

Preamble

La Cité universitaire francophone at the University of Regina is the result of a series of changes taking place over almost a century. Francophone university education began in Gravelbourg in 1918 with *Collège Mathieu*, 13 years after Saskatchewan became a province. Through its affiliation with the University of Ottawa, the Collège offered a program of classically-based studies up until 1968. This is when the *Bilingual Studies Centre* was established on the Regina Campus of the University of Saskatchewan and assumed responsibility for university education in French in the province. In 1988, as part of an agreement between the federal and provincial governments, funds were allocated to the construction of a separate building on the University of Regina campus (Language Institute Building) as well as to the development and implementation of university programs in French. The Institut français was established in 2003, following the review of the former Language Institute. From the onset, the Institut français has grown out of a partnership between the University of Regina and the Francophones of Saskatchewan, in particular the Assemblée communautaire fransaskoise (ACF).

In August 2012 the University of Regina established a President's Task Force on the Future of the Institut français. The Task Force, whose membership included both senior administration university employees and Fransaskois community members, was requested to deliberate on the future of the Institut français in the context of French-language education at the University of Regina and submit recommendations to the President, for consideration. On May 22, 2013, the President received a report containing a set of 35 recommendations (provided in Appendix I), which were accepted in principle. An Implementation Task Force was established in the summer of 2013 to create an implementation plan for the recommendations contained in the report of the President's Task Force on the Future of the Institut français. The present terms of reference for the new amalgamated Francophone entity on the University of Regina campus are based on these 35 recommendations. By amalgamated entity, we refer to the recommendation which proposed that the Department of French merge with the Institut français and that its programs, faculty, staff and budget be integrated with that of the Institut in order to create a single cohesive academic unit. Please refer to recommendation 6.

The University of Regina, through the establishment of this new francophone unit, demonstrates a sincere commitment to the linguistic duality of Canada and acknowledges the need to support the study of French language and culture as well as university studies in French in the province of Saskatchewan. La Cité universitaire francophone represents a significant contribution to Saskatchewan and Canadian society. Please refer to recommendation 12.

The University of Regina's success in realizing the vision and mandate for La Cité universitaire francophone will require the support and engagement of others, in particular the Fransaskois community and other people in Saskatchewan who speak French, federal and provincial governments as well as individuals and units within the University; working together to meet the challenges of French post-secondary education in a minority setting. The ensuing partnerships on which success will be built will require both commitment and imagination from all parties.

Name

After a thorough consultative process, including a public call to receive input from the community, the name selected for this new francophone entity is: *La Cité universitaire francophone*. This name reflects the new unit's academic status, specific francophone character, multidisciplinary reality and provincial educational mandate. Please refer to recommendation 1.

Scope of Action and Authority

This entity created by the merger of the Department of French and the Institut français, with other potential units to follow, encompasses numerous fields of activities and services. At the heart of this university unit are credit programs, non-credit continuing education programs, research and student services. All of its activities will be

integrated to create a French-speaking *milieu de vie* within its physical location, extending its influence on campus and beyond. La Cité universitaire francophone will meet the needs and aspirations of its students and Saskatchewan's francophone community and population at large interested in French education. Please refer to recommendations 6 and 29.

By signing the Memorandum of Understanding (January 29, 2014) with the provincial Ministry of Advanced Education and partners, the University of Regina committed to playing a leading role in future initiatives in post-secondary French language education. La Cité universitaire francophone, as per the model presented in *Vision 2030: A report to the Deputy Minister of Advanced Education on Post-Secondary Education in French in Saskatchewan*, is called upon to play a pivotal role in the delivery of university French language education and services. Please refer to recommendation 25.

In order for La Cité universitaire francophone to fulfill the University's mandate, adequate resources and appropriate structures are required. La Cité universitaire francophone has the academic status equivalent to that of a University of Regina Faculty with the following responsibilities:

- coordinate and oversee French programming at the University of Regina
- development of intra university agreements for said program delivery in other Faculties;
- ensure a common vision for French and bilingual programs at the University of Regina;
- ensure the development of coherent university programs and courses in French;
- ensure accountability regarding French programming.

Please refer to recommendation 3.

Developing collaborative intra-institutional French-language capacity is essential to the success of La Cité universitaire francophone and French-language university education at the University of Regina and in Saskatchewan. All teaching, research and service activities in French will eventually be offered in collaboration with La Cité universitaire francophone. Such an arrangement permits reporting of impact and accessibility to teaching, research and service activities offered in French across campus, while ensuring that faculty members in professional and accredited programs maintain their reporting structure, accreditation status, and budgeted positions within Faculties. In accredited programs, provincial and/or federal laws and the regulations of accrediting bodies require faculty to report to a dean holding the commensurate professional certification (e.g., nursing faculty must report to an RN; engineering faculty must report to a P.Eng). These faculty members will be granted Associate Member status in La Cité universitaire francophone in recognition of the contributions and research, teaching and services activities undertaken in collaboration with La Cité. Please refer to recommendations 7, 8 and 22.

To ensure viability and sustainability of La Cité universitaire francophone, all teaching, research and enrolment data in credit and non-credit courses as well as certificate, diploma and degree programs developed and delivered by La Cité shall be accounted for and attributed to La Cité's operations.

A new internal financial model will need to be developed for La Cité universitaire francophone, in collaboration with the Registrar's Office and the Office of Resource Planning, to recognize the credit hours taught in French and account for the contribution of La Cité in the development and delivery of courses and programs through other faculties at the University of Regina. Please refer to recommendation 16.

Francophone Minority Setting Factor

The University of Regina is committed to supporting the work of the Cité universitaire francophone (hereinafter called "La Cité") to provide French-language university education opportunities in a minority setting. With this commitment, the University of Regina acknowledges the nationally accepted principles that minority education is designed, developed, administered and evaluated differently from majority education. The University of Regina further recognizes that La Cité will engage with the Fransaskois community in order to contribute to the community's development.

To that end, the working language at La Cité will be French, recognizing that all information for recommendation and approval of curriculum, courses, academic governance decisions, as well as all administrative information must also be provided in the University's official language of English.

The University of Regina is committed to providing high quality programs across the institution, including at the Cité universitaire. Further, La Cité will engage in developing, managing and evaluating curriculum that supports :

- (1) Strategic and sustainable access to French-language university-level programs intended to contribute to the global development of the Fransaskois community and within the context of a bilingual Canada;
- (2) Recognition that French-language university-level programs at the University of Regina are situated in a minority official language context, regardless of the students' first language;
- (3) Consideration of course enrolments based on the minority francophone context (i.e., lower course enrolments may be approved in order to support and advance French-language university-level programming) and the necessity to adjust funding accordingly;
- (4) Incorporation of a long-term development plan for French-language university-level programs; and
- (5) Recognition that French-language university-level programs support student mobility opportunities and community engagement;
- (6) Recognition that La Cité is mandated to manage and deliver services to students, faculty, staff and stakeholders in manner consistent with Saskatchewan's francophone minority setting;
- (7) Commitment to delivering courses and programs of equal quality to the University's course offerings in English;
- (8) Commitment to increase the quantity and the diversity of courses and programs offered in French.

The University of Regina is committed to demonstrating leadership and creativity in recognition of La Cité's capacity to provide some educational supports and services that are otherwise centralized at the University, such as academic advising and skills development.

The University of Regina is further committed to working with the provincial government to secure and stabilize annual funding from both federal and provincial sources for La Cité, that is specifically targeted to the French-language university education.

Please refer to recommendations 12, 16 and 31.

Vision, Mandate and Values

Upon the creation of La Cité universitaire francophone, a review of the vision, mission, and values of this new academic entity will be initiated by the Director in collaboration with the unit's stakeholders. Periodic revisions of La Cité's vision, mission, and values will be scheduled to coincide with the academic unit review five-year cycle. Please refer to recommendations 2 and 13.

Location

The administrative operations of La Cité universitaire francophone are located in the building currently known as the Language Institute. Programming is offered primarily, but not exclusively, in the same building. Where institutionally appropriate, space utilization priority is given to programming and courses offered or coordinated by La Cité universitaire francophone. Please refer to recommendation 32.

Areas of Activity for La Cité universitaire francophone

Based on current activities in French language education at the University of Regina and ensuing from the recommendations of the President's Task Force, at least seven areas for action have been identified. These areas, actions and outcomes will be validated or modified in light of the revised Vision and Mandate of La Cité universitaire francophone.

The following provides key activities for each area; this list should not be considered exhaustive.

Academic Activity

- Determine, develop and promote undergraduate and graduate courses and programs from diverse disciplines with instruction in French. This will include taking advantage of distance courses (print, on-line and televised) offered by other institutions.
- Through its academic status, continue to develop and offer French courses and programs (language, literature, linguistics, civilization, community development, francophone and cultural studies, translation, etc.) and support the advancement of research activities.
- Determine, develop and promote non-credit courses from diverse disciplines with instruction in French.
- Determine, develop and promote non-credit courses in French as a subsequent language.
- Continue to be responsible for the Centre canadien de recherche sur les francophonies en milieu minoritaire (CRFM).

Potential outcome: Increased offering of University courses and programs in French and a nationally renown research centre.

Please refer to recommendations 3, 16, 19, 20 and 22.

Services

- Provide academic counseling and other services to students in French at undergraduate and graduate levels.
- Provide French language assistance to students taking courses taught in French.
- Provide assistance to students in applying for grants and bursaries.
- Assist students through program exchanges, work placement, mentorship opportunities, etc.
- Assist students with prior learning assessment recognition (PLAR)
- Provide support to find employment, such as career fair, workshops on how to prepare a resume, etc.
- Investigate the feasibility of a post-secondary service centre for all Francophone students studying at a post-secondary level in Saskatchewan.
- Foster collaborations for students to study in French as an international experience
- Provide student services and cultural activities in La Résidence, in collaboration with Residence Services (Student Affairs).

Potential outcome: Students are supported by and identify with La Cité universitaire francophone of the University of Regina.

Please refer to recommendations 29 and 32.

Environment

- Foster a French linguistic and cultural atmosphere within both the academic unit and campus.
- Offer a *milieu de vie* in French in La Résidence and French speaking staff (such as a French speaking student RA), as available for the provision of services.
- Foster partnerships with Fransaskois organizations to enhance the Francophone environment, support the implementation of an experiential learning philosophy, and increase community outreach.
- Foster partnerships with the Baccalauréat en éducation program and other bilingual programs offered in other faculties in support of cultural and linguistic development.
- Encourage the participation of French-speaking faculty and staff from the University of Regina, the University of Saskatchewan and the Federated Colleges.
- Encourage and support a Francophone Student Society.
- Work with the UofR Alumni Association (URAA) to encourage self-identification of Francophone members.

Potential outcome: A clearly identified, well-functioning, welcoming and supportive French presence at the University of Regina.

Please refer to recommendations 7, 17, 18, 29 and 32

Marketing, Communications and Recruitment

- Work with the President's Office, External Relations and Student Affairs to ensure visibility and promotion of French programming and services.
- Coordinate recruitment fairs, activities and promotional materials with the central marketing and recruitment offices of the University of Regina to ensure coherence, visibility and efficiency.
- Work with the Registrar's Office for the identification of students potentially interested in programs and services offered by La Cité universitaire francophone.
- Develop relationships with educational associations, schools, potential students, parents, and the Fransaskois community.
- Identify credit and non-credit programming needs and opportunities.
- Identify and maintain links with alumni of La Cité universitaire francophone.
- Undertake recruitment in Francophone schools, and schools offering immersion and core French programs.
- Develop relationships with Association Jeunesse Fransaskoise (AJF).
- In consultation and with the leadership of Student Affairs, develop a marketing and communication strategy for La Résidence.

Potential outcome: Citizens from Saskatchewan, elsewhere in Canada and internationally avail themselves of the opportunity to access post-secondary education in French through La Cité universitaire francophone and the University of Regina.

Please refer to recommendation 28.

Outreach

- Develop and maintain partnerships with organizations that support cultural and linguistic development of the Fransaskois community.
- Develop and maintain partnerships with organizations that support French language and culture.
- Develop and maintain partnerships with schools and programs providing courses in French as an additional language.
- Develop and maintain partnerships with appropriate federal and provincial government departments and agencies.

Potential outcome: Post-secondary education in French is enhanced by collaborations and partnerships with those interested in the advancement of French language and culture.

Please refer to recommendations 13, 17, 18 and 25.

Working Relationships and Partnerships

- Partner with national and international organizations and institutions to promote our programs, create new programs, support student and faculty mobility, advance knowledge, improve recruitment strategy and deliverables, support innovative research, and encourage other mutually beneficial academic relationships.
- Partner with the Conseil des écoles fransaskoises and other school divisions, namely in the delivery of a High School Accelerated Program.
- Partner with other Saskatchewan postsecondary institutions, including Collège Mathieu, in delivery of programs and courses.
- Partner with other Canadian universities in the delivery of programs and courses.

Potential outcome: A number of substantial partnerships within Saskatchewan, Canada and internationally are established by La Cité universitaire francophone.

Please refer to recommendations 23 to 28.

Administration

- Develop La Cité's annual operational plan accompanied by an action plan
- Prepare La Cité's Annual Report

- Monitor La Cité's Annual Budget, prepare a mid-year operations forecast and provide mitigation strategies in the case of a revenue short-fall
- Complete the annual Risk Management Process
- Update La Cité's Emergency Preparedness Plan
- Collaborate with Financial Services in order to receive accurate audited financial statements
- Prepare La Cité's funding request applications
- Work with the Registrar's Office to receive accurate student enrolment statistics
- Work with the Registrar's Office to offer self-identification opportunities for francophone students at the University of Regina
- Work with the Registrar's Office to investigate bilingual options for registration forms

Potential Outcome: La Cité is well managed, in a manner that ensures transparency and accountability.

Please refer to recommendation 14, 15 and 30.

Administrative Model

Reporting: La Cité universitaire francophone, through its Director, reports to the Provost and Vice-President (Academic).

The Director is a member of the following decision making bodies, with a status equivalent to that of other deans:

- Deans' Council
- Executive of Council
- Senate
- University Leadership Team
- Council Committee on Undergraduate Admissions and Studies (CCUAS)
- Faculty of Graduate Studies and Research Council

As with decanal positions, the initial appointment of the Director will be for a five-year period, renewable on completion of review.

Representatives of the Francophones of Saskatchewan will be invited to participate in a meaningful way in the selection of the Director of La Cité universitaire francophone.

Should the Director indicates an interest to be renewed for a second term, Francophones of Saskatchewan and La Cité's stakeholders will be invited to comment on his/her performance during the tenure of the appointment, within the University of Regina review policy.

Please refer to recommendations 9 to 11.

Role and Responsibilities of the Director of La Cité universitaire francophone

The Director of La Cité universitaire francophone shall, subject to the authority of the President of the University of Regina, be responsible for the academic and business affairs of La Cité, and have general supervision over and direction of the work of the faculty members and of the teaching and training of students of La Cité, as set out in Section 82 of *The University of Regina Act*. The Director shall perform duties of such position and assume additional duties as may from time to time be prescribed by the President or her duly authorized designate.

The Director of La Cité universitaire francophone is required to demonstrate the following:

- Engaged, committed leadership of La Cité universitaire francophone in the framework provided by the strategic plan of the University of Regina;
- Appropriate human resource management skills to ensure that faculty and staff receive thorough and fair performance reviews in accordance with the collective agreements and La Cité Criteria Document;

- Appropriate financial management skills to ensure that La Cité universitaire francophone operates within its approved budget, and its resources are deployed strategically;
- An ability to develop collegial relationships with other deans, directors and administrative officers at both universities, and with key figures in government and public circles in Saskatchewan; and
- An ability to engage with the Fransaskois community.

The annual performance review of the Director will be primarily assessed based on these five broad areas of responsibility.

Academic Status

Academic status will be granted to La Cité universitaire francophone giving it, among other things, the authority to:

- Appoint staff and faculty, as approved by the University (all staff and faculty are employees of the University), in accordance with its needs;
- Evaluate the performance of faculty in accordance with criteria adapted to its specific mission;
- Create and recommend course programs for delivery through La Cité universitaire francophone;
- Forge ties with other departments, faculties and institutions and establish partnerships with them; and
- Manage its own budgets in accordance with University policies.

Based on Senate Bylaws, as an academic unit the responsibilities of La Cité universitaire francophone include the following:

- Subject to the provisions of the Act, the Senate *Bylaws* and the general control of the University Council, shall have charge of matters of scholarship and discipline within La Cité universitaire francophone.
- To make recommendations to the University Council concerning the requirements for admission; the courses of study; the conditions for graduation; and the nature of the degrees to be conferred.
- To establish rules and methods for the advancement and graduation of students and their suspension for neglect of studies, or defective scholarship.
- To recommend candidates for degrees in course and candidates for scholarships, prizes, etc.
- To report to University Council and Senate in respect of long-term academic planning.
- To prepare courses of study, including the curriculum for any degree program offered or to be offered and submit same to the University Council for approval.
- To investigate and determine allegations of student academic misconduct and non-academic misconduct, assign penalties, and report the same to the Secretary and the Registrar, in accordance with the Council Regulations Governing Discipline for Academic and Non-Academic Misconduct. In case of discipline, the student concerned shall have the right of appeal to the Council Discipline Committee.
- The Director of La Cité universitaire francophone shall transmit to the University Council, for consideration and review, all matters which belong to the purview of Council or which, from their nature, concern more than one Faculty.
- La Cité universitaire francophone shall keep a record of its proceedings and this record shall be open to any member of the Faculty and a copy shall be forwarded to the Secretary for information.

The role played by La Cité universitaire francophone in the degree program and attainment of students' education will be acknowledged by including the signature of the Director, La Cité universitaire francophone on the student's University of Regina degree and a note in the convocation booklet.

Please refer to recommendation 3.

Accountability Framework¹

Definitions

Accountability Framework – a statement defining the University of Regina and La Cité universitaire francophone’s commitments, that is, its aims, standards and procedures, and how it ensures it is accountable for them.

Stakeholders – A person, group, or organization engaged in supporting the success of the unit.

Strategic Plan – A systematic process at the institutional level of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of indicators and actions to support achieving them.

Operational Plan – A systematic process within academic and administrative units of envisioning the implementation and operationalization of the shared institutional vision for a desired future.²

University members – All employees and students of the University, whether full-time, reduced, or part-time, and any other person acting on behalf of or at the request of the University.

Introduction

An Accountability framework ensures that an organization is meeting the purpose for which it was created, reporting in a timely and efficient manner to its parties/communities regarding initiatives and results it undertakes in meeting its purpose.

La Cité universitaire francophone was created to provide post-secondary educational courses, programs and services in French in a Francophone environment, and support the cultural and linguistic development of Saskatchewan’s francophone community and population at large interested in French education. To this end, La Cité universitaire francophone will develop an Operational Plan that is aligned with and responds to the University of Regina Strategic Plan.

This Accountability Framework defines the guidelines La Cité’s senior management and the University of Regina will follow in reporting its progress and in meeting its purpose.

The University of Regina and La Cité universitaire francophone have identified the primary parties and communities impacted and engaged with regards to the delivery of programs and services in French in the following table and through this Accountability Framework hold senior management accountable for ensuring that reporting is done annually to these audiences insuring the University of Regina and la Cité universitaire francophone’s communities it is accountable in achieving its overall purpose, vision and mandate.

Consequence for Noncompliance

Failure to report to the primary parties engaged in the success of La Cité universitaire francophone could impact confidence in the institution and the University of Regina as a whole. This Accountability Framework ensures that the Director and/or designate reports to its various communities, aligning the work that it does to La Cité universitaire francophone’s overall purpose, vision and mandate.

Stakeholders	University of Regina and/or La Cité’s Commitment
Faculty and Staff	<ul style="list-style-type: none">• Website• University of Regina Strategic Plan• La Cité universitaire francophone Operational Plan• La Cité universitaire francophone Annual Report• Faculty and staff on La Cité universitaire francophone Unit Council
Students	<ul style="list-style-type: none">• Website

¹ This is greatly inspired by the First Nations University of Canada’s *Accountability Framework* issued on April 27, 2014.

² A Performance Measurement Framework will need to be developed for La Cité universitaire francophone to facilitate recognition of the unique nature of academic needs in rationale and criteria for approval when proposals for academic programming are made to governing bodies of the University of Regina. The new francophone entity will require a specific mandate and autonomy to produce academic programming that is responsible to and respectful of budgets, responsive to student demand, and incorporate the reality of French-language education in a minority setting.

	<ul style="list-style-type: none"> • University of Regina Strategic Plan • La Cité universitaire francophone Operational Plan • La Cité universitaire francophone Annual Report • Students representatives on La Cité universitaire francophone’s Advisory Council, Unit Council, Academic Committee, and CRFM Advisory Council
Alumni	<ul style="list-style-type: none"> • Website • University of Regina Strategic Plan • La Cité universitaire francophone Operational Plan • La Cité universitaire francophone Annual Report
Ministry of Advanced Education and the Provincial Government	<ul style="list-style-type: none"> • University of Regina Strategic Plan • La Cité universitaire francophone Operational Plan • La Cité universitaire francophone Annual Report, including financial statement • Canadian Heritage Application • Report to Canadian Heritage on use of and deliverables achieved relative to funding received • One non-voting representative on La Cité universitaire francophone Advisory Council
The Federal Government	<ul style="list-style-type: none"> • University of Regina Strategic Plan • La Cité universitaire francophone Operational Plan • La Cité universitaire francophone Annual Report • Canadian Heritage Application • Report for Canadian Heritage funding received • One non-voting representative on La Cité universitaire francophone Advisory Council
Fransaskois Community (represented by the Assemblée communautaire fransaskoise – ACF)	<ul style="list-style-type: none"> • University of Regina Strategic Plan • La Cité universitaire francophone Operational Plan, including key risk mitigation strategies • La Cité universitaire francophone Annual Report, including financial statement • Two voting representatives on La Cité universitaire francophone Advisory Council • Operations Forecast – normally provided to La Cité universitaire francophone Advisory Council in December • One representative on the CRFM Advisory Council • One representative of the Community on the University Senate (as set by Senate Bylaws)
Saskatchewan’s francophone community and population at large interested in French education (e.g., French-speaking Canadians and immigrants; acquired-French populations; Canadian Parents for French; K-12 education colleagues; etc)	<ul style="list-style-type: none"> • Website • University of Regina Strategic Plan • La Cité universitaire francophone Operational Plan • La Cité universitaire francophone Annual Report • One representative from Conseil scolaire francophone #310 on La Cité universitaire francophone Advisory Council • One representative from Canadian Parents for French or French Immersion Schools (alternating) on La Cité universitaire francophone Advisory Council

Please refer to recommendations 13, 14, 15 and 30.

Governance

La Cité universitaire francophone – Unit Council

Purpose:

The Unit Council is the academic body that provides advice on programming, strategic direction, and operation of the unit on campus. Recommendations on academic programs and curriculum, policy and procedures and other governance, academic and administrative motions from Unit Council will be processed through the University's governance system, as dictated by policy.

Membership:

- All tenured and tenure-track academic staff of La Cité universitaire francophone
- 1 Current student or alumnus, La Cité universitaire francophone Academic Program (credit)^[1]
- 1 Current student or alumnus, La Cité universitaire francophone Continuing Education (non-credit)^[1]
- 1 designate from each academic unit on campus named by the academic unit, except Faculties of Education and Nursing who have designated *Ex officio* representation
- 1 designate from each Federated College named by the Federated College
- Lay member(s) of Senate, as defined by the Senate Bylaws^[1]

[1] Appointed by the Senate through their Nominations Committee

Ex officio:

- Director, La Cité universitaire francophone (Chair)
- Assistant Director - Operations, La Cité universitaire francophone
- Director, Centre canadien de recherche sur les francophonies en milieu minoritaire
- Director, Baccalauréat en éducation program
- Director, Bilingual Saskatchewan Collaborative Bachelor of Science in Nursing
- Vice-Presidents (Provost and Academic), (Administration), (Research) or designates
- University Secretary
- University Registrar
- Associate Vice-President (Student Affairs) or designate

Resource: Administrative support will be provided by La Cité universitaire francophone.

Conduct of Meetings:

- The Committee will meet once per semester.
- Additional meetings may be called at the discretion of the Chair.
- The committee will operate in French.

Roles and Responsibilities:

As stated in the Senate Bylaws, the committee is responsible for:

- Supporting the vision and mandate of La Cité universitaire francophone.
- Advising and supporting the Director of La Cité universitaire francophone.
- Strengthening partnerships within the University.
- Identifying and resolving concerns.

Department of Francophone and Intercultural Studies (or Academic Programs, La Cité universitaire francophone)

Membership and Terms of the Academic Staff committee to be consistent with current operating procedures for the Department and for all academic University Departments.

- Department Head or Head of Academic Program serves as Chair
- Director of La Cité universitaire francophone serves as full voting member

Please refer to recommendations 5, 13 and 30.

La Cité universitaire francophone Advisory Council

Purpose:

The primary purposes of the Advisory Council are to advise and support the Director of La Cité universitaire francophone and to be the liaison between La Cité universitaire francophone and the community in which it serves. Members of the Advisory Council are also expected to bring forward issues related to the stakeholders they represent.

Membership:

- Director of La Cité universitaire francophone, Chair, *ex officio*
- President of the University of Regina (invited to attend a minimum of two meetings per year, one in the fall semester and one in the winter semester)
- One University of Regina Dean representing a unit offering French courses^[1]
- One student of La Cité universitaire francophone^[1]
- One alumnus of La Cité universitaire francophone^[1]
- One representative from Conseil scolaire francophone #310^[2]
- Two representatives from Assemblée communautaire fransaskois (ACF)^[2]
- One representative from Canadian Parents for French or French-Immersion Schools (alternating)^[2]
- One representative of the Provincial Government^[2]
- One representative of the Federal Government^[2]

[1] Nominated by La Cité universitaire francophone Director

[2] Nominated by the organization

Terms of Office:

- Appointments are for three years, initially staggered, except for the student who is appointed for one year.
- Each appointment may be renewed once.
- The Advisory Council is chaired by the Director, La Cité universitaire francophone.

Resource: Secretarial support will be provided by La Cité universitaire francophone.

Conduct of Meeting:

- The Advisory Council will meet two times per year.
- Additional meetings may be called at the Chair's discretion.
- The Council will operate in French, but has the discretion to operate in English as circumstances dictate.

Roles and Responsibilities:

- Support the vision and mandate and activities of La Cité universitaire francophone.
- Participate in the vision and mandate process.
- Support and advise the Director, including providing advice related to future direction and opportunities that is responsible to and respectful of budgets, responsive to student demand, and incorporates the reality of French-language education in a minority setting.
- Represent La Cité universitaire francophone interests in the community and in doing so maintain close ties with the Fransaskois community.
- Participate in the annual SWOT analysis.
- Provide input on La Cité's operational plan.
- Provide input on the Performance Measurement Framework.
- Receive mid-year and end-of-year reports from the Director; including information on decisions taken by La Cité universitaire francophone - University Committee and Academic Committee.
- Annually receive the La Cité universitaire francophone audited financial statement and a review of the status of the academic unit's budgets.

Appendix I

35 Recommendations of the President's Task Force on the Future of the Institut français

1. IT IS RECOMMENDED THAT the Institut français be recognized as the University's Fransaskois centre.
2. IT IS RECOMMENDED THAT, following the acceptance of the Task Force's recommendations and the appointment of a permanent Director, the Institut undertake, in collaboration with its stakeholders, a review of its vision, mission, and values.
3. IT IS RECOMMENDED THAT the University grant academic status to the Institut français, which would give it, among other things, the authority to:
 - appoint staff and faculty in accordance with its needs and to evaluate the performance of faculty in accordance with criteria adapted to its specific mission;
 - create and manage courses and programs;
 - forge ties with other departments, faculties, and institutions and establish partnerships with them;
 - manage its own budgets.
4. IT IS RECOMMENDED THAT the University undertake an examination of various administrative models, in consultation with community representatives, with a view to proposing modifications to the Institut structure and governance that would be more in keeping with its academic status.
5. IT IS RECOMMENDED THAT the terms of references of each of the Institut's governance bodies (Advisory Council, University Committee, and Academic Committee) be clarified in the context of the recommendations contained in this report, and that the committees be convened before December 2013.
6. IT IS RECOMMENDED THAT the Department of French merge with the Institut français and that its programs, faculty and staff, and budget be integrated with that of the Institut so as to create a single cohesive academic unit.
7. IT IS RECOMMENDED THAT the University facilitate and encourage the integration of or closer ties among units that offer or would like to offer courses, programs or services in French.
8. IT IS RECOMMENDED THAT all French-language teaching, research, and service activities at the University of Regina eventually be offered via the Institut français, while at the same time recognizing the need in certain disciplines to maintain links to a given school or faculty for purposes of professional certification or accreditation (for example: in nursing, education, or engineering).
9. IT IS RECOMMENDED THAT representatives of the Fransaskois community participate in a meaningful way in the selection of the Director of the Institut français.
10. IT IS RECOMMENDED THAT the opinion of community partners with respect to the community engagement of the Institut français Director, and his or her relations with community members, be taken into consideration when conducting the annual review of the Director's administrative performance.
11. IT IS RECOMMENDED THAT the Director of the Institut français continue to report to the Provost and Vice-President (Academic) and continue to sit on the following decision-making bodies: Deans' Council, Executive of Council, and Senate, with a status equivalent to that of the Deans.
12. IT IS RECOMMENDED THAT in communicating its vision, mission, and values, the University of Regina express its commitment to the principle of Canada's linguistic duality.
13. IT IS RECOMMENDED THAT the University consult the community with respect to the strategic directions of the Institut français.

14. IT IS RECOMMENDED THAT regular meetings between University officials and the community be scheduled to ensure transparency and accountability toward the Fransaskois community with respect to the Institut's activities, programs, and financial situation.
15. IT IS RECOMMENDED THAT a strategic plan be developed, and that it be accompanied by an action plan with specific timelines for each of the proposed actions.
16. IT IS RECOMMENDED THAT the University increase the number of courses and programs offered in French; in order to reflect the academic status of the Institut français, these courses shall be of appropriate quality and duly approved by the various University bodies normally involved, while at the same time taking into account approval and evaluation criteria that are adapted to French-language education in a minority setting, criteria as yet to be mapped out by the Institut's Advisory Council, or any other relevant committee or body.
17. IT IS RECOMMENDED THAT in its action plan the Institut français provide for a range of community outreach activities, some of which should be held off campus, and that there be a particular focus on activities for young people.
18. IT IS RECOMMENDED THAT the Institut français work with the community to ensure that its community outreach activities are relevant and meet the needs of the community.
19. IT IS RECOMMENDED THAT the Institut français continue to carry out research connected with its mission, namely, research with a special focus on Francophone affairs, and that the Centre canadien de recherche sur les francophonies en milieu minoritaire take advantage of all funding opportunities for researchers.
20. IT IS RECOMMENDED THAT the Centre be recognized, supported and promoted by the University.
21. IT IS RECOMMENDED THAT the University appoint eminent faculty or researchers from other Canadian, Québec, or international universities to be affiliated with the Centre canadien de recherche sur les francophonies en milieu minoritaire.
22. IT IS RECOMMENDED THAT the University encourage the development of a coherent program of French-language education by facilitating links among units at the University and by creating mechanisms to encourage participation in these partnerships.
23. IT IS RECOMMENDED THAT the Institut français, with the support of the University, seek partnership opportunities with other postsecondary institutions.
24. IT IS RECOMMENDED THAT, given its provincial mandate, the Institut français focus on partnership initiatives in the fields of teaching and research with institutions across the province, and more specifically with the University of Saskatchewan.
25. IT IS RECOMMENDED THAT the University of Regina, through the Institut français, work with the provincial government – specifically the Deputy Minister's Working Group on French-Language Education – to articulate a broad vision for Frenchlanguage postsecondary education in the province.
26. IT IS RECOMMENDED THAT the Institut français enter into a relationship with the Service fransaskois de formation aux adultes (Fransaskois adult education service, SEFFA) of Collège Mathieu, so that the two organizations can work together toward the advancement of postsecondary education in French in Saskatchewan.
27. IT IS RECOMMENDED THAT the Institut français fully participate, as a representative of the University of Regina, in national and international associations dedicated to French-language postsecondary education in Western Canada, Québec, and the Americas, and that the Institut derive maximum benefit from organizations

such as the Association des universités de la francophonie canadienne (Association of Francophone universities of Canada, AUFC), the Consortium national de formation en santé (National consortium of health education, CNFS) and the Association des universités Francophones (Association of Francophone universities, AUF).

28. IT IS RECOMMENDED THAT a detailed recruitment plan be developed in consultation with the central student recruitment office, and that this be done both with the support of the community and in collaboration with the associations of which the Institut français is a member (the Association des universités de la francophonie canadienne, for example); the plan should include specific means of attracting Francophone and French-speaking students from the province and other Francophone regions and countries, such as technology and social media as well as exchange programs.

29. IT IS RECOMMENDED THAT student services offered by the Institut français be maintained and enhanced, and that these services be specifically adapted to the needs of Francophone students so as to provide an opportunity for experiencing student life on campus in French and to instill in students a feeling of belonging to a community.

30. IT IS RECOMMENDED THAT the Director of the Institut français and the University administration conduct their affairs in a transparent and accountable manner, and that an effort be made, using means such as a published annual report or an annual general meeting open to members of the Fransaskois community, to foster a better understanding of the administrative and financial situation of the Institut, including the expenses and revenues associated with the Language Institute Building.

31. IT IS RECOMMENDED THAT the University make representations to the provincial government with a view to securing funding specifically targeted to the French language university education that is provided via the Institut français.

32. IT IS RECOMMENDED THAT the University continue to contribute to the maintenance of the building occupied by the Institut français and other French language units, and that an effort be made to make the best possible use of the space available for community activities in French (la Rotonde, le Théâtre, la Galerie, la Résidence, classrooms, offices, etc.) for the benefit of students, faculty and staff, and members of the wider community.

33. IT IS RECOMMENDED THAT the President of the University of Regina share the Task Forces' recommendations, along with any results flowing from them, with the general public, with the Fransaskois community, in particular, and with government officials responsible for French-language higher education.

34. IT IS RECOMMENDED THAT the University of Regina immediately initiate a search for the position of permanent director of the Institut français and that the position be filled in accordance with the criteria formulated in this report.

35. IT IS RECOMMENDED THAT the university assign the permanent director the task of implementing the recommendations of this report, with the support of a duly constituted advisory council.