PRESENTED BY: Stephen Urquhart, chair, Governance Committee

DATE OF MEETING: June 18, 2020

SUBJECT: Principles for federation and affiliation with the University of Saskatchewan (USask)

DECISION:

(URQUHART/MOUSSEAU): It is recommended that Council approve the principles for federation and affiliation with USask as Part III Section X.3 of the Council Bylaws as attached, effective June 30, 2020, and recommend to the Board of Governors and Senate the adoption of these principles.

PURPOSE:

The purpose of this notice of motion is to request that University Council approve the principles for federation or affiliation with the USask and incorporate them into Council’s bylaws, thereafter recommending their adoption also the Board of Governors and Senate.

Upon approval by University Council, requests for new federations or affiliations with USask would be considered in alignment with these principles.

DISCUSSION SUMMARY:

The Governance Committee of Council is responsible for periodically “reviewing the Bylaws of Council and recommending to Council revisions to the Bylaws.” Within the purview of the Council Bylaws are the agreements with the federated and affiliated colleges. The motivation for this submission is a commitment to continuing these relationships and strengthening them into the future.

Through federations and affiliations, there is the potential to develop new academic, administrative and cultural arrangements and partnerships to enhance the student experience, research pre-eminence, and the reputation of the university. However, it is not apparent that any guiding principles or criteria have previously been used by the university when deciding to enter into a new partnership.
Over its history, the University of Saskatchewan has entered into a number of relationships with other post-secondary institutions in the province. At present, there is one federated college – St. Thomas More College – and there are seven affiliated colleges. The genesis and evolution of the relationships show considerable variation, and the components of each relationship are distinctive.

By way of background, in May 2017, the Governance Committee of Council requested that an examination of the current relationships between USask and the federated and affiliated colleges. The review was completed in August 2017 by Dan Perrins. This report was the subject of discussion at several meetings of the Governance Committee through 2018/19. Partly in response to the findings, but more so in the overall interest of the university, principles for federation and affiliation were then drafted and considered at two meetings of the Governance Committee in 2019/20.

On December 19, 2019, the Governance Committee presented these draft principles as a request for input to University Council. On January 28, 2020, the Governance Committee shared the “Perrins Report” on federation and affiliation along with the draft principles with the federated and affiliated colleges, specifically requesting their input and feedback.

In February 2020, the Governance Committee received feedback from the federated college, St. Thomas Moore, and three of the affiliated colleges, i.e. St. Andrew’s College, Horizon College & Seminary, and Lutheran Theological Seminary. In summary, the response was supportive of the principles, and positive about the relationship between USask and the federated and affiliated colleges. A few suggestions will require follow-up for the operationalization of the principles:

- An office/officer should be identified for the maintenance of the relationship between institutions. This will be referred to the provost and vice-provost, teaching learning and student experience.
- Commitments to the principles should be expressed in formal MOUs between the university and these colleges.
- A Council of Affiliated and Federated Institutions (CAFI) will be established. This is expressed and committed under principle 8.

On April 21, 2020, the Governance Committee approved a motion to recommend to Council that the attached principles for federation and affiliation be adopted, and that they be similarly recommended by Council to the Board of Governors and Senate for adoption.

The notice of motion of a change to the Council Bylaws was properly presented to University Council on May 21, 2020.

**FURTHER ACTION REQUIRED:**

- The principles will also be presented to the university Board of Governors and Senate for input and adoption.

**ATTACHMENT:**

1. Draft principles for federation and affiliation (see agenda item 10.5 for incorporation of the principles into the revisions to the Council Bylaws)
UNIVERSITY OF SASKATCHEWAN
Statement of Principles for Affiliation and Federation Relationships

At present, USask has one federated college and seven affiliation relationships as follows:
- St. Thomas More College (federated);
- Gabriel Dumont College (affiliated);
- St. Peter’s College (affiliated);
- St. Andrew’s College (affiliated);
- Briercrest College and Seminary (affiliated);
- Horizon College and Seminary (affiliated);
- Lutheran Theological Seminary (affiliated); and
- College of Emmanuel and St. Chad (affiliated).

The following principles are representative of the current relationships with federated and affiliated colleges, and are suggested as a basis for considering future requests to enter into a relationship of affiliation or federation.

General Principles

1. **Relationships of affiliation or federation should be based on academic interests shared by the university and the candidate institution.** Though it is possible to conceive of many reasons for entering into partnerships or collaborative relationships with other institutions – sharing space or other resources or joining together in government relations initiatives, for example – the particular relationship of affiliation or federation should be founded in common academic goals and interests, such as programming for students or advancing a research agenda.

2. **Relationships of affiliation or federation should be based on shared support for the university’s vision, mission and values.** The governing bodies of the University of Saskatchewan have adopted a statement setting out the vision, mission and values that will guide the institution. Though the university cannot require that other institutions are guided by identical values or an identical mission, the university can only enter into relationships of affiliation or federation on terms that are consistent with the values held by the university and the vision it has adopted.

3. **The university should approach the request for a relationship of federation or affiliation in a spirit of respect for the distinctive history, traditions and achievements of the candidate institution.** Though the university should not enter into relationships of affiliation or federation on terms that undermine the stated vision, mission and values of the institution, the university should not demand that an affiliated or federated institution conform in all respects to the university’s established practices and procedures. The rationale for creating relationships of affiliation or federation is in part that the university is enriched by the distinctive perspectives brought by the partner institutions.

4. **The significant elements of a relationship of affiliation or federation should be reflected, insofar as possible, in written agreements.** Though strong partnerships are marked by flexibility,
informality and vigorous personal connections, it is important that the basic terms to which the partners have agreed are clearly documented in writing.

5. **Consideration should be given to the reciprocal contributions that can be made by the university and the candidate institution.** Though the university is likely to be the larger partner in these relationships, the formation of the partnership should take into account fully the contributions both parties can make to the lives of their respective institutions.

6. **Provision should be made for regular review of the relationship with the candidate institution.** The potential for refreshing and reforming the relationship should be provided for through a regular cycle of reviews. Academic institutions are not stagnant, and their relationships should be examined on occasion to ensure that the goals for the partnerships are being met effectively.

7. **Consideration should be given to developing clear pathways for students between programs offered by the university and the candidate institution.** In keeping with the obligation of post-secondary institutions to support the career aspirations of their students, the question of whether a relationship of affiliation or federation provides an opportunity to establish academic pathways or ladders for students should be a factor in defining the relationship.

8. **Consideration should be given to the role the candidate institution might play in the governing bodies of the university.** The *University of Saskatchewan Act 1995* provides that affiliated and federated institutions have representation on both Council and the Senate. The partners should consider how this opportunity to participate in university governance can be most effectively deployed. A Council of Affiliated and Federated Institutions (CAFI) will be established to that effect.

9. **Consideration should be given to whether an alternative form of partnership might be more appropriate.** Given the involvement of affiliated and federated institutions in university governance, it is clearly contemplated that these relationships will be of a comprehensive nature. Where the interest of the parties is restricted to individual programs or projects, there may be other forms of relationship that are more appropriate.

10. **The academic standards and integrity of the candidate institution should be a factor in determining whether the university will enter into a relationship of affiliation or federation.** It is important to the university that any candidate institution be able to demonstrate standards of academic attainment and institutional integrity that will be consonant with the level of expectation to which the university holds itself.