AGENDA

COUNCIL MEETING

Date:	5 April 2023
To:	Members of Council
From:	Glenys Sylvestre, Executive Director (University Governance) and University Secretary
Re:	Fall Meeting of Council

A meeting of the Council will be held on Wednesday, 12 April 2023 from 9:30 a.m. to 11:30 a.m. in Education Auditorium, Room 106 (EA 106) and at three designated off-site locations, as follows:

9:00 a.m. – Council Registration Opens
9:30 a.m. – Council Meeting Call to Order

AGENDA

1. **Approval of the Agenda**

2. **Minutes of Meeting of 6 December 2019 –** *For Information*
   Approved by Executive of Council 22 January 2020

3. **Business Arising from the Minutes**

4. **Report from the Chair of Council**

5. **Item(s) for Consideration by Council**
   5.1   Council Rules and Regulations, *For Approval,* Appendix I, pp. 2-3
   5.2   Council Committee on Academic Mission, *For Information*, Appendix II, pp. 4-5
   5.3   Council Committee on Budget, *For Information*, Appendix III, pp. 6-7
   5.4   University of Regina Academic Plan 2023-2026, *For Discussion,* Appendix IV, pp. 8-12

6. **Adjournment**

Note: Council members have access to all minutes and agendas of Executive of Council at:
https://www.uregina.ca/president/governance/council/eofc-meetings.html

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UNIVERSITY OF REGINA COUNCIL
12 APRIL 2023

Subject: Council Rules and Regulations

MOTION: That Section 2.2.4 of Council Rules and Regulations be modified to allow for members to be present virtually.

Current

2.2.4 Quorum and Voting

Quorum for any of meeting of Council shall be set at 100 Council members. The determination as to whether quorum exists will be made by the University Secretary prior to approval of the agenda for the meeting.

Members of Council must be present, in person, or at a designated off-campus location(s), to vote on any matters being considered by Council at that meeting. Proxy voting is not permitted.

Voting will normally be done by a show of hands at the call of the Chair; however, with the agreement of the majority at the meeting, Council may agree to have the vote done by secret ballot at a meeting. Also, with the agreement of the majority, a motion can be put to the entire membership of Council which would happen subsequent to a meeting of Council and would normally be conducted by the University Secretariat within five business days of the meeting by electronic ballot, allowing up to seven business days for the vote to take place.

Proposed

2.2.4 Quorum and Voting

Quorum for any of meeting of Council shall be set at 100 Council members. The determination as to whether quorum exists will be made by the University Secretary prior to approval of the agenda for the meeting.

Members of Council must be present, in person **or online through a video conferencing platform**, ~~or at a designated off-campus location(s)~~ to vote on any matters being considered by Council at that meeting. **Members present online must have their cameras turned on and appear on screen.** Proxy voting is not permitted.

Voting will normally be done **at the call of the Chair** by a show of hands **for in-person attendees; and through a means of electronic voting as determined by the University Secretary ahead of the approval of the agenda**.

However, with the agreement of the majority at the meeting, Council may agree to have the vote done by secret ballot at a meeting. **For online voting in such cases, an anonymous poll option will be used as determined by the University Secretary.** Also, with the agreement of the majority, a motion can be put to the entire membership of Council which would happen subsequent to a meeting of Council and would normally be conducted by the University Secretariat within five business days of the meeting by electronic ballot, allowing up to seven business days for the vote to take place.

Rationale:

This measure may help Council reach quorum more easily by including members who are travelling (as Council meetings often happen when there are no classes) and members who are sick but still wish to attend.

More importantly, it will make Council accessible to those whose health, or the health of those around them, prevents them from attending an in-person meeting.

Additional Information:

Council Rules and Regulations

University of Regina

COUNCIL COMMITTEE ON ACADEMIC MISSION

3737 Wascana Parkway
Regina, Saskatchewan, Canada S4S 0A2
http://www.uregina.ca/president/governance/council/CCAM.html

March 31, 2023

REPORT TO COUNCIL FROM THE COUNCIL COMMITTEE ON ACADEMIC MISSION FOR THE PERIOD FROM JUNE 30, 2022 TO 31 MARCH 2023

The Council Committee on Academic Mission (CCAM) last reported to Executive of Council at the June 2022 meeting. CCAM continued to meet monthly by Zoom. Meeting agendas and minutes can be found on UR Source. Academic Unit Reviews (AUR) can be found on the AUR website.

Most of CCAM's work is focused on the Academic Unit Review (AUR) process and meeting with academic units that have been reviewed. These meetings occur shortly after the units and/or programs have been reviewed, 15-18 months after a review, and five years after a review. The meetings focus on how units managed the recommendations from the review team. Since our last report, we have met with the following units:

- Centre for Continuing Education – verbal response on the AUR team's recommendations
- Department of Justice Studies – verbal response on the AUR team's recommendations
- Department of Anthropology – 15-18 Month Academic Unit Review Follow-up
- Faculty of Kinesiology and Health Studies – verbal response on the AUR team's recommendations
- Faculty of Media, Art, and Performance – 15-18 Month Academic Unit Review Follow-up
- Department of Visual Arts – 15-18 Month Academic Unit Review Follow-up
- Department of Film – verbal response on the AUR team's recommendations
- Department of Psychology, Faculty of Arts – 5-year follow-up report
- Faculty of Nursing – Accreditation/Program Approval Update
- Department of Chemistry & Biochemistry – 5-year follow-up report
- Faculty of Graduate Studies and Research – 5-year follow-up report
- Department of Theatre – 5-year follow-up report

CCAM also serves as a forum to discuss and provide input on topics related to the academic mission of the University. This year we:

- Updated our committee's terms of reference.
- Reviewed, discussed, and provided feedback on the Academic Plan and subsequent revisions. We support this plan in principle and look forward to reviewing the final report.
- Created a subcommittee to develop a policy for external review of academic programs administered by non-academic units.
- Oriented two new members to our committee.

We continue to seek student membership on our committee.

We want to thank everyone who met with us this year and would like to add that these meetings, in the spirit of healthy inquiry and rich discussions, are both inspiring and informative. It is a pleasure to serve the University community in this way.

Lastly, we especially want to thank Kristina Eckel and Yvonne Gray, for their excellent administrative support of the committee's work.

Respectfully submitted on behalf of CCAM

L Clune RN PhD

Laurie Clune RN, PhD
Chair, CCAM 2022-2023

Council Committee on Academic Mission (CCAM), 2022-2023 Membership

Ex officio:
- david Gregory, Interim Provost and Vice President (Academic)
- Christopher Yost, Interim Vice-President (Research)
- Nilgün Önder, Associate Vice-President (Academic)

Elected:
- Chair, Laurie Clune (2023), Faculty of Nursing
- Andrei Volodin (2023), Faculty of Science
- Arzu Sardarli (2023), First Nations University of Canada, Prince Albert Campus
- Ben Lichtenwald (2026), Faculty of Engineering (joined January 2023)
- Charisma Thomson (2026), Faculty of Arts (joined January 2023)
- Kathryn Ricketts (2023), Faculty of Education
- Marcel DeCoste (2024), Faculty of Arts
- Wes Pearce (2025), Faculty of Media, Art, and Performance

Students:
- Vacant Student Council Member, URSU
- Vacant Student Council Member, GSA

Council Committee on Budget
Report to University of Regina Council
(Submitted on March 29, 2023)

CCB has typically reported to Council or the Executive of Council at the end of the winter term, a time that coincides with the conclusion of the annual budget making process. While CCB's last report to Council was long ago (April and November, 2018), the Executive of Council has received regular reports. Given the current challenging budget situation, CCB recently reported to Exec of Council on February 15, 2023 meeting about its work during this academic year. The following includes some important highlights regarding CCB work since its last report to Council.

CCB has held its regular monthly meetings (typically from Sep to May/June) and additional meetings as needed. The pandemic, the remote operation and their financial impacts have significantly changed the budgetary situation and the nature of the CCB work as a result. In the past and until the making of 2020-21 Budget, CCB had an active participation in the process in its advisory role to the President and the Budget Team. Its main activities included the review of budget submissions from the managers, attending their budget presentations, discussing and eventually producing specific recommendations on priorities/rankings of new budget allocations. This work was closely structured along the budget timelines specified on the Unit Budget Submissions documents issued by the Office of Resource Planning typically in mid-November.

However, Covid-19 pandemic effects on the university operation and student enrollments presented a very different budgetary situation where attention was needed to address the budgetary shortfalls and very limited funds were available for new investments. Throughout this period, the ex-officio members of the committee have kept CCB appraised the very challenging budget situation of the University created as a result of enrollment decline and stagnant government operating grant. CCB has continuously discussed these challenges and has provided its input on various matters presented. In the last couple of years the Budget Team's decisions were centered on determining one-time contributions from units to address the annual shortfalls or determining the base budget cuts. With this shift in the budget making process, CCB has been informed of such decisions as they have unfolded, but has not produced specific recommendations regarding the claw-back or cuts. Given its advisory role, this academic year CCB has advocated for more clarity on its expected work within the budget making process as we move forward. This is particularly important as we are facing a new reality where the revenue shortfall due to enrollment decline has proven to be more persistent than expected.

Regarding the current Budget making process, in its November meeting CCB was presented with some general updates on the current budget and on the expected parameters for the 2023-24 budget. In the following meeting, CCB was presented with the Budget Discussion document that outlined the specifics of these challenges. As you may be aware from other university communications, the decline in tuition revenues due to lower than expected student enrolments, along with cost increases due to inflation have resulted in a structural deficit of about $20M (as per initial estimations) in the operations alone. Addressing this structural deficit would require a significant overall reduction in the operating base budget for more than a year.

You may also be aware that budget managers submitted scenarios considering a 5%, 6% or 7% base budget cuts in the first year, outlining impacts on their units. CCB did not attend presentations of submissions by budget managers that took place in mid-March due to the sensitive nature of actions

contemplated to achieve such reductions. Although most recent updates on the Winter 2023 enrollments show some improvements on the parameters with the expected deficit of about $17M, this is a continuous challenge. As announced in the Budget Forum of March 16, 2023 a 5% reduction across all units will be expected in preparation of the new budget.

Given the gravity of the situation, CCB has continuously advocated to the senior administration the importance of raising awareness about the financial situation and the need for transparency about difficult decisions to the campus community. Specifically, in Fall meetings we suggested reviving the practice of Budget fora to campus community as a means to raise awareness. We are pleased that the senior administration acted on our advice and encourage all members of Council to attend these events.

While minutes provide an account of matters discussed in CCB meetings, the overall sentiment is that to address the budgetary challenges beyond the 2023-24 upcoming cycle, there is a need for changes that are perhaps more structural in nature.

Agendas and approved minutes/notes of CCB meetings are available at:
https://ursource.uregina.ca/executive/governance/council-committees/council-committee-on-budget.html

Monika Çule, Chair

Submitted on behalf of CCB

University of Regina Academic Plan 2023-2026:
Go Far, Together.

Vision, Context, and Accountability

The University of Regina (UofR) is a prairie university situated on Treaty 4 and Treaty 6 territories and the traditional homeland of the Métis Nation. It serves as a key global gateway for our City and Province. Our classrooms, laboratories, and experiential learning opportunities are places of Discovery for our students. We seek an integrated and student-centred approach to providing a transformational educational experience.

This plan's work is framed by strategic commitments that the University has made to Truth and Reconciliation and the ongoing process of Indigenous Engagement as well as to Equity, Diversity, and Inclusion (EDI). It recognizes that both Indigenous Engagement and EDI are the topics of ongoing and extensive planning and consultative strategic planning processes that will be complete by the Fall of 2023. Out of those processes will come more specific commitments and actions that all units will engage with. More broadly, the Academic Plan Steering Committee will ensure that considerations of Indigenous Engagement and EDI are included in the implementation of all parts of this plan.

Within the framework provided by commitments to Truth and Reconciliation and to Indigenous Engagement and EDI, we seek to integrate and improve how the UofR serves both potential and current students. This plan articulates specific actions across four broad institutional areas of focus: Recruitment and Retention, Teaching and Learning, Academic Programming, and Student Success and Experience. It identifies, at an institutional level, whether work is currently complete, well under way, partially underway, or has had very little or no progress.

Attention to these areas of focus is underpinned by the vision of an ongoing and long-term relationship between each student and the University. It is a relationship that: begins with inquiry, application, and registration; is at its most intense when students engage with our academics, learning opportunities, student services, and student life programs; celebrates their successes at Convocation; and is made life-long as students continue to engage with the University either through ongoing learning or as alumni.

Since 2020, a variety of task forces, working groups, surveys, reports, and Faculty processes have identified many ways to improve the student experience at the UofR. This Academic Plan integrates and prioritizes these proposals into an actionable and achievable operational Academic Plan for the 2023-2026 period. It recognizes that both academic and non-academic units contribute to the student experience and that serving students requires seamless and increased coordination amongst various parts of the University. This plan would have not been possible without the hundreds of hours of work done by our colleagues as part of: the Working Group on Retention and Graduation; the Retention Advisory Committee; the Strategic Enrolment Planning Group; the Task Force on the Future of Technology Infrastructure Supporting Teaching, Learning, and Academic Mission of the University of Regina; and those who have worked on strategic and operational planning at the Faculty and Unit level. Deans' Council and the Council Committee on Academic Mission (CCAM) engaged earlier drafts of this plan between December 2022 and March 2023. Helpful suggestions came from URSU members, a student focus group, and members of the ta-tâwaw Student Centre Student Council. Thank-you to all involved.

Institution-wide oversight of this plan's implementation will be provided by an Academic Plan Steering Committee co-chaired by the Provost and Vice-President (Academic) and the Associate Vice-President (Academic). Membership will include: the Associate Vice-President (Student Affairs); Associate Vice-President (International); Associate Vice-President (Indigenous Engagement); the University's Equity, Diversity, and Inclusion Lead; the Registrar; three University of Regina Deans; a Dean representing the federated colleges; an undergraduate student; a graduate student; and a faculty member from each of the Regina and Saskatoon campuses selected by the CCAM. The Academic Plan Steering Committee will provide reports every year to the President, the CCAM, Deans' Council, and to Executive of Council. Staffing support to the committee's work will be provided by the Provost's Office and – to the extent possible – offer employment opportunities to students. Significant work has commenced on many aspects of this plan. Working within the three-year time frame envisioned here, the Steering Committee will provide more precise direction about the staging and sequencing of the work outlined in the plan.
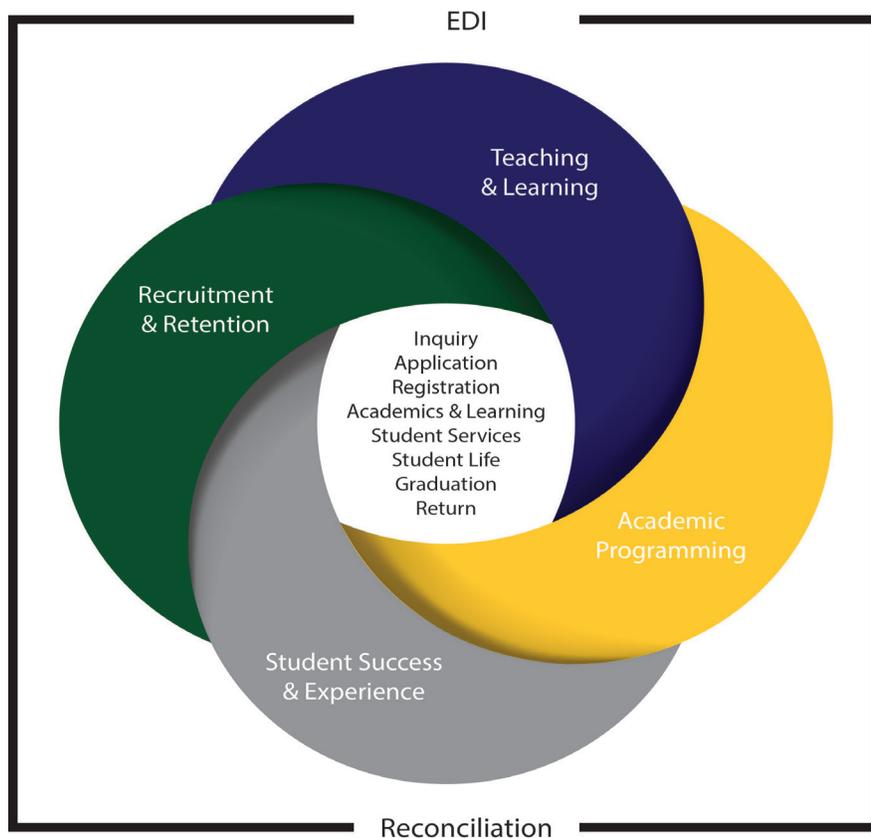
Strategic Commitments

Truth and Reconciliation and Indigenous Engagement

How can we act on our commitments to Truth and Reconciliation and Indigenous Engagement in ways that our students can recognize and carry forward with them? This thematic area is not a stand-alone item, but rather, must be integrated into how we develop and implement all actions related to this plan.

Lead: Associate Vice-President (Indigenous Engagement)

Recommended Actions:

- There is ongoing work on an Indigenous Engagement Strategy for the UofR. Faculties commit to engage with that process as appropriate and to work to implement its recommendations once the Strategy is complete. In the meantime, units will continue to work towards the goals of Truth and Reconciliation.
- Work with URSU and faculty student groups on their Indigenization and EDI initiatives (e.g. the ongoing Faculty of Social Work Intergroup Dialogue Training Model).
- Implement the vision outlined in the MOU between UofR and First Nations University of Canada.
- Deans' Council commits that it will take time to learn together and to share best practices about the process of Indigenization.

Equity, Diversity, and Inclusion

How can we act on our commitments to EDI in ways that our students can recognize and carry forward with them? This thematic area is not a stand-alone item, but rather, must be integrated into how we develop and implement all actions related to this plan.

Lead: University Equity, Diversity, and Inclusion Lead

Recommended Actions:

- There is ongoing work arising from the EDI and Anti-Oppression Strategy for the UofR. Once complete, the Strategy will guide decision-making and leadership. In the meantime, units have committed to working towards the goals of EDI.
- Work with URSU and faculty student groups on their Indigenization and EDI initiatives (e.g. the ongoing Faculty of Social Work Intergroup Dialogue Training Model).
- Develop a community of practice in the use of Universal Design for Learning practices and encourage their adoption.
- Conduct an accessibility review of UofR academic operations
- Deans' Council commits that it will take time to learn and share EDI best practices.

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Areas of Focus

Progress Status:	🟦 Complete	🟨 Partially under way	
	🟩 Well under way	🟥 Very little or no progress	

Recruitment and Retention

Do we have the frameworks to identify which programs need resources based on enrolment, to bring students to the University, and to remove barriers to student success once they are here?

Leads: Associate Vice-President (Academic), Associate Vice-President (Student Affairs), Registrar

Recommended Actions:

- Review marketing and communication structures and processes and how they can best serve recruitment and retention efforts 🟥
- Review and develop a strategy for domestic and international scholarship programs 🟥
- Develop and implement an institution-wide Strategic Enrolment Plan, including initiatives related to retention; and review the plan in two years 🟥

Teaching and Learning

In what ways can we recognize and support the deep commitment of our faculty members to impactful teaching, learning, and supervision?

Lead: Associate Vice-President (Academic)

Recommended Actions:

- Enhance resourcing, programming, and physical space for the Centre for Teaching and Learning 🟨
- Review and develop a strategy for Faculty-specific, University-wide, provincial, and national/international teaching awards 🟩
- Recognize impactful graduate/honours supervision and offer venues for sharing innovation and best practices 🟨
- Faculties will work with the Center for Teaching and Learning to integrate technological innovation and sound pedagogy 🟨
- Collegially review the place given to teaching in Faculties' respective criteria documents 🟥

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Academic Programming

How can we ensure we deliver programming that is accessible, flexible, pedagogically effective, innovative, and relevant to our students?

Lead: Working group drawn from members of Deans' Council

Recommended Actions:

- Utilize the Strategic Enrolment Plan and academic data and analytics to make evidence-informed program, delivery, modality, and operational decisions. Insure data and analytics clearly reflect the experiences of equity-seeking communities on campus ■
- Insure that all programs have clear program maps that are available to students and advisors. These maps should ariculate learning outcomes at the program level ■
- Review programming for sustainability and streamlining opportunities ■
- Develop guidelines for using academic analytics and data (e.g. course fill rates) to maximize course offerings and implement consistent and transparent multi-year course scheduling ▢
- Identify graduate and undergraduate degrees, diplomas, certificates, and micro-credentials that can be completed entirely online and develop and promote them ■
- Prioritize support for students in their first day, week, month, semester, and year (e.g. build on existing pilot programs to ensure that gateway courses are taught and delivered to give students their best chance of success and retention) ▢
- Program level consideration of learning technology ■

Student Success and Experience

How do we ensure we are supporting student success and a positive experience in their interactions with the University of Regina in a holistic way? Discussions around this goal identified two disparate but equally critical directions for action.

Lead: Provost and Vice-President (Academic)

Student Advising
How can we provide student advising and student services effectively and accessibly (e.g. at the times and in the modalities that work best for them)?

- Conduct an evidence-informed and data supported review of institutional advising processes and structures ■
- Require institution-wide, aligned use of Degree Audit and train staff in best practices ▢
- Enhance use of technology in student advising and student services ▢
- Conduct an evidence-informed review of academic support and transition programs ■

Space, Food, and Community
How do we build community outside of the class-room, recognizing that community can sometimes take place over a shared meal, sometimes over a shared event or cultural occasion, and sometimes simply by sharing study space?

- The three Vice-Presidents will direct a review of food services, space usage, residence life, the presence of the broader community on campus, and other matters that might influence student well-being and belonging. The review process will include our federated partners and recognize that the UofR a has multiple campuses ■

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