

**UNIVERSITY OF REGINA BOARD OF GOVERNORS**  
**Meeting of the Board of Governors**  
**Tuesday, July 25, 2023**  
**AH 527**

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Present: C. Delorme (Board Chair), K. Addison, L. Bellegarde (by videoconference), M. Deters, K. Howlett, J. Keshen, P. Klein, M. Lang (by videoconference - part), T. Patel, A. Russell

Regrets: A. Cameron

Resources: D. Biesenthal, I. Dostaler, D. Ford, G. Sylvestre, C. Yost

Recorder: J. Shafer

Guests: L. Campbell, L. Stradeski, M. Voss

**1. Call to order and Introduction**

The Chair called the meeting to order at 8:00 a.m. and acknowledged that the University of Regina and its federated colleges are on Treaty 4 and Treaty 6 — the territories of the nêhiyawak, Anihšīnāpēk, Dakota, Lakota, and Nakoda peoples, and the homeland of the Michif/Métis nation. The Chair recognized the University's commitment to Reconciliation and the importance of incorporating Indigenous knowledge and world views in its research, teaching and studies, and the Board's responsibility to strengthen relationships with Indigenous governing bodies and build a more inclusive future.

There was agreement that a land acknowledgment should open all Committee and Board meetings.

**2. Approval of Agenda**

Howlett – Addison  
*Moved approval of the agenda as circulated.*

CARRIED

The Board Chair made opening comments and thanked everyone for the opportunity to Chair.

**3. Governor Conflict of Interest**

The Chair asked Board members to declare a conflict of interest should they have one with any of the agenda items. No other conflicts were declared.

*(All resources and guests with the exception of J. Keshen and G. Sylvestre withdrew from the meeting at 8:04 a.m.)*

**4. In Camera Session**

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

*(All resources and guests returned to the meeting at 8:06 a.m.)*

## 5. Minutes

### 5.1 Approval of Minutes of April 28, 2023

Bellegarde – Klein

*Moved approval of the minutes of April 28, 2023 as circulated.*

CARRIED

### 5.2 Approval of Minutes of May 2, 2023

Russell – Bellegarde

*Moved approval of the minutes of May 2, 2023 as circulated.*

CARRIED

## 6. Business Arising

None

## 7. Strategic Presentation, “Indigenous Engagement Strategic Plan”

J. Keshen introduced Lori Campbell who presented on the Indigenous Engagement Strategic Plan.

Discussion followed and included:

- Appreciation for the plan as a milestone for the University and an opportunity for communication and promotion of successes
- Accountability for implementation through metrics and progress updates
- Challenges in teaching and learning and finding the appropriate level of Indigenous knowledge required
- Opportunity for the University as a centre of strength for Indigenous research
- Function of the Board and its commitment to the Memorandum of Understanding recently signed with First Nations University of Canada
- Benefits of integration of the Indigenous Engagement Strategic Plan into the institutional Strategic Plan of the University

The Board Chair thanked L. Campbell for the presentation.

The presentation and draft plan are appended to the [Official File](#).

*(L. Campbell withdrew from the meeting at 9:10 a.m.)*

## 8. Strategic Items

### 8.1 Annual Audited Financial Statements for the University, Year Ending April 30, 2023 (A&RM)

Lang – Howlett

*That the Board of Governors approves the financial statements (Attachment A) of the University of Regina for the year ended April 30, 2023.*

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

The question was called on the motion.

CARRIED

## **8.2 Annual Audited Financial Statements and Reports for the Pension Plans, Year Ending December 31, 2022 (A&RM)**

Lang – Deters

*That the Board of Governors approves:*

- 1. the financial statements of the Pension Plan for the Academic & Administrative Employees of the University of Regina for the year ended December 31, 2022 as circulated (Attachment A); and*
- 2. the financial statements of the University of Regina Non-Academic Pension Plan for the year ended December 31, 2022 as circulated (Attachment B).*

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

M. Lang provided context related to the valuation of pension obligations, and the Board expressed interest in a future presentation in that regard.

The question was called on the motion.

CARRIED

## **8.3 2022-23 Annual Report (A&RM)**

Lang – Addison

*That the Board of Governors approves the draft content for the 2022-23 Annual Report and authorize the President to approve additional material and amendments as necessary to satisfy the Provincial Auditor's requirements, consistent with the draft material.*

M. Lang introduced the item to the Board, and summarized the discussion from the meeting the day prior. Mention of Health Human Resources funding received over the last year, and further recognition of student successes will be added prior to report finalization.

The question was called on the motion.

CARRIED

## **8.4 2024-25 Operations Forecast (A&RM)**

Lang – Howlett

*That the Board of Governors approves the attached 2024-25 Operations Forecast.*

M. Lang introduced the item to the Board. This Forecast is required for submission to the Ministry of Advanced Education. Projected enrolments reflect recent positive experience and return to pre-pandemic levels.

The question was called on the motion.

CARRIED

### **8.5 Collaborative Health Centre (F&F)**

Addison – Bellegarde

*That the Board of Governors provides Level One Approval (approval in principle) for the Collaborative Health Centre. We are requesting approval to submit the proposed project plan and associated funding ask to SaskBuilds and Procurement.*

K. Addison introduced the item to the Board and noted this initiative shows the University's willingness and ability to adapt, and provides potential opportunity to work with other postsecondary institutions.

The question was called on the motion.

CARRIED

### **8.6 Performance Measurement Framework: 2022-2023 Results (GOV&NOM)**

A. Russell introduced the item to the Board and noted some targets were achieved and others showed progress. The targets were set with the intention to require effort and "stretch".

J. Keshen noted that some targets were missed due to re-prioritization as a result of budgetary realities, and some have been recalibrated in 2023-2024.

All questions were addressed by management.

### **8.7 Performance Measurement Framework: 2023-2024 Targets (GOV&NOM)**

Russell – Klein

*That the Board of Governors approves the individual recommended targets (below) for the 2023-24 Performance Management Framework (PMF), measuring progress on the goals of the 2020- 2025 Strategic Plan, kahkiwaw kiwâhkômâkaninawak: All Our Relations.*

A. Russell introduced the item to the Board. J. Keshen asked G. Sylvestre to provide highlights.

G. Sylvestre noted that some measures have been retained for 2023-2024 to allow for monitoring of trends, and other measures have been adjusted to provide better information or reflect changed priority or process. Proposed changes include:

- A new target of 10% of procurement opportunities awarded to Indigenous suppliers
- Focus on proportion of the workforce who are reporting a disability, to better align with the Saskatchewan Human Rights Commission target for this designated group
- Change in the climate action target from an input measure, to instead aim for a 25% reduction in the University's ecological footprint by 2025
- The proposed research funding target will incorporate a three-year rolling average and focus on Tri-Agency funding

Discussion followed and included a suggestion to look at a target for proportion of workforce that is Indigenous. This might best occur after completion of the Indigenous Engagement strategic plan, building on its recommendations.

The question was called on the motion.

CARRIED

## **8.8 President's 2023-2024 Performance Objectives (GOV&NOM)**

Russell – Addison

*That the Board of Governors approves the President's Proposed Objectives for the 2023-2024 academic year as provided in Attachment A.*

A. Russell introduced the item to the Board. J. Keshen noted his proposed goals are grounded in the University's Strategic Plan, in addition to recommendations from the last Board retreat.

The question was called on the motion.

CARRIED

*(The Board took a break at 9:50 a.m. and returned at 10:07 a.m. M. Voss withdrew from the meeting)*

## **9. Administrative Items**

### **9.1 Facilities Management Infrastructure Project Submission (F&F)**

Addison – Patel

*That the Board of Governors provides Board Level One (approval in principle) for submission of the following two Facilities Management (FM) projects to the Ministry of SaskBuilds and Procurement for consideration of targeted funding for critical infrastructure projects:*

- *Central Heating and Cooling Plant Cooling Tower Replacement*
- *Main Substation Upgrade*

K. Addison introduced the item to the Board. D. Ford advised the University would be expected to cover a portion of the cost of these two projects.

The question was called on the motion.

CARRIED

### **9.2 Library Main Floor LED Lighting Upgrade – Request for Budget Increase (F&F)**

Addison – Patel

*That the Board of Governors approves a budget increase from \$50,000 to \$300,000 for Library Main Floor LED Lighting Upgrade project. The initial \$50,000 was funded from the 23-24 Preventive Maintenance Renewal (PMR) plan for design only. Additional funds for Campus LED Lighting Upgrades were requested as part of 23-24 MOU Opportunities Fund due to the strong return on investment through utility costs and operational savings, \$250,000 was approved and has been allocated to the Library LED Lighting project, for a new total budget of \$300,000.*

K. Addison introduced the item to the Board. Management noted that LED lighting contributes to energy reduction costs and that the Library was chosen because its lights are on for extended hours, which would provide the largest return on investment. Eventually, all properties will receive upgraded lighting.

The question was called on the motion.

CARRIED

### 9.3 La Cité 2024 Infrastructure Project (F&F)

Addison – Patel

*That the Board of Governors provides Level One Approval (approval in principle) for the La Cité 2024 Infrastructure Project. This provides authorization to formally submit the project to the Department of Canadian Heritage (PHC) for consideration of Federal funding, based on a total upset budget of \$500,000.*

K. Addison introduced the item to the Board and J. Keshen noted that federal funding would cover half of the costs of the project. If funding is awarded, the University would decide whether to proceed with the project, depending on current priorities.

The question was called on the motion.

CARRIED

### 9.4 Card Access Replacement (F&F)

Addison – Patel

*That the Board of Governors provides Board Level One (approval in principle) for replacement of the VingCard card access system, at an estimated cost of \$3M.*

K. Addison introduced the item to the Board. J. Keshen noted the card access system is out of date and difficult to service. Level One approval will provide authorization to consider what options are available.

The question was called on the motion.

CARRIED

### 9.5 2024-2025 Board Meeting Schedule (GOV&NOM)

Russell – Klein

*That the Board of Governors approves the 2024-2025 Board Meeting Schedule.*

A. Russell introduced the item to the Board and noted there was discussion by the Committee about the number of regular Board meetings. The meetings in March and April are close due to external requirements.

The question was called on the motion.

CARRIED

## 10. Consensus Items

Russell – Howlett

Agreed to move items 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, 10.7, 10.8, 10.9 and 10.10 as an omnibus motion as follows:

### 10.1 GOV-022-020 Safe Disclosure Policy (A&RM)

*That the Board of Governors approves the revised policy GOV-022-020 Safe Disclosure, Attachment A.*

### 10.2 Selection of Non-North American Investment Managers (HR)

*That the Board of Governors approves Global Quality Growth (GQG) Partners and PineStone Asset Management Inc. to manage the non-North American equities mandate within the Pension Plans Master Trust Fund as recommended by the Joint Pension Investment Committee (JPIC).*

**10.3 EMP-010-010 Employment Equity and Diversity Policy (HR)**

*That the Board of Governors approves the revised Employment Equity & Diversity policy (EMP-010-010) as attached (Attachment A).*

**10.4 EMP-010-030 Out-of-Scope Senior Appointments Policy (HR)**

*That the Board of Governors approves the revised Out-of-Scope Senior Appointments policy (EMP-010-030) as attached (Attachment A).*

**10.5 GOV-100-015 Respectful University Policy (HR)**

*That the Board of Governors approves the revised Respectful University policy (GOV-100-015) as attached (Attachment A).*

**10.6 GOV-022-010 Conflict of Interest and Conflict of Commitment Policy (HR)**

*That the Board of Governors approves the revised policy GOV-022-010 Conflict of Interest and Conflict of Commitment, Attachment A.*

**10.7 GOV-070-010 Policy Governance Policy (GOV&NOM)**

*That the Board of Governors approves the revised policy GOV-070-010 Policy Governance, Attachment A.*

**10.8 Annual Assessment of Board Governance (GOV&NOM)**

*That the Board of Governors approves the assessment of substantial compliance with the 14 categories as defined in the attached report Governance Practices (Fiscal 2022-2023): Compliance with the Adapted TSX Corporate Governance Guidelines.*

**10.9 Acting President Assignment (GOV&NOM)**

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

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

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

**10.10 Awarding the Title Vice-President (Administration), Emeritus (GOV&NOM)**

*That the Board of Governors confers upon Dave Button the title of Vice-President (Administration), Emeritus.*

The question was called on the omnibus motion.

CARRIED

## **11. Reports**

### **11.1 Board Chair's Report**

The Chair provided an update, including:

- Established Board members are each mentoring a new member
- Pipe Ceremony following the Board meeting is for the University community as a collective
- Recommend the book *University Governance in Canada*, provided to Board members

### **11.2 Chancellor's Report**

The Chancellor reiterated her desire to bring campus to community, and community to campus. She provided an update on recent meetings and activities, including attendance at the Pride Parade, Spring Convocation, and the Indspire Awards ceremony, and meetings of Senate and Senate committees. She invited Board members to the upcoming Chancellor's Community Concert at Darke Hall.

The Board Chair thanked P. Klein for her report.

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

J. Keshen provided a verbal update on events and activities since the last meeting. He noted this report will be separated from reporting on his objectives going forward.

### **11.4 President's End-of-Year Report**

J. Keshen noted highlights of his final report for 2022-2023 and thanked the management team for their work on last year's goals.

The Board Chair thanked President Keshen for his reports.

### **11.5 Key Messages**

This report is regularly provided for the Board's information. It provides a few key messages for Governors to speak to in their conversations with community members.

### **11.6 Report from the Vice-President (Research)**

C. Yost presented his report to the Board and highlighted changes in the Performance Measurement Framework. He also noted the need for additional investment in research infrastructure given issues of ethics, compliance, and contracts.

The Board Chair thanked C. Yost for his report.

### **11.7 URSU President's Report**

T. Patel presented his report to the Board and highlighted work by URSU on a student discount card, plans for Welcome Week, and desire to support the University experience of students outside academic pursuits (such as athletics and student clubs and societies) that build a sense of community.

Discussion followed and included both University and URSU's support of 2SLGBTQ+ students in light of the attack at University of Waterloo.

The Board Chair thanked T. Patel for his report.



### 11.8 Committee Chair Highlights

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

- Statutory remittance compliance declaration
- Update on accounts receivable write-offs/bad debt expense
- Budget carryforward balances
- Enterprise risk management and policy update
- Internal Audit update, with a plan to address the outstanding audit recommendation for health and safety and hazardous materials

A. Russell provided an update from the Human Resources Committee, including:

- Discussion of policies and metrics for hiring people with disabilities
- Various policy update approvals
- Respectful University Services annual report, and trending to more informal resolutions

K. Addison provided an update from the Finance and Facilities Committee, including:

- Major capital projects status report, with all reporting “green”
- Indigenous procurement update and continued efforts to encourage submissions from Indigenous suppliers
- Facilities condition assessment to assist with understanding of deferred maintenance
- Advancement activity and results in light of recent changes in structure of unit and reporting methodology

*(M. Lang withdrew from the meeting at 11:00 a.m.)*

A. Russell provided an update from the Governance and Nominations Committee, including:

- Discussion around reporting of progress on president’s objectives and the level of detail required
- A Board retreat will be planned for October, involving governors and executive leadership

*(Resources with the exception of D. Biesenthal and G. Sylvestre withdrew from the meeting at 11:10 a.m.)*

### 12. In Camera Session I – 11:10 a.m.

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

*(D. Biesenthal withdrew from the meeting at 11:40 a.m.)*

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

### 13. In Camera Session II – 11:45 a.m.

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

### 14. Adjournment – 11:53 a.m. Moved by Russell.