Department Head Orientation

Introduction

This document is intended to give a high-level administrative orientation to new Department Heads within the Max Rady College of Medicine. Please refer to Appendix A for a list of positions that new Department Heads should meet with in their first few months.

University of Manitoba (U of M) - General information

The University of Manitoba is taking its place among leading Canadian universities through a commitment to transformative research and scholarship, and to innovative teaching and learning – uniquely strengthened by Indigenous knowledge and perspectives. In 2018-19, the University celebrated its 142nd year as the largest and only research-intensive post-secondary educational institution in Manitoba. Established in 1877 and recognized as the oldest university in western Canada, the University continued its long history of inspiring and engaging our students, our community, and our country.

The fall term saw the enrolment of 29,620 students who represented over 100 countries. International student enrolment increased as a proportion of the total student population, with this component now representing 18.9% of all students enrolled. The 2018-19 academic year saw the highest enrolment of Indigenous students in our history, who now represent 8.5% of the total student population.

The University is pleased to have retained its status as one of Manitoba’s Top 25 Employers for 2019. The University employs 4,951 full-time equivalent staff comprised of 2,353 faculty, 2,442 administrative staff and 156 staff in Ancillary Services. People drive the success of the University of Manitoba, as faculty and staff are dedicated to providing students with the exceptional education that they expect and deserve.

U of M Governance

The University of Manitoba Act (Manitoba) (the “Act”) is the legislation that defines the governance of the University of Manitoba. The governance system is a bicameral system, with the governing body defined as the Board of Governors, and Senate defined as the academic authority.

The Board, as the corporate governing body of the University, is responsible for overseeing the administrative and business affairs of the University, including approving the annual budget and appointing and monitoring the performance of the President and Vice-Chancellor. The Chair and Vice-Chair of the Board of Governors are elected annually by the Board of Governors. The Board of Governors has the authority to decide on all matters that are not reserved to Senate. The Board also has the authority to determine all matters on which Senate recommends, whether or not a recommendation is forthcoming. The Board of Governors consists of the Chancellor, the President, members appointed by the Lieutenant-Governor in Council, members elected by the graduates of the University, members elected by the Senate of the University and members appointed by the University of Manitoba Students’ Union. (http://umanitoba.ca/admin/governance/bog/index.html).

The Senate, which is the academic body of the University, has general charge of all matters of an academic character, defining and setting up the academic activities of the University. The Rady Faculty of Health Sciences Dean (“Dean”) and Vice-Provost (Health Sciences) (“Vice-Provost”) and the Deans of
the Colleges sit on the Senate, as members. The Act gives Senate the authority to recommend on any matter that it considers to be of interest to the University. The Senate, under the authority of the Act, establishes Faculty, College and School Councils, and delegates some of its authority to these Councils. The establishment of, abolition of, and any changes in departments, Faculties, Colleges and Schools are items on which Senate recommends. The approval of all courses of study are matters that Senate has the power to determine. However, Senate does not usually act on such matters until it receives recommendations from the concerned Faculty, College or School Councils.

(http://umanitoba.ca/admin/governance/senate/role.html)

The University of Manitoba prioritizes its work through its Strategic Plan “Taking Our Place.”
http://umanitoba.ca/admin/audit_services/media/PRE-00-018-StrategicPlan-WebPdf_FNL2.pdf

The Rady Faculty of Health Sciences

The Rady Faculty of Health Sciences (“RFHS”), comprising the Dr. Gerald Niznick College of Dentistry, Max Rady College of Medicine, the College of Nursing, the College of Pharmacy and the College of Rehabilitation Sciences, offers a broad range of undergraduate, graduate and post-graduate educational programs in the health professions and basic medical sciences to more than 3,100 students. It reflects the health sector’s evolving focus on inter-professional models of care and prepares our students for team-based delivery of patient care.

The RFHS is a research leader in the areas of immunity, inflammation and infectious disease; population and global health; patient-oriented research and integrative research in health and well-being. It receives external research funding of more than $100 million annually.

The work of the RFHS is guided by its Strategic Framework (2016-2021) approved in January, 2017 and includes its vision, value and strategic priorities with supporting actions:

A Summary Report on the mid-cycle achievements under the Strategic Framework can be found at:

The RFHS Orientation and Governance Handbook provides more information on the RFHS.
http://umanitoba.ca/faculties/health_sciences/8945.html#reference_docs

The Max Rady College of Medicine

The Max Rady College of Medicine (the “College”) comprises of 27 departments and administrative units involved in teaching, research, service and clinical activities, with approximately 750 full-time and 1,200 part-time academic staff, 135 research associates, a support staff of 600 and a student population of over 1400 including medical, physician assistant and graduate students as well as residents and fellows. Its aim is to serve all Manitobans through recruitment of a diverse student body to a variety of degree programs, the Indigenous Institute of Health & Healing (Ongomiizwin), distributed medical education sites (both undergrad and postgrad) and the Northern Remote Family Medicine residency stream that addresses the specific needs of communities across the province.

The work of the College is guided by its Strategic Plan currently being revised and will be found on the College website once complete.
Given it works within a bicameral system, there are two arms to the College structure:

A. Academic Structure; and
B. Administrative Structure.

Both the academic structure and the administrative structure are described below.

**ACADEMIC STRUCTURE**

The Senate has established a College Council for the College (“College Council”). The College Council’s membership and meetings of the College Council are set out in the College Council Bylaw. It is to meet at least once yearly. The College Council has authority to act and recommend on academic matters within the College. The College Council also has an executive council (“College Executive Council”) which meets at least four (4) times per year. Most powers are delegated by the College Council to its College Executive Council.

The College Council Bylaw can be found at http://umanitoba.ca/faculties/health_sciences/8945.html.

**ADMINISTRATIVE STRUCTURE**

The Dean, supported by members of the Deanery (Associate Deans and Assistant Deans), senior administrators reporting to the Dean, as well as the Department Heads, is administratively responsible for the College.

The Dean has four administrative areas that report to the Dean:

- Deanery (Associate Deans and Assistant Deans);
- Department Heads;
- Senior Administrators;
- Administrative Committees.

**Deanery (Associate Deans and Assistant Deans)**

<table>
<thead>
<tr>
<th>Title</th>
<th>Name</th>
<th>Phone Number</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Dean Research</td>
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<td><a href="mailto:Research.Medicine@umanitoba.ca">Research.Medicine@umanitoba.ca</a></td>
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<td>Associate Dean, Postgraduate Student Affairs &amp; Wellness</td>
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<tr>
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<td>Associate Dean Undergraduate Medical Education</td>
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<td>Associate Dean Postgraduate Medical Education</td>
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</tr>
<tr>
<td>Department</td>
<td>Name</td>
<td>Phone Number</td>
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<tr>
<td>Assistant Dean Professionalism</td>
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</tr>
<tr>
<td>Department Heads</td>
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</tr>
<tr>
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<tr>
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</table>
Psychiatry  Dr. Jitender Sareen  204-787-7056  JSareen@exchange.hsc.mb.ca
Radiology  Dr. Marco Essig  204-787-1328  messig@exchange.hsc.mb.ca
Surgery  Dr. Edward Buchel  204-787-4587  EBuchel@hsc.mb.ca

Please refer to the following policies relevant for department heads:

- Appointment of Department Heads Policy  
  [http://umanitoba.ca/admin/governance/governing_documents/staff/292.html](http://umanitoba.ca/admin/governance/governing_documents/staff/292.html)
- Heads of Departments Policy  
- Departments – Organization and Structure Policy  
  [http://umanitoba.ca/admin/governance/governing_documents/academic/341.html](http://umanitoba.ca/admin/governance/governing_documents/academic/341.html)
- Department Head Responsibilities (regarding appointment of Faculty Members)  
- Career Development and Performance Feedback Policy  
- Promotion and Tenure  
  [http://umanitoba.ca/faculties/health_sciences/academic/fhs_promo.html](http://umanitoba.ca/faculties/health_sciences/academic/fhs_promo.html)
- Nil Salaried Appointments  

**Senior Administrators**

A number of Senior Administrators support the Max Rady College of Medicine, either as a direct report or as a support unit for the RFHS or the University of Manitoba:

<table>
<thead>
<tr>
<th>Title</th>
<th>Name</th>
<th>Phone Number</th>
<th>Email</th>
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</thead>
<tbody>
<tr>
<td>Human Resources Consultant</td>
<td>Sophia Anastasiadis</td>
<td>204-789-3690</td>
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<tr>
<td>Director, External Relations</td>
<td>Ilana Simon</td>
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<td>Director, Integrated Accreditation Unit</td>
<td>Ricardo Soriano</td>
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<td>Director of Equity, Diversity and Inclusion</td>
<td>Jackie Gruber</td>
<td>204-789-3240</td>
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</tr>
</tbody>
</table>
**Human Resources**

Location – A120 Chown Building

The Human Resources unit is a central support unit within the University of Manitoba. The Human Resource Managers and the Human Resource Consultants within the University of Manitoba are resources for both employees and supervisors. Human Resource Consultants are assigned to provide services to specific Colleges within the RFHS. Sophia Anastasiadis is the Human Resources Consultant assigned to the Max Rady College of Medicine.

- U of M policies and procedures
  - Additional Academic Appointments for full time and support staff [http://umanitoba.ca/admin/governance/governing_documents/staff/309.html](http://umanitoba.ca/admin/governance/governing_documents/staff/309.html)
  - Reduced Appointments [http://umanitoba.ca/admin/governance/governing_documents/staff/294.html](http://umanitoba.ca/admin/governance/governing_documents/staff/294.html)

- Max Rady College of Medicine Policies, Procedures and Guidelines
  - Standardized GFT Job Description (to be developed)
  - New GFT Recruitment Process (to be developed)

**Finance**

Location - A108 Chown Building

The RFHS Finance office is responsible for the overall financial management of the Rady Faculty of Health Sciences. This includes the oversight and management of all budgets relating to operating funds, research & special funds, and trust and endowment accounts across the five Colleges.

Underlying this oversight are the Senior Financial Officers’ responsibilities to ensure that all necessary financial controls, policies, and procedures are established, monitored and followed. Mechanisms for accurate and timely reporting of financial information to College Deans is a key area of responsibility, allowing appropriate financial decisions can be made within the necessary timelines. Additionally, the finance office acts as a liaison to the University’s central administration for reporting on the financial activities of the Faculty, and in turn communicate necessary financial information from central administration to the Faculty. Reporting to Nathan Dueck, Amanda Kinnell is the Senior Financial Officer for Medicine and is the administrative report for business managers in the basic science departments.

Nathan Dueck, Director of Finance, reports to both:

1) The Dean of the Max Rady College of Medicine, Rady Faculty of Health Sciences and Vice-Provost (Health Sciences); and

2) The Comptroller, University of Manitoba Financial Services
• U of M policies and procedures
  o Purchasing Policy and Procedure
  o Travel and Business Expense Claims Policy and Procedure

• RFHS Financial Policies, Procedures and Guidelines
  o Mobile/Wireless Device Policy
  o Travel and Business Expense Claims Guideline

• Budget Model Narrative

• 2020/21 Planning and Budget Development – Memo and timeline – can be obtained from RFHS Finance

• 2020/21 Operating Budget Development Guidelines – can be obtained from RFHS Finance

Administration/Operations

Location – A101 Chown Building

The Administration and Operations portfolio provides centralized support and strategic direction for capital projects, IT, special initiatives of the RFHS and a wide variety of administrative oversight ranging from business manager/managing directors to AESES support. All capital and IT projects originating within the Rady Faculty of Health Sciences are approved by the Director of Administration/Operations. Special projects falling outside of the other portfolios responsibilities fall to this role for strategic direction and oversight. Within the Max Rady College of Medicine, the Director of Administration and Operations is the liaison with University Medical Group and is the administrative report for business managers in the clinical departments.

Raman Dhaliwal, Director, Operations/Administration reports to the Dean of the Max Rady College of Medicine, Rady Faculty of Health Sciences and Vice-Provost (Health Sciences).

• Operations Forms and procedures (AED locations, Campus maps & floor plans, Capital project submission form, Card swipe access, Disposal of capital assets / equipment policy and procedures, Equipment disposal form, General instructions for completing asset disposal information, Lab equipment decommissioning, Maintenance work order forms, MLCC occasional permit request, Requisition form (req 7), Room decommissioning, Telephone request forms, Additional space request form) http://umanitoba.ca/faculties/health_sciences/forms-procedures.html

• Audiovisual (AV) costs related to mandatory curricular sessions/classes where trainees are expected to attend to meet their training requirements or accreditation are not charged to departments/units and are covered by RFHS operations. Please indicate this at the time of your
booking (i.e.: by using words such as curricular, accreditation or mandatory sessions for trainees at the time of your booking) to ensure this information is captured accordingly. The Audiovisual booking form for Bannatyne can be found at: http://umanitoba.ca/computing/ist/teaching/avbannatyne.html Please note that charges related to research posters, DVDs or charges that would be incurred on research funds must be coded to the respective research FOAP and will not be covered by RFHS operations.

- U of M Policies
  - Use of Computer Facilities
    http://umanitoba.ca/admin/governance/governing_documents/community/252.html
  - Health and Safety Policy
    http://umanitoba.ca/admin/governance/governing_documents/staff/551.html
  - Emergency Management Program
    http://umanitoba.ca/admin/governance/governing_documents/operations/emergency_management_program_policy.html

- Max Rady College of Medicine Policies, Procedures and Guidelines
  - All PGME Policies -
    http://umanitoba.ca/faculties/health_sciences/medicine/education/pgme/policies.html
  - Specifically - PGME – Allocation of Resident Program Positions
    http://umanitoba.ca/faculties/health_sciences/medicine/education/pgme/media/CPGME_Allocation_Residency_Positions.pdf
  - PGME Travel fund – 50/50 split of costs with departments (when available)
  - All UGME Policies -
    http://umanitoba.ca/faculties/health_sciences/medicine/education/undergraduate/policies.html

**Security**

All Faculty, Staff and Students should be made aware of the Safe Walk and Safe Ride program at the Bannatyne Campus - https://umanitoba.ca/campus/security/programs/safewalk.html Faculty, Staff or Students may also request a personal safety alarm. Individuals are asked to contact Security Services to report any suspicious activity:

  - 204-789-3330 (non-emergency) - Bannatyne
  - 204-474-9341 (emergency)
  - 555 from University land lines
  - #555 from Rogers and MTS cell phone customers

**Legal**

Location - A115 Chown Building

Janesca Kydd, Legal Counsel, reports to both:

1) The Dean of the Max Rady College of Medicine, Rady Faculty of Health Sciences and Vice-Provost (Health Sciences); and
2) General Counsel, University of Manitoba office of Fair Practices and Legal Affairs.
She provides a variety of services to the Rady Faculty of Health Sciences as follows:

1) Providing assistance on legal agreements for use by University members. This includes:
   a. Advising on the use of the University’s standard legal agreements (for example, secondment agreements, independent contractor agreements, placement agreements); http://umanitoba.ca/legal_counsel/agreements.html
   b. Reviewing and developing non-standard legal agreements;
   c. Liaising with other units of the University and external partners as needed in the development and use of standard legal agreements (e.g., Office of Research Services, Human Resources, Finance, Purchasing, the International Centre, Office of Risk Management and the Winnipeg Regional Health Authority);
   d. Facilitating the routing and signing of legal agreements. The University’s Signing of Agreements Policy (http://umanitoba.ca/admin/governance/governing_documents/community/1113.html), generally requires that all legal agreements, regardless of whether considered “standard” or “non-standard” must be signed by the Dean. Agreements valued over $100,000.00 must also be routed to the Vice-President (Administration) for review and approval. Agreements with financial implications must also be routed to Finance with the FOAP noted.

2) Providing advice and responding to concerns on legal issues and keeping the Dean and General Counsel informed as required. For example: academic and disciplinary matters affecting learners, academic accommodation requests, external electives issues. Referrals may also be made to other units of the University as needed (e.g., Office of Human Rights and Conflict Management or Office of Research Services) and other University legal counsel who provide assistance in certain specialized areas (e.g., research contracts, human rights complaints, construction contracts).

3) Assisting in the development and interpretation of, and compliance with, policies of the University and Max Rady College of Medicine.
   - University of Manitoba Policies: http://umanitoba.ca/admin/governance/governing_documents/index.html
     o Conflicts of Interest http://umanitoba.ca/admin/governance/governing_documents/community/248.html
     o Respectful Work and Learning Environment and Sexual Assault http://umanitoba.ca/admin/governance/governing_documents/community/230.html
     o Accessibility Policy and Procedure http://umanitoba.ca/admin/governance/governing_documents/students/accessibility.html
   - Max Rady College of Medicine Policies: http://umanitoba.ca/faculties/health_sciences/medicine/policies_procedures.html
- Equity, Diversity and Inclusion Policy
- Accommodation for Postgraduate Medical Residents with Disabilities

4) Provides assistance in customization of terms of reference for committees and policies, in accordance with the Rady Faculty of Health Sciences templates:

(http://umanitoba.ca/faculties/health_sciences/8945.html#reference_docs)

  a. Terms of Reference template
  b. Policy template

**External Relations**

Location – 280 Brodie Centre

Ilana Simon, Director of Communications & Marketing, Rady Faculty of Health Sciences reports to the Dean, Rady Faculty of Health Sciences and Vice-Provost (Health Sciences).

The Rady Faculty of Health Sciences External Relations team works hard to actively promote and develop relationships with its community and stakeholders; and to promote and strengthen the reputation of the Rady Faculty of Health Sciences provincially, nationally and globally. These relationships help direct the students, faculty, staff and supporters to work together towards the University of Manitoba’s vision of a commitment to transformative research and scholarship, and to innovative teaching and learning – uniquely strengthened by Indigenous knowledge and perspectives.

Rady Faculty communications and marketing resources are open to all colleges and departments in the faculty. We support external and internal communications and marketing efforts across multiple platforms including website, UM Today Rady news site, social media (Twitter, Instagram and Facebook), marketing collateral, web updates and redesigns, special events and more. To view a full list of resources, visit [http://umanitoba.ca/faculties/health_sciences/communications/index.html](http://umanitoba.ca/faculties/health_sciences/communications/index.html)

**Overhead**

In the GFT agreement, all GFT’s are required to have their professional income flow to the University Medical Group. The University of Manitoba and Shared Health charge the GFT physicians an overhead. The overhead rate is set by the Departments based on the needs to run the Department and support overhead generating activities. The allowable uses of overhead can be categorized as follows:

1. Research
2. Educational Programs and enhancements
3. Support academic meetings, travel, conference attendance.
4. Faculty Development
5. Contribution to Faculty charitable donations

Each Department must have a DOAC (Department Overhead Advisory Committee). This is an elected group from the GFT representation of the Department which is advisory to the Department Head. One of the functions of this committee is to make recommendations for the use of overhead funds and
mechanisms to address any shortfalls to the Department Head for consideration. The Department Head and Business Manager report on the overhead at Department Council meetings.

The Dean, College of Medicine receives $661,331.37 from the Departments for a Dean’s fund. This money is kept at the University Medical Group (UMG) and only the Dean has signing authority.

The Dean’s Fund will be used to advance the academic mission and will be dedicated to the Dean’s top priorities of:

- Improving health through education, research and partnerships
- New initiatives that promote and further the strategic priorities of the Max Rady College of Medicine
- Inter-professional placement opportunities for learners
- Promote the development of sustained nationally and internationally recognized programs of research excellence at the University of Manitoba
- To further clinical excellence in all areas of medicine
- To provide bridge funding for initiatives in line with the strategic priorities of the Max Rady College of Medicine

The Dean, College of Medicine has a College Wide Advisory Committee that makes recommendations on uses for the Dean’s Fund to the Dean College of Medicine. The Department DOAC chairs all sit on this committee.

The Department Business Managers all report to the Dean’s Office. All clinical department business managers report jointly to their Department Head and the Director of Administration/Operations Rady FHS. All basic science administrators report jointly to their Department Head and the Director of Finance. The Director of Administration/Operations and Director of Finance will participate in the following items as part of business manager reporting to their roles:

- Participation in hiring, mentoring, performance evaluation and firing
- Provide orientation to position, ensure they are set up on all U of M systems
- Monthly meetings at start of recruitment and ad hoc afterwards
- Pair up with a business manager mentor when required
- Meet annually to review GFT and staff recruitment activities planned
- Outlet for major changes/reorganization
- Identify synergies across departments. Connect different departments working on similar activities

Other Resources/Contact Information

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<thead>
<tr>
<th>Description</th>
<th>Name</th>
<th>Phone Number</th>
<th>Email or website</th>
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<tbody>
<tr>
<td>Research Accounting Support</td>
<td>Edna Amelo</td>
<td>204-789-3724</td>
<td><a href="http://umanitoba.ca/admin/financial_services/budgrant/researchacctg_staff.html">http://umanitoba.ca/admin/financial_services/budgrant/researchacctg_staff.html</a></td>
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<tr>
<td>Director, Leadership Development</td>
<td>Debra Wirtzfeld</td>
<td>204-787-3125</td>
<td><a href="mailto:dwirtzfeld@exchange.hsc.mb.ca">dwirtzfeld@exchange.hsc.mb.ca</a></td>
</tr>
<tr>
<td>Human Rights &amp; Conflict Management Officer</td>
<td>Jackie Gruber</td>
<td>204-789-3210</td>
<td><a href="mailto:jgruber@umanitoba.ca">jgruber@umanitoba.ca</a></td>
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<tr>
<td>Section</td>
<td>Intake</td>
<td>Contact</td>
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<tr>
<td>Student Services @ Bannatyne Campus</td>
<td>204-272-3190</td>
<td><a href="mailto:bcstudentservices@umanitoba.ca">bcstudentservices@umanitoba.ca</a></td>
<td></td>
</tr>
<tr>
<td>UG Accreditation</td>
<td>Aaron Chiu, Ira Ripstein, Ricardo Soriano</td>
<td>204-789-3280, 204-975-7790, 204-272-3156</td>
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<tr>
<td></td>
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<td><a href="mailto:Aaron.chiu@umanitoba.ca">Aaron.chiu@umanitoba.ca</a>, <a href="mailto:Ira.Rispstein@umanitoba.ca">Ira.Rispstein@umanitoba.ca</a>, <a href="mailto:Ricardo.Soriano@umanitoba.ca">Ricardo.Soriano@umanitoba.ca</a></td>
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<tr>
<td>PG Accreditation</td>
<td>Kurt Skakum, Cliff Yaffe, Ricardo Soriano</td>
<td>204-977-5652, 204-975-7715, 204-272-3156</td>
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<td><a href="mailto:kskakum@hsc.mb.ca">kskakum@hsc.mb.ca</a>, <a href="mailto:cyaffe@sbgh.mb.ca">cyaffe@sbgh.mb.ca</a>, <a href="mailto:Ricardo.Soriano@umanitoba.ca">Ricardo.Soriano@umanitoba.ca</a></td>
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<tr>
<td>New Faculty Orientation</td>
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