



UNIVERSITY
OF MANITOBA

Senate

President's Report

February 2, 2011



Planning Framework Priorities

Academic Enhancement

- *Food and bioproducts*
- *Sustainable communities*
- *Human Rights*
- *New materials and technologies*
- *Public / population health*
- *Culture and creativity*

Aboriginal Achievement

Student Experience

Outstanding Workplace

Institutional Mission, Vision, Values

Organizational Infrastructure



The University Plan Moving Forward

1. Transform organizational infrastructure
2. Broadly support learning, discovery and engagement
3. Marginally enhance Strategic Planning Framework Pillars



1. Improve our Infrastructure

1.1 *Process*

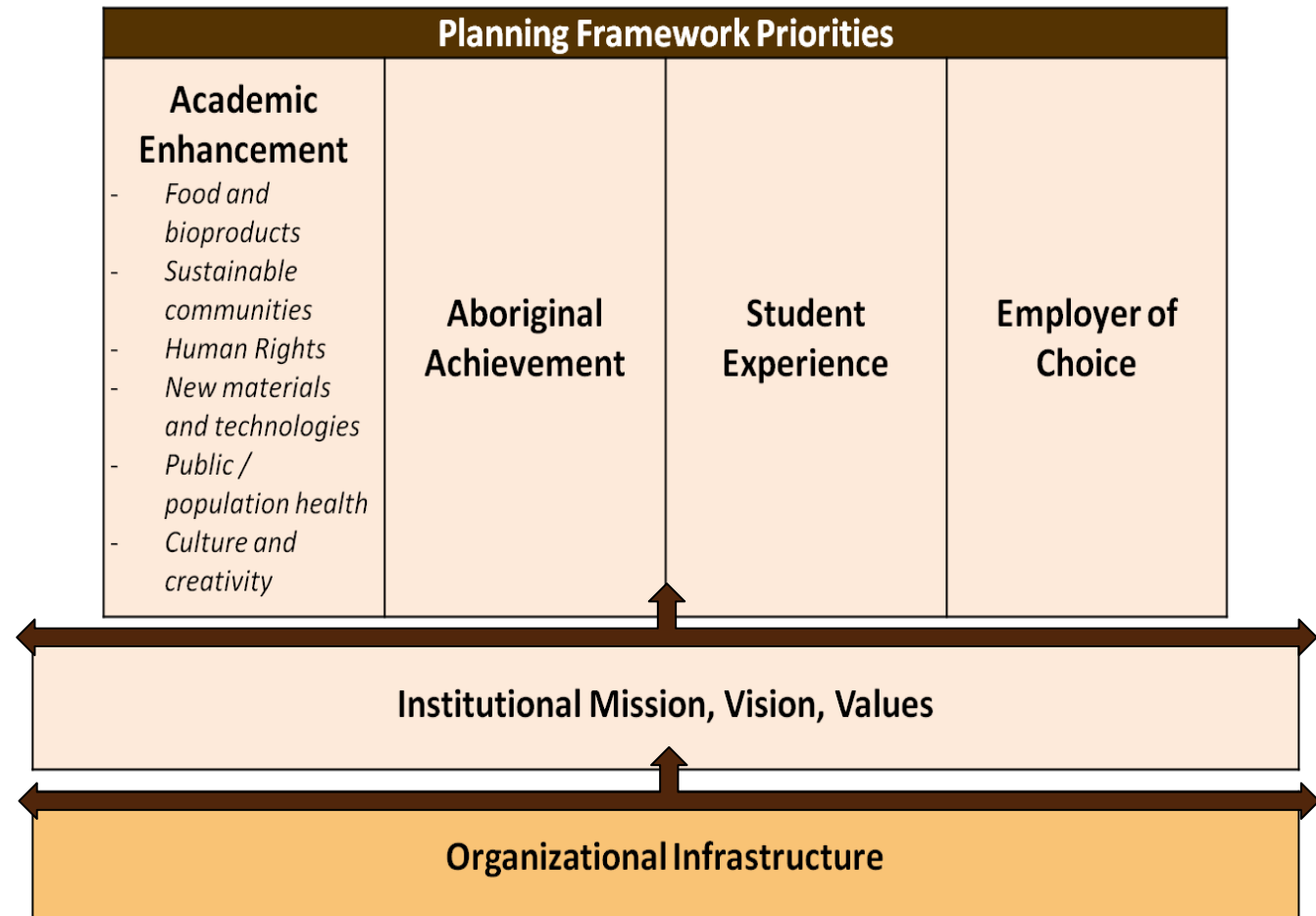
1.2 *Structure*

1.3 *Space*

1.4 *IT and Data*

1.5 *Leadership*

1.6 *Governance*





1.1 Process

- ROSE and OARs – improve services and processes, reduce duplication and costs, enhance offerings and collaboration
- Support core of university activity
- Found: deferred maintenance of organizational infrastructure
- Deferred investment has a significant cost: need to invest
- Making significant investments this year and beyond



1.2 Structure

- Complexity of academic structure creates silos; barriers to students and faculty
- Potential administrative inefficiency:

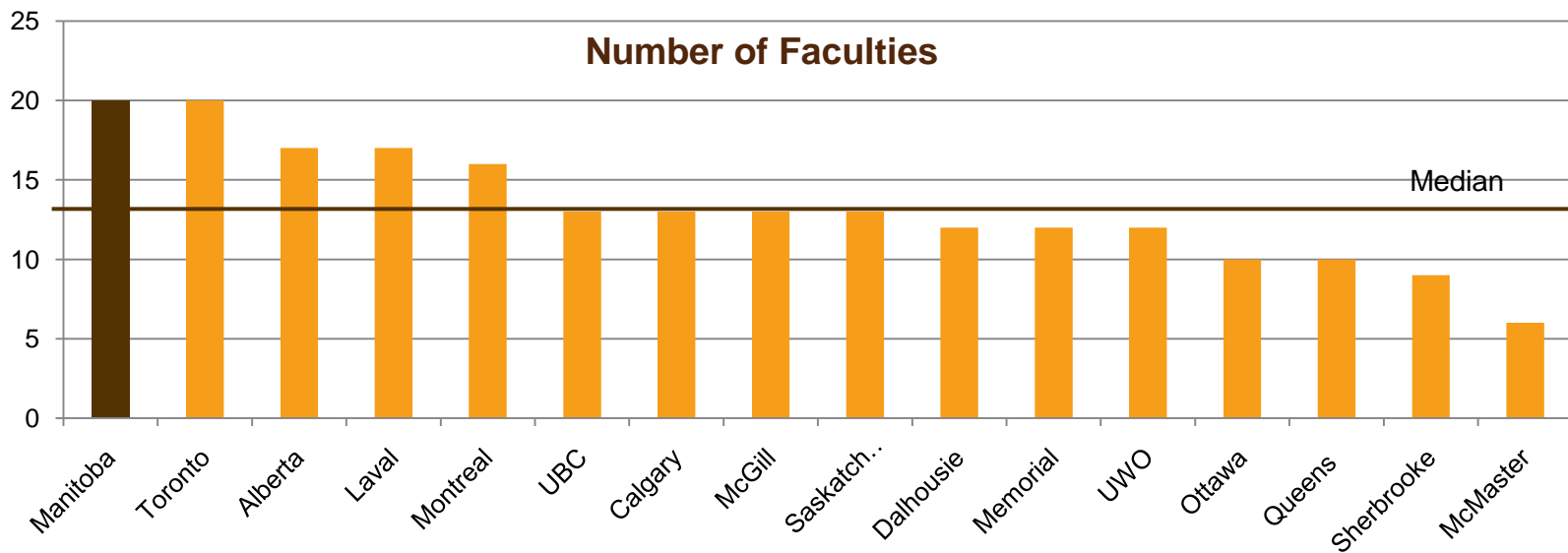
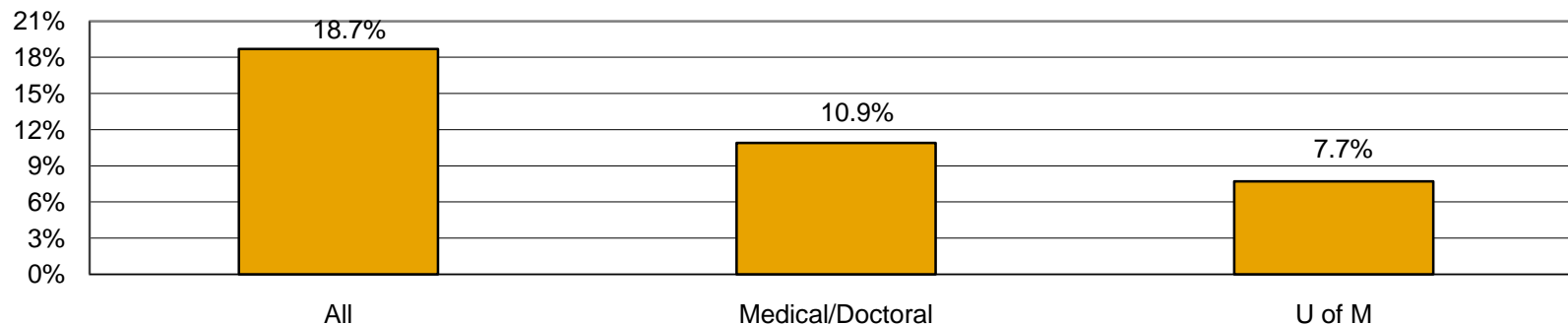


- Opportunity – Deans' collaborative cluster project: Social and Human Development; Social Sciences; Natural and Applied Sciences; Fine Arts, Design and Culture; Health Sciences



1.2 Structure (continued)

% Of Budget for Administrative Costs 2008/09





1.3 Space

To Date:

- Project Domino
 - Tache Hall redevelopment
 - Student residence
- Knowledge Infrastructure Program
 - ART Lab
 - Biological Sciences Redevelopment
 - Regenerative medicine development
 - Neil John Maclean Health Sciences Library
 - Buller Building Redevelopment
 - Eureka Incubator
 - Smartpark Phase II
- Wallace Building

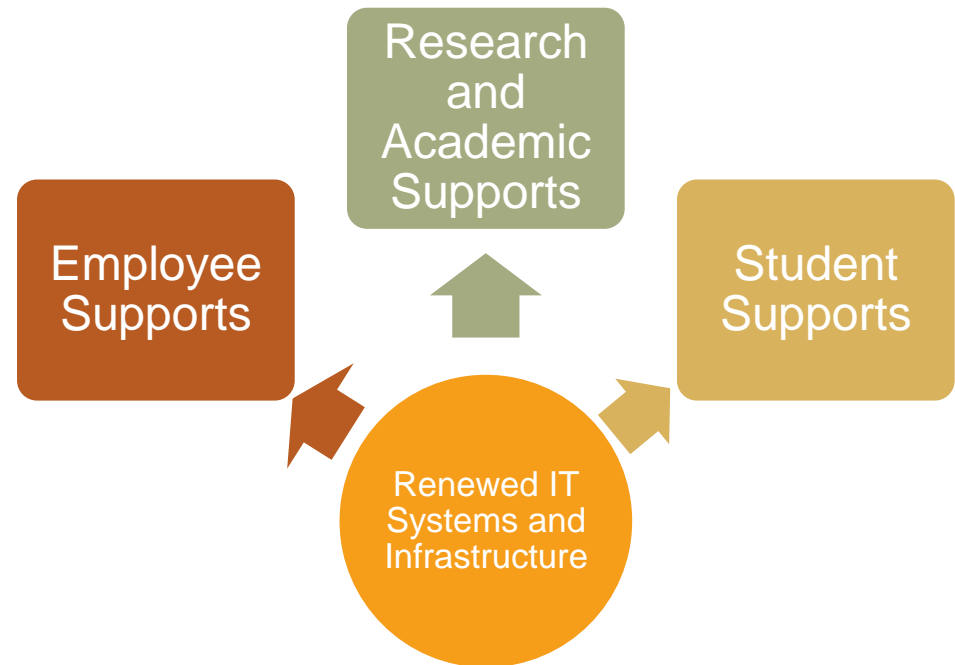
In Development:

- Capital planner
- Project management unit
- Project Domino: continued
- Active Living Centre
- Stadium
- Southwood Development
- Library enhancement – learning commons



1.4 IT Infrastructure and Data

- Urgent: renewal of IT infrastructure
 - Product rationalization
 - Bulk purchasing
 - Centralized help desk
 - Strategic planning
- Theme throughout ROSE recommendations – 3 major implications
 - Change nature of IT at UM
 - Support needs also will change
 - IT part of all 6 ROSE streams
- Search underway: CIO





1.4 IT Infrastructure and Data *(continued)*

Challenges

- access to comparative and normative data, particularly relative to peer institutions
- Identification of relevant goals
- Measurement of progress toward goals

In Development:

- **Joining the U15:** Anticipated access to comparative data; common definitions.
- **Formal review of the Office of Institutional Analysis:** first since 1990.
- **Goal-Setting:** SEM Steering Committee and working Groups to identify goals that connect to institutional priorities (e.g., what should enrolment look like?)



1.5 Leadership

- Selecting the right people for leadership roles is critical for success
- Applies both to academic and non-academic roles
- Units need to seek out, define and pursue best practice - drive ideas up, not down
- **Greatest impact on the university: leading organizational transformation.**



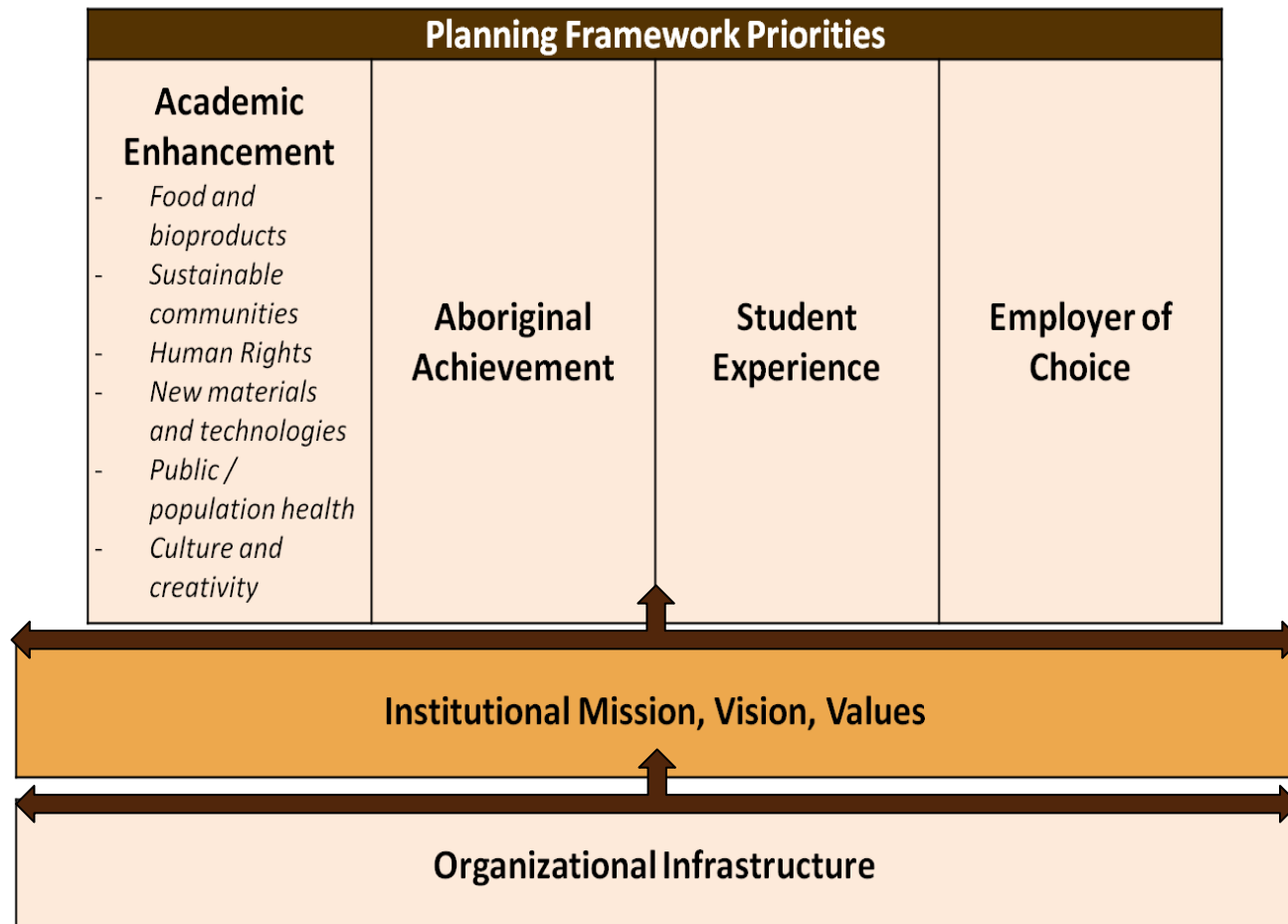
1.6 Supported by good governance

- Appropriate involvement by Board and Senate in planning and decision-making
- Effective communication



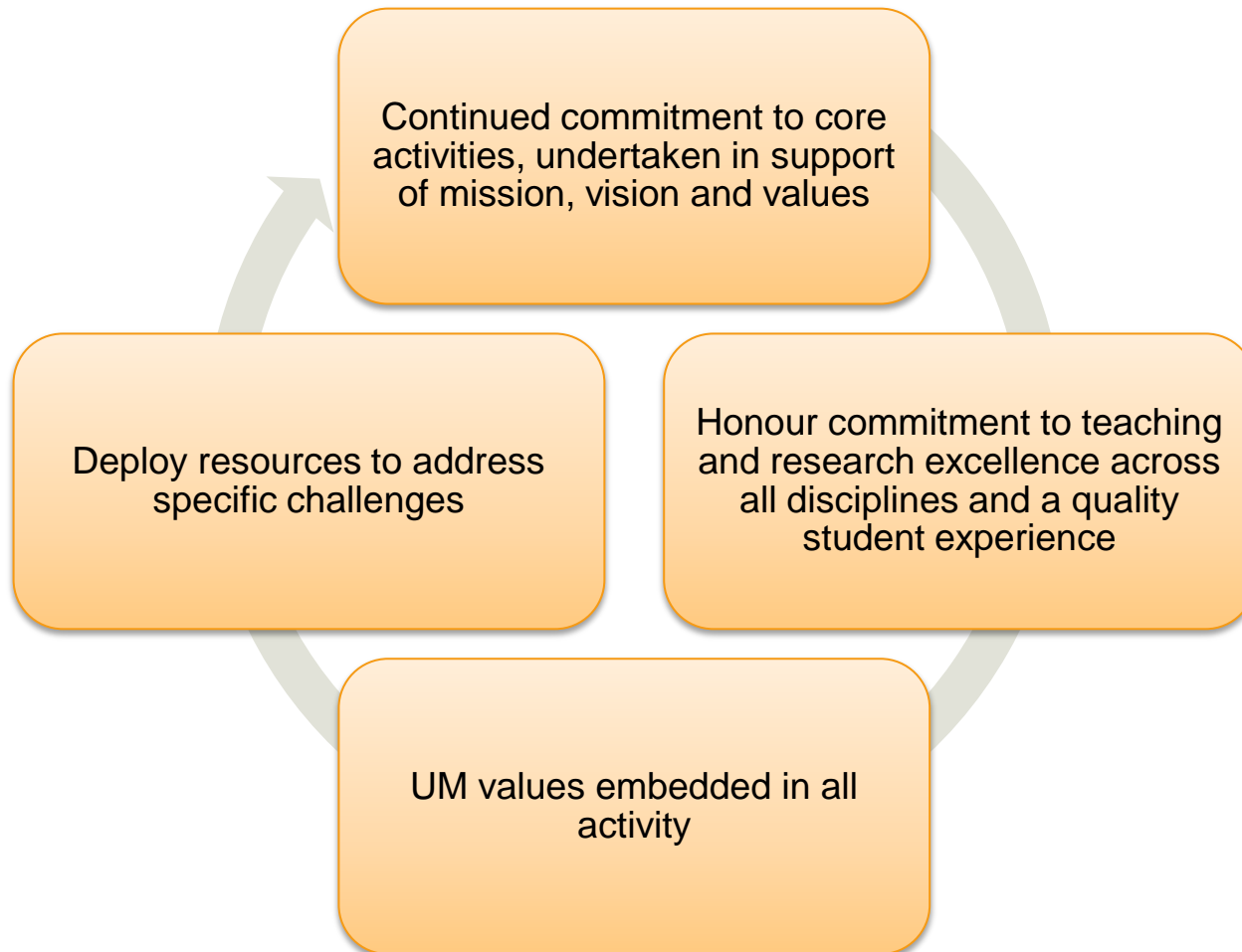
Part 2: Institutional Mission, Vision, & Values

- 2.1 *Inclusive approach*
- 2.2 *Emphasis on engagement*
- 2.3 *Sustained funding*





2.1 An Inclusive Approach





2.2 Emphasis on engagement

- Important yet less recognized part of university mission
- Great deal of commitment university-wide:
 - expert advice to governments and the public
 - involvement in initiatives that address local and global needs
- Reflected in our values – e.g., “responsibility to society”
- Need to emphasize the breadth of these activities
 - Outreach awards
 - Development of a community engagement strategy



2.3 Sustained Funding Commitment

- Two successive budgets – targeted funds for framework priorities
 - \$3.4 million in ongoing funding
 - \$650,000 in one-time funds over two years
- Ongoing funding a small portion of operating budget – 0.67%
 - Launch new programs
 - Seed new initiatives
- Adjustment has been marginal



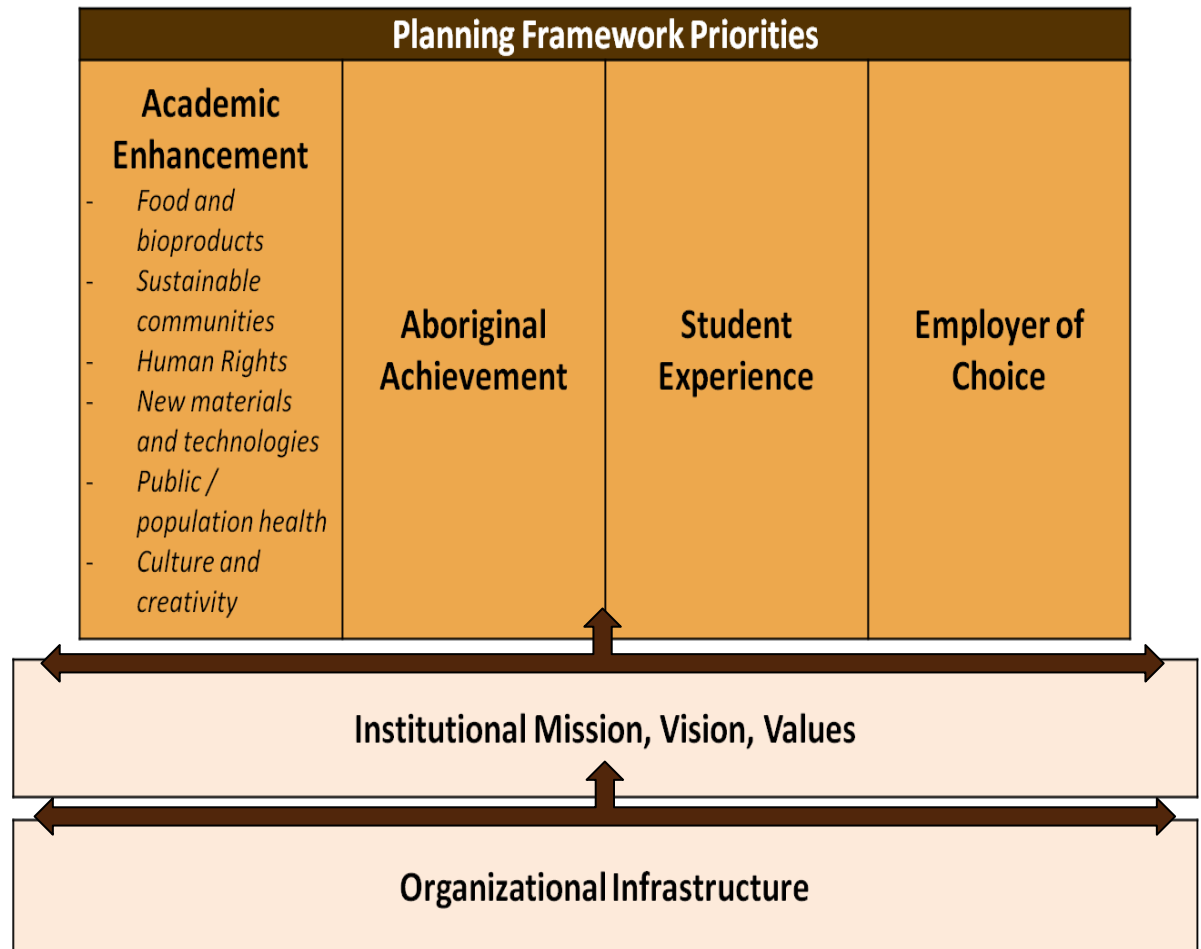
Part 3: Planning Framework Priorities

3.1 *Academic Enhancement*

3.2 *Aboriginal Achievement*

3.3 *Student Experience*

3.4 *Employer of Choice*





3.1 Academic Enhancement

- *The University of Manitoba will be nationally and internationally recognized for its teaching, research and creative excellence, sought after by students and faculty alike as their preferred site of study.*



3.1 Academic Enhancement: (a) Target resources to framework priorities

To Date :

- Currently 0.67%
- New programs (MFA, Jazz Studies, Peace and Conflict Studies, PhD in Native Studies)
- Seed money for targeted initiatives
- Support for international academic program development
- Enhance graduate student support (GETS)

In Development:

- Propose an increased level of investment
- Work with the Truth and Reconciliation Commission
- Partnership with the Canadian Museum for Human Rights



3.1 Academic Enhancement: (b) More space, better space

To Date :

- Targeted capital investment :
 - Tache Hall redevelopment
 - ART Lab
 - Neil John Maclean Health Sciences Library
 - Wallace Building space development

In Development:

- Enhancement of library facilities –learning commons



3.1 Academic Enhancement: (c) Enhance research capacity

To Date:

- CERC in Arctic Geomicrobiology and Climate Change
- NSERC Industrial Research Chairs (Biofuels, Water Resources Engineering)
- Canada Research Chairs e.g., Biomedical Materials
- Watershed Systems Research Chair
- Babs Asper Professorship in Jazz Performance

In Development:

- Genome Canada proposal
- Canada Research Chairs e.g.:
 - Food and Feed Safety
 - Human Rights (2)
 - Neurosciences (2)
 - Entrepreneurship



3.2 Aboriginal Achievement

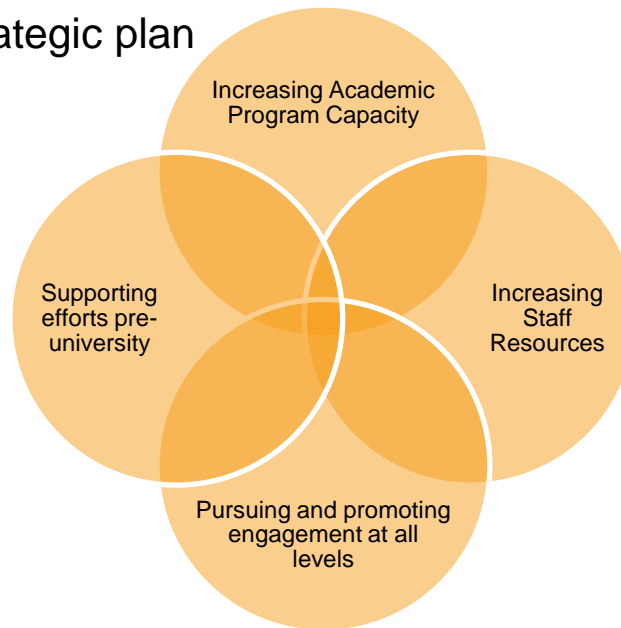
- *The University of Manitoba will work with a variety of partners to make Winnipeg the national centre of excellence in Aboriginal education, and in particular to allow Aboriginal students to be prepared to achieve academic success in the full range of academic programs we have to offer.*



3.2 Aboriginal Achievement: A Multifaceted Approach

- Developing a strategic vision for improving programs, services and outcomes for Aboriginal students
 - External funding for a study undertaken by Dr. Kiera Ladner
 - Targeted funding to hire a “senior voice” – search underway
 - Will be responsible for developing strategic plan

Currently:





3.2 Aboriginal Achievement - Next Steps:





3.3 Student Experience

- *The University of Manitoba will be a student-focused research university from the time of recruitment: a life-long academic home where students contribute to a diversity of ideas and experiences.*



3.3 Student Experience: Strategic Enrolment Management (SEM) Strategy

- Establishment of a SEM strategy flows from the work of OARs
- = next phase of OARs (along with Deans' collaborative clusters project)
- Core of efforts to improve student experience
- *Strong connection: framework priority and institutional mission*



Infrastructure Improvements

- Improve library space and initiate Learning Commons
- Residence construction
- Southwood lands potential
- Active Living Centre development
- Automation of transactional services

Service Improvements

- Personalized student communications
- Enhance coordination and training for academic advising
- Coordinate orientation
- Increase student mobility
- Enhance communication and collaboration between administrative and academic units

Enhanced Student Opportunity

- Enhanced research opportunities for undergrads
- Encouragement of student engagement outside of classroom
- Implementation of co-curricular record



3.4 Outstanding Workplace

- *The University of Manitoba will be an employer of first choice; offering and expecting respect for all staff and faculty, providing opportunities for leadership, growth and development, and recognizing the contributions made at all levels of the organization.*



3.4 Outstanding Workplace

- Established the Office of Fair Practices and Legal Affairs
 - Respectful workplace: pursuing ideas to look at prevention, education, and promotion
- Engaged Dr. Stan Amaladas in November 2011 to lead development
- Build on strengths of UM workplace, identify improvements, continually assess
- Emerging themes:
 - Leadership and Management
 - Contribution
 - People and Community
 - Recognition
 - Appreciation of “Benefits”
- Goal: Identified priorities for action by September 2011



The Good

- Focus on organizational transformation
- Renewal of leadership
- Progress through relationship-building
- Emerging collaborations
- Increasing national prominence

The Bad

- Chronic underfunding
- Organizational infrastructure deficit
- Difficulty in measurement and goal-setting
- Breadth of necessary action
- Reputational concerns

The Possible

- If we can pull this off, we'll achieve our vision.