption of any recommendations in the report will also come to Council for approval in the future.

The report recommends modest undergraduate growth targets and aggressive targets for graduate students, with a total enrolment by 2015-16 of approximately 23,000 students, comprised of 18,500 undergraduate students and 4,450 graduate students. The report contains ten key recommendations which address student recruitment in an environment of increasing competition among universities. Dr. Walley invited David Hannah, vice-president, student affairs, to provide more detailed comments on the report.

Dr. Hannah reported that Council approved an enrolment plan in 2003 that projected and called for a goal of 21,000 students by 2010, which was met. The plan also called for 3,500 graduates by 2010, which goal was exceeded; as well as 18,640 undergraduates which was not met until 2012. The goal of 15% of domestic undergraduates, and international goals of 7-8% of undergraduates have not yet been met and work continues on these.

Dr. Hannah advised that they are now working towards strategic enrolment management which is defined as “a set of concepts, strategies and systematic practices,

grounded in solid institutional data that enables an institution to define and achieve its desired enrolment”.

Dr. Hannah described the history of enrolment at the university over the past few decades noting that it has gone from a relatively crude approach of opening the gate until the program is full and then closing the gate to one in which more attention is paid to recruitment. Then as program demand began to decrease in response to enrolment pressures, more attention was paid to retention. Strategic enrolment management is about paying attention to the other factors that affect enrolment: what are students looking for; what are employers seeking; what is the external market; what are we doing about financial aid; and others.

The SEM project began in 2011 with PCIP approving a set of enrolment goals for the end of the third planning cycle (2015/16) in 2012. These include numerical goals for undergraduates, graduates and total enrolment, but also goals for the composition of the student body, and address questions such as how many Aboriginal and international students do we want; what about others; what quality of students are we attracting; etc.

Once PCIP had determined the 2015/16 enrolment goals, three teams were established to discuss undergraduate recruitment, undergraduate retention and the graduate life cycle. Each of these teams developed, reviewed and prioritized a set of recommendations which then went to a steering committee that reviewed and prioritized the enrolment strategies from all of the teams and identified the top ten to focus on which are included in the written materials and are reiterated here for convenience:

1. Create administrative processes for graduate students that are better than our U15 peers.
2. Establish a coordinating infrastructure for undergraduate student retention.
3. Determine principles, priorities and authority for making decisions around the strategic allocation of graduate student funding.
4. Clarify student recruitment roles.
5. Select and implement a customer relationship management system.
6. Prioritize and ensure implementation of a university-wide transfer credit policy and accompanying procedures.
7. Establish an expanded centralized student experience function.
8. Create competitive graduate and undergraduate admission packages for targeted student groups.
9. Select and implement “early alert” system to identify undergraduate and graduate students experiencing difficulties and promote timely and effective intervention.
10. Establish a centralized strategic enrolment intelligence team.

Dr. Hannah advised that the provost has established a small working group to take these top ten recommendations and propose to the provost who should be tasked with each recommendation, at which point the project will move forward to an implementation phase.

A Council member asked whether retention goals are also part of enrolment management. Dr. Hannah advised that a combination of attraction and retention, as

well as progressing graduate students through their programs more quickly, will aid enrolment. Also enrolment is being assisted through colleges and departments sharing what is working in their areas.

10. Academic Programs Committee

As this item involves the College of Medicine, Jay Kalra stepped down as chair because he is a member of the College of Medicine, and vice-chair Hans Michelmann became acting chair.

Prof. Roy Dobson, chair of the academic programs committee presented the reports to Council.

10.1 Request for Decision: College of Medicine replacement program

Prof. Dobson referred to the information in the written meeting materials and explained the rationale for the College of Medicine revising its curriculum from two and one-half years of courses to one and one-half years of clerkship to two years of courses and two years of clerkship.

DOBSON/KROHL: That Council approve the revised Doctor of Medicine program for the College of Medicine.

CARRIED

Jay Kalra returned as chair.

10.2 Request for Decision: School of Environment and Sustainability Certificate in Sustainability

Prof. Dobson noted that this is a new certificate of proficiency in sustainability which is intended to give students a theoretical and substantive experience in sustainability-related practice.

DOBSON/KROL: That Council approve the Certificate in Sustainability as a certificate of proficiency from the School of Environment and Sustainability.

CARRIED

11. Teaching, Learning and Academic Resources Committee

Jay Wilson, vice-chair of the teaching, learning and academic resources committee, presented this item to Council.

11.1 Item for Information: Academic Advising Charter

Prof. Wilson noted that the Advising Charter defines the focus of academic advising as student success, with the purpose of academic advising as assisting students to complete their program and achieve their academic goals. Dr. Wilson invited Dr. Patti McDougall, Vice-Provost, Teaching and Learning, to provide further detail on the Charter.

Dr. McDougall explained that the Academic Advising Charter represents the implementation of an action item stemming from a campus review that occurred in 2010. The intent is to define the academic advising experience that the university aims

to provide students and create an understanding of what academic advising is. Dr. McDougall noted the contribution of others to the Charter.

12. Joint Committee on Chairs and Professorships

Jim Germida, vice-provost, faculty relations, presented these reports to Council.

12.1 Request for Decision: Global Institute for Food Security (GIFS) Enhancement Chairs Program

Dr. Germida explained the purpose of the GIFS enhancement chairs program is to retain or re-direct duties of a faculty member who is a leading scientist at the university and to attract new scientific talent to the university.

A Council member asked whether a teaching stipend will be included in the GIFS chairs program And Dr. Germida advised that that is not currently part of the funding for the chairs program.

SINGH/BUHR: That Council authorizes the Board to establish the GIFS Enhancement Chairs Program.

CARRIED

12.2 Request for Decision: University of Saskatchewan Centennial Enhancement Chair

Dr. Germida noted that the purpose of the program is to assist in retaining faculty. SINGH/PARKINSON: That Council authorizes the Board to establish a University of Saskatchewan Centennial Enhancement Chair.

CARRIED

13. Policy Oversight Committee

13.1 Item for Information: Policy Oversight Committee Year-end Report

Elizabeth Williamson, university secretary, noted the report contained in the written meeting materials and advised that it lists the policies that were introduced or amended at the university between July 2012 and June 2013 as well as those that were being reviewed as of the end of June 2013. There were no questions or comments.

14. Other business

There was no other business.

15. Question period

There were no questions.

16. Adjournment

D'EON/DESBRISEY: That the meeting be adjourned at 4:00 p.m.

CARRIED

Next meeting – 2:30 pm, December 19, 2013